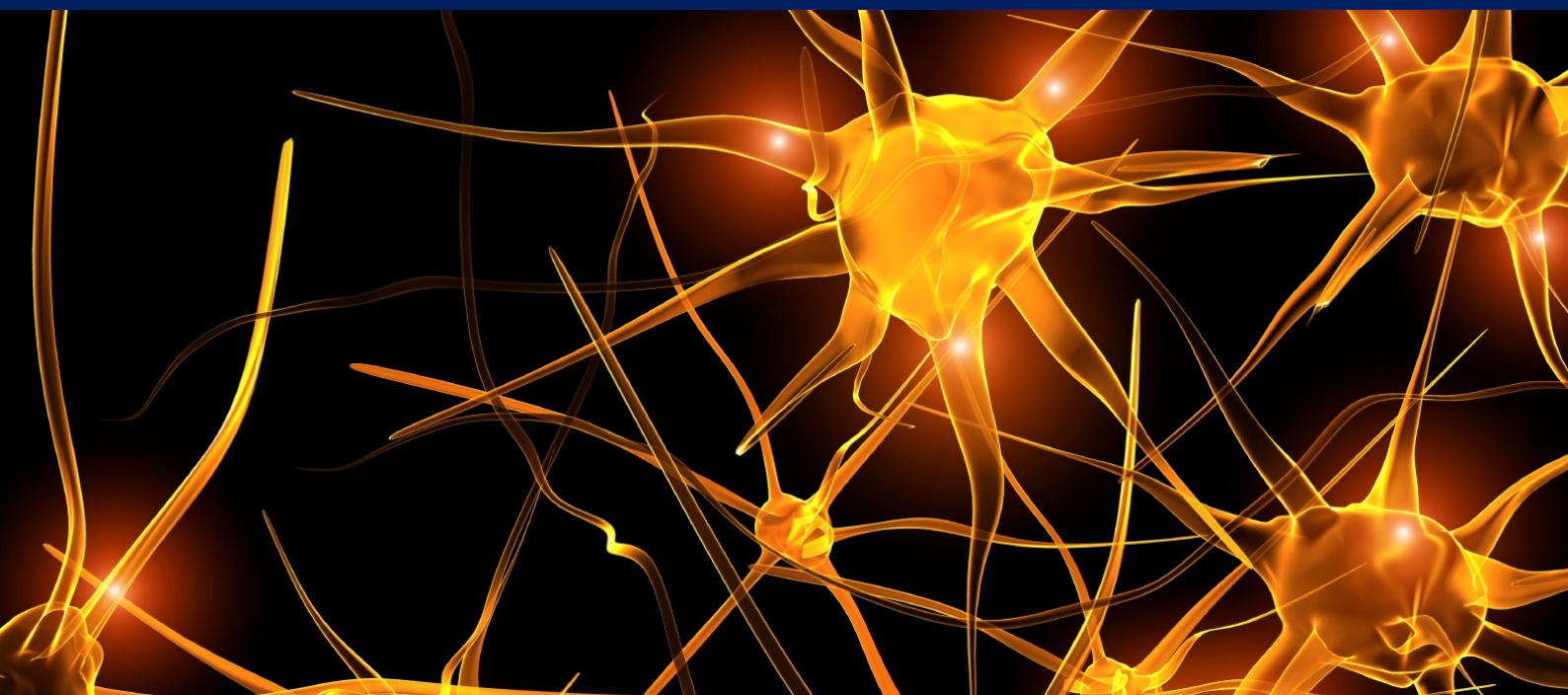


The Partnering Initiative



TRUSTEES' ANNUAL REPORT AND ACCOUNTS 2019-2020

1st October 2019 to 30th September 2020

The Partnering Initiative

21B Park End Street, Oxford, OX1 1HU, United Kingdom
England and Wales Charity no: 1154259
England and Wales-registered Company no: 08528402

Trustees' Annual Report

1st October 2019 - 30th September 2020

Legal and administrative information

Trustees

Mr S De Cleene
Mrs A Gardiner (resigned 30/4/2021)
Mr T Hale
Mr T Lingard
Ms C Rohsler (appointed 27th March 2020)
Mr R Smith (Chair)

Chief Executive

Dr Darian Stibbe

Company Secretary

Dr Darian Stibbe

Registered Office

21B Park End Street
Oxford OX1 1HU
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 2020. 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.

Foreword

While this annual report covers a single year, October 2019 to September 2020, it straddles two completely different worlds.

In the first half year, TPI was engaged as usual on a wide range of projects. In Nairobi, we conducted the first in what was planned to be a major series of national workshops as part of our programme with the United Nations, the Partnership Accelerator for the 2030 Agenda. We were completing our support to the Global Sanitation and Water for All (SWA) Partnership to develop a new 10-year strategy, culminating in a two-day retreat with the SWA steering committee in Hanoi. We had just begun working with Water.Org to help build the organisation up to become institutionally fit for partnering.

Then COVID-19 hit. From March 2020 onwards, the value of partnership, and the resilience of TPI as an organisation, were placed in the spotlight many times over. Several of the projects we were working with ground to an immediate halt. Frequent disruptions in the core team – including several staff members contracting COVID-19, staff furlough, and new colleagues joining without the chance to meet the team in person – meant intensive work to ensure continuity of operations.

COVID-19 led to an immediate step-change in our use of collaborative technology. Within a few months, we had completely re-designed our in-person training programmes, honed over 15 years, into online, facilitated training. For the Partnership Accelerator, we pivoted quickly away from the planned national workshops and found new ways to work together including webinars that engaged over a thousand people around the world. We also brought forward the launch of a seminal new partnering resource developed with the United Nations – the SDG Partnership Guidebook – to help fulfil the urgent need for guidance for COVID-19 partnerships. We also redesigned a major new programme with the FCDO and Bond, Learning from Consortia, and launched it in the middle of COVID-19 chaos.

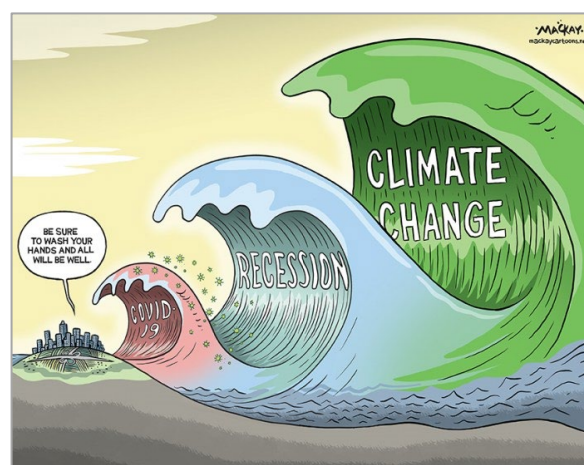
With our network of associates and partner organisations around the world, we launched a COVID-19 response programme, both supporting COVID-19 action partnerships, as well as undertaking research to examine partnering in COVID-19 times. What we found was fascinating. In part due to the urgency and immediacy of the threat, partnerships were forged at pace and at a scale unseen before. All societal sectors, and at all levels, from community up to multi-national, took action and worked effectively together against the common foe.

There are bigger challenges than COVID-19 yet to come, namely the disaster of climate breakdown. We will need to foster and support collaboration in all sectors of society to respond effectively, at scale and at speed. TPI's mission has never been more relevant.

The Trustees join me in thanking our Executive Director, Darian Stibbe, and all TPI staff and Associates for their devotion and hard work in successfully navigating this most difficult of years.



Robert Smith, Chair of Trustees
December 2020



<https://mackaycartoons.net/2020/03/18/wednesday-march-11-2020/>

Structure, governance and management

The charity is a charitable company limited by guarantee, 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.

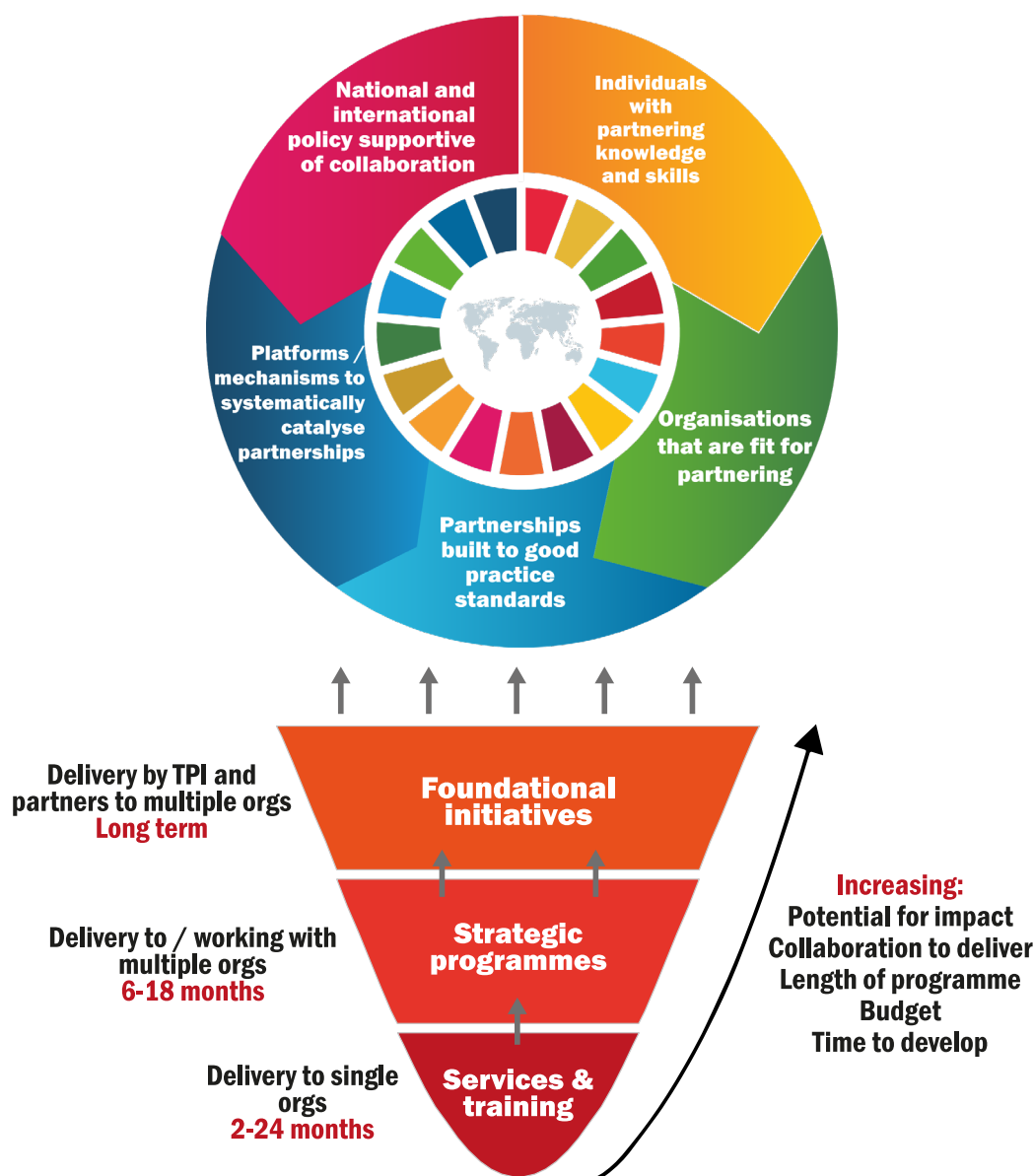
2) Advancing the education of the public in subjects relating to cross sectoral partnerships globally.

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 to engage business in development and drive multi-stakeholder partnerships as an essential mechanism towards delivering the SDGs.



TPI delivers its mission through a mixed portfolio; i) services and training to individual organisations; ii) strategic collaborative programmes which engage multiple organisations to collectively drive forward the state of the art of partnering; iii) foundational initiatives – major programmes delivered collectively with other organisations to deliver at scale over a longer period of time.

Foundational Initiative: Partnership Accelerator for the 2030 Agenda

The [Partnership Accelerator for the 2030 Agenda](#) is a major programme with the United Nations Department of Economic and Social Affairs (UN DESA), along with UN Office for Partnerships (UNOP), UN Global Compact and UN Development Coordination Office. The programme aims to:

- Support effective country-driven partnership platforms for SDGs: research and direct support of effective multi-stakeholder partnership platforms and



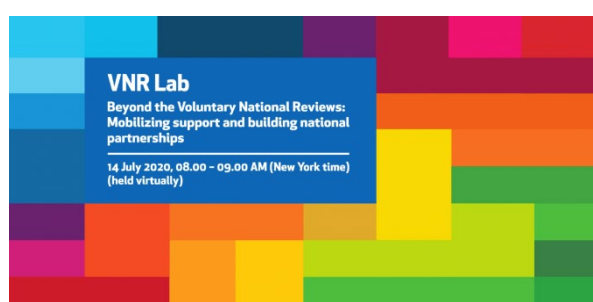
**PARTNERSHIP
ACCELERATOR**
2030 AGENDA
FOR SUSTAINABLE DEVELOPMENT

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.

UN High Level Political Forum

The meeting of the [United Nations' High-level Political Forum \(HLPF\)](#) on sustainable development was held virtually in July 2020. The HLPF annual meeting is the core UN platform for follow-up and review of the 2030 Agenda for Sustainable Development. It featured voluntary national reviews (VNRs) of SDG progress by 47 countries. 'VNR Labs' at the HLPF provide an informal platform to share best practices and reflect on cross-cutting themes and country experiences.



TPI moderated the VNR Lab “**Beyond the Voluntary National Reviews: mobilizing support and building national partnerships**” that explored and showcased practices on how countries can systematically catalyse national multi-stakeholder partnerships for the SDGs. The Lab also explored how countries are working to create an enabling environment that may encourage and foster collaboration across stakeholders.

As part of the 2020 SDG Learning, Training and Practice series linked to the HLPF, TPI [moderated a session on developing transformational partnerships towards the SDGs](#). This capacity building and knowledge workshop was organized by TPI together with the UN Department of Economic and Social Affairs (Division for Sustainable Development Goals, UN Office for Sustainable Development), UN Office on Drugs and Crime, and the World Economic Forum. The training provided an introduction to how multi-stakeholder partnerships can facilitate system transformation by examining how the SDGs exist within complex systems.



TPI also moderated a [multi-stakeholder panel discussion focussed on partnerships against COVID-19 – building back better together to advance the 2030 Agenda](#). The side event looked at examples of partnerships formed to tackle COVID-19, explored how the urgency of the crisis changed the way of forming cross-sector partnerships and asked how governments can foster an enabling environment and policy frameworks supporting effective and rapid partnerships. Finally it looked at how these partnerships can promote synergies between key sectors, including the scientific and technological community and the private sector.

Partnership Accelerator national training workshops

In December 2019, TPI delivered the first [Partnership Accelerator](#) training workshop at the UN Complex in Nairobi, Kenya. The workshop was convened by the SDG Partnership Platform in association with the UN Resident Coordinator's Office and brought together over thirty participants from business, government, civil society and the UN system. Kenya was chosen as the ideal context to launch this pilot workshop due to the

high concentration of partnering activity in the country, combined with the presence of the well-connected SDG Partnership Platform. In addition to offering common tools and frameworks, and, crucially, a shared language and common approach to partnering, the workshop provided additional momentum and energy to several existing partnerships and helped to strengthen the network of in-country partnership champions.

The SDG Partnership Guidebook

The 2020 UN High Level Political Forum also marked the **official launch of the SDG Partnership Guidebook**. The Guidebook is the flagship publication of the **Partnership Accelerator for the 2030 Agenda** and serves as a practical guide to building high impact multi-stakeholder partnerships for the Sustainable Development Goals.

The Guidebook aims to convey the magic of how multi-stakeholder partnerships at country level can deliver significantly towards the SDGs and provide guidance on how to build robust, effective collaborations that can achieve extraordinary results. It sets out the Building Blocks of successful partnerships and the underlying processes necessary to maximise partnership impact. Features include:

- Frameworks to help organisations understand, identify and select the most appropriate forms of collaboration,
- A series of tools that support organisations through each step of partnership development and management,
- Guidance on the more in-depth, trickier, but essential, partnering aspects – including trust, power imbalances, and the frustrations and challenges of working across different organisational cultures.



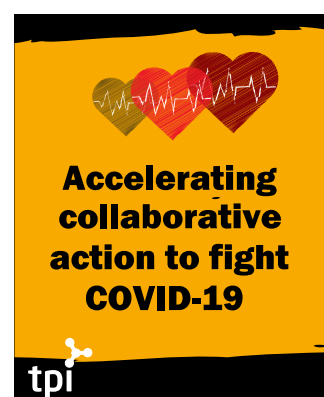
COVID-19 and Building Back Better

Mobilising collaborative action against COVID-19

COVID-19 has been the widest and fastest-spreading public health emergency for a century and has thrown our worlds into unknown territory. The highly interconnected nature and complexity of our societies means that the required response to a global crisis such as COVID-19 is way outside the purview and capacity of government on their own. An all-of-society approach is imperative, and coordination of efforts and innovative collaborations within and across societal sectors are essential – at every level – to maximize collective value and make the most of the resources we have.

In response to the crisis, TPI's global network of Associates and sister organisations came together for a rapid response programme made up of three elements:

- **Support:** TPI offered a free helpdesk providing direct support to anyone who needed assistance in setting up a COVID-19 partnership or to those in an existing partnership that was struggling and having to adapt within the current reality of COVID-19;
- **Research:** A 'rapid partnering' research programme to develop effective practice on partnering under pressure that can be used, for example, around climate change;
- **Advocacy and thought leadership:** Advocacy around the use of multi-stakeholder partnerships to tackle COVID-19 as well as an all-of-society approach to redesign a society that is more inclusive, resilient and sustainable '**#BuildBackBetter**'. Thought leadership through a series of blogs and think pieces (Framing think-piece by Darian Stibbe: [Fighting side-by-side against COVID-19](#))



In addition TPI participated in live written discussions with Business Fights Poverty:

- [How Can Partnerships Create Rapid Innovation During COVID-19 Crisis?](#) TPI joined a Business Fights Poverty online discussion in April 2020, to explore what we can learn from new partnerships emerging during COVID-19 and the innovations they are creating, with a focus on business-led partnerships.
- [How can businesses support their NGO partners through the impact of COVID-19?](#)
- [How can business help in the building of national coalitions and collaborations to fight COVID-19?](#)

Building Forward Better – Closer sector collaboration to build a more resilient future

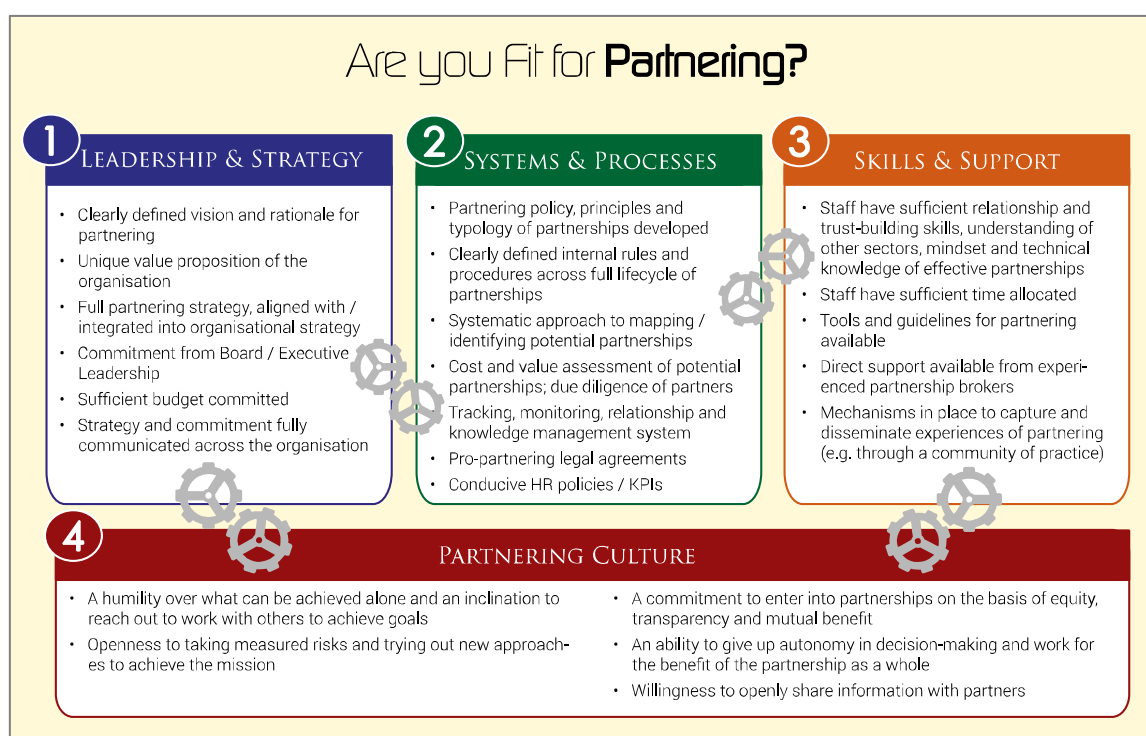
Working with the International Council on Mining and Metals (ICMM), Business Fights Poverty and Jane Nelson (director of the Harvard Corporate Responsibility Initiative), TPI developed a '[Building Forward Better](#)' framework for the mining industry, to guide both immediate responses to, and long-term recovery from the COVID-19 pandemic.

Three key areas for action are identified in the Framework: lives (health and safety), livelihoods (jobs and income) and learning (education and skills). Through these lenses, companies can identify practical actions to take across their core business activities, community investment programs and policy engagement, that support community rebuilding and resilience.

The Framework sets out dozens of practical examples of how leading companies in the mining industry are responding to COVID-19; and provides ideas for how mining companies and potential partners may collaborate in a long-term response to the ongoing pandemic.



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.

World Vision International (WVI)

As part of World Vision's ambitious 'Partner of Choice' programme, TPI has worked extensively with WVI over several years to raise understanding and knowledge of partnering across the organisation, and specifically to build the institutional capacity of country offices to partner effectively and strategically. In January and February 2020 TPI worked with World Vision China to conduct an assessment of their partnering capabilities, through research based on staff and partner online surveys, as well as in-depth interviews with selected staff and partners. The results, analysis and recommendation were shared with WV China in the form of a Fit for Partnering report, which forms a part of the action plan used by the country team to improve systems, processes, and staff capabilities to support partnering excellence.

Direct and indirect support

Sanitation and Water for All (SWA)

Following last year's support to the Sanitation and Water for All (SWA) Partnership on the development of its new 10-year global strategy, TPI provided further support on its implementation, specifically: supporting the development of a results framework and the development of four 'regional roadmaps' in Latin America and the Caribbean; sub-Saharan Africa; Asia; and Middle East and North Africa.

City Cancer Challenge

City Cancer Challenge (C/Can) leads a city-based partnership initiative that aims to improve access to quality cancer care in cities around the world by transforming the way stakeholders from the public and private sectors collectively design, plan, and implement cancer solutions. C/Can was initiated by the Union for International Cancer Control (UICC) but in January 2019 became an independent organisation facing a period of scale up. C/Can engaged TPI to test the robustness of existing policies, codes and frameworks around Conflicts of Interest and Board governance, particularly in relation to the role of the private sector. Board Members, Partners, staff and external stakeholders were interviewed, and a review was carried out of comparable initiatives to understand how best to tackle COI in multi-stakeholder approaches. TPI submitted recommendations based on this work, as well as initiating a broader discussion around accountability, particularly in the cities where C/Can is operational.

Moving Minds Alliance (MMA)

In summer 2019, TPI was commissioned by the Moving Minds Alliance (MMA) to support their partnership working. Moving Minds is a funders collaborative and network that works to scale up coverage, quality, and financing of support for young children and families affected by crisis and displacement. TPI was approached to provide support and advice on the Alliance's governance structure, membership, partnership arrangements, working groups, and funding structure. Interviews were carried out with partners, members, and the secretariat in September 2019, and a Partnership Health Check survey undertaken. In October 2019 TPI presented a set of recommendations to the MMA Secretariat and Steering Group.

Partnering for Green Growth (P4G)

For the second year running, TPI supported P4G, an international initiative to fund transformational commercially viable partnerships contributing to mainly environmental SDGs. In collaboration with GlobalCAD, TPI conducted an independent evaluation of partnerships applying for P4G support through [P4G's Call for 2020 Partnerships](#). TPI supported the development of application materials, scored the top 100 applications, providing detailed evaluations for the top 30, and conducted a detailed investment evaluation of finalists for scale-up funding. In addition, TPI shared strategic and forward-looking recommendations and lessons learned to better shape selection processes in the future.

Novo Nordisk

Novo Nordisk has invested significant time in developing a partnership framework/maturity model between the pharmaceutical industry and IPAs (international professional associations). In the summer of 2020, TPI began work with Novo Nordisk to review and support the revision of the framework as well as supporting the engagement process. The second stage in the project comprises a consultation process aiming to provide insights into what 'great partnership looks like' between the pharma industry and IPAs. In the last stage of the project TPI will then use insights gathered from IPAs to validate Novo Nordisk's framework and suggest next steps for implementing the model.

Gain / Harvest+

Throughout 2019, TPI supported the implementation of a major new global partnership around biofortification of staple supply chains, between GAIN and HarvestPlus, two leading global players in the nutrition space. TPI's role involved brokering the relationship, building partnering knowledge and capacity, and developing structures and operating guidelines. This included facilitating global meetings, supporting individual partnership managers and conducting a mid-year partnership 'health check'. The project was completed with a tailored partnership and governance manual setting out all aspects of how the partnership will operate going forward.

SUN Business Network

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. TPI teamed up with not-for-profit consultancy, Mokoro, to undertake an independent evaluation of SBN, to assess the relevance, internal consistency and feasibility of its theory of change at both global and national levels. The evaluation was very well received and will underpin the development of SBN's new strategy.

Water.org

TPI began a programme to support Water.org to become institutionally Fit for Partnering. The programme was suspended due to COVID-19.

USAID Vietnam and Jamaica Private Sector Landscape Analyses

From April 2019 through June 2019, TPI worked with Resonance Global as part of the Promoting Excellence in Private Sector Engagement (PEPSE) project, to carry out a **Private Sector Landscape Assessment (PSLA) in Vietnam** to identify and prioritize concrete private sector collaboration opportunities—including partnerships related to Disaster Risk Management, Disaster Risk Reduction, preparedness, response, and early recovery—and to identify a pathway forward for Office of U.S. Foreign Disaster Assistance (OFDA) to build high-impact Private Sector Engagement initiatives that will mitigate the impact of disasters, and reduce suffering and loss of life once disasters occur. The assessment aimed to identify PSE priorities and opportunities for OFDA by understanding the experience, strengths, challenges, and interests of the private sector in disaster preparedness, relief, and response.

In the same way, in November 2019, **TPI supported PEPSE's PSLA in Jamaica**. USAID/Jamaica's priority is understanding PSE opportunities in Disaster Risk Reduction and Response, Caribbean Basin Security Initiative, and the U.S. President's Emergency Plan for AIDS Relief (PEPFAR). The PSLA was informed by stakeholder interviews with over 100 private sector companies, chambers of commerce, and business associations, as well as other stakeholders. The aim was to gain a stronger understanding of the interests, operations, challenges, and goals of the private sector related to the three program sectors and to identify resource mobilization and market-based PSE opportunities for USAID/Jamaica.

Strategic programmes and research

Partnering for Philanthropic Impact

Philanthropic organisations have a hugely important and unique role in supporting the delivery of the SDGs: as partners, as funders, as drivers of innovation and as catalysts for collective action. To maximise the value from partnerships, foundations are finding they need to change the way they think and operate. The Partnering for Philanthropic Impact programme brings together philanthropic foundations in the US, Europe and beyond to collectively explore current approaches in the sector and directly and practically support the partnering ambitions of the foundations involved.

Within the programme, foundations are understanding the incentives for change, exchanging good practice around partnering, developing new approaches, process and guidance, and discovering what it means for a foundation to be institutionally fit for partnering. The programme began with an initial inquiry phase to establish a baseline and needs analysis for the sector, and to work with Pioneer Foundation Members Z Zurich Foundation and Johnson & Johnson Foundation to carry out tailored 'Fit for Partnering' assessments that look at how well they are institutionally set up and operating to maximise impact through collaboration.



Partnership Platforms for the SDGs – learning from practice



National multi-stakeholder 'partnership platforms' are important mechanisms to convene stakeholders around key development or business sustainability issues, and to systematically catalyse partnerships for the SDGs. They are being developed around the world and appear to have great potential to accelerate progress towards the SDGs.

However, the term 'partnership platform' is used in a wide variety of ways to reflect a range of forms, structures and mechanisms. And despite the large overall number of such entities, there is a relatively small number of platforms that have been operating over a sufficient period of time, with sufficient evidence of impact, to be able to draw out lessons about what makes them effective.

In 2019, as part of the 2030 Agenda Partnership Accelerator, TPI and UN partnership platform experts began collaborating to respond to these challenges, by developing a research report based on a review of existing practice as well as theoretical approaches. The report will aim to provide: a basic partnership platform typology, to help provide a shared basis for knowledge and experience exchange; a brief review of experience of different types of platforms using existing public evaluations, toolkits and reviews; a set of characteristics of a transformative partnership platform, based on examples drawn from existing practice. The report will be published in the next financial year.

Collaboration in a changing world: Trends in cross-sector partnering for INGOs 2020

In response to the major shifts in the context within which development and humanitarian partnerships operate, TPI collaborated with Bond to better understand emerging trends in cross-sector and multi-stakeholder partnering, the ways that different types of organisations are responding, and the kinds of support needed to successfully adapt to or influence these changes. The resulting study, [Trends in cross sector partnering for INGOs](#), was based on survey questions and interviews with a range of humanitarian and development actors. We looked at the ways in which INGOs and NGOs are responding to these changes and possible future scenarios.

To celebrate the launch of the report, TPI and Bond held a webinar in July 2020 to look at how INGOs can make a bigger impact – looking at the findings of the reports and hearing from leaders and partnership experts from the sector.



Learning from Consortia

Funded by the UK's Department for International Development, Learning from Consortia (LfC) is a support and research programme which seeks to learn from the experiences of the 13 consortia supported by the UK Aid connect programme, and to share the results of this learning with the wider development sector. The LfC programme, in partnership with Bond, aims to understand how best to support consortia to work effectively, equitably, and sustainably.

Through a participative research approach supported by an Academic Advisory Board, TPI is engaging with the consortia to learn from their experiences, to provide needs-based support, and to grow the research and evidence base to support future effective consortia approaches. During the year, the programme was designed, set up and launched, and is set to continue to December 2021.

Outreach

Arab Regional Workshop on VNRs – Strengthening Partnerships

TPI presented a session on Strengthening Partnerships at the Arab Regional Workshop on VNRs in Cairo in February 2020. The session introduced effective partnering for the SDGs at national level, with a focus on the unique resources the different sectors bring to the table, understanding business as an actor and new partner in development, the typology of multi-stakeholder partnerships, and the building blocks of effective partnership.

Second annual global meeting for UN Resident Coordinators – Taking Partnerships to Scale

In November 2019, TPI was invited to moderate a session of the second annual global meeting for Resident Coordinators convened by the Secretary-General of the United Nations in New York. The event was a Davos-style discussion entitled "Taking Partnerships to scale". The meeting brought together all Resident Coordinators of the United Nations with senior leaders of United Nations agencies, funds and programmes and other partners.

Partnership 2.0 for the new UNRC System

In February 2020, TPI facilitated a two-day meeting, part training and part strategic consultation, of UN Resident Coordinators (RCOs) at the United Nations in Riyadh, Saudi Arabia. The aims of the meeting included sharing experiences across countries and offices, better understanding the role of RCOs in developing partnerships for Agenda 2030, and creating a blueprint for an RCO Partnership Strategy.

How-to video with Business Fights Poverty: TPI collaborated with Business Fights Poverty to create [a video for business on How to partner with NGOs, government and others to deliver both business and development goals](#)

Podcast with Business Fights Poverty: Darian Stibbe was interviewed by Business Fights Poverty's Katie Hyson to discuss partnerships and COVID-19

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 this year mainly in the form of tailored trainings for a number of organisations, both in person and online.

UNSSC training series

The UN System's drive to shift from collaboration to co-creation is stated in the UN System Leadership Framework as the "need to catalyse action by building context- and issue-specific networks, coalitions and partnerships, leveraging the diverse contributions of all relevant stakeholders within and outside the UN" (Chief Executive's Board for Coordination). This year TPI continued to work with the United Nations System Staff College (UNSSC) in support of this ambition, helping to build capacity within the UN system for effective cross-sector partnering, through a series of webinars/online trainings introducing the key concepts, processes, tools and skills that form the basis of effective cross-sector partnering in the changing landscape of international development.

These were delivered for a range of UN agencies across the system, including the United Nations Population Fund, the Food and Agriculture Organisation, UN Women, UN Office for the Coordination of Humanitarian Affairs, and as part of the UN Secretariat Executive Management Programme. In addition, TPI delivered a webinar on Reinventing Partnerships: Leading for the Future and a webinar introducing Tools for Partnering with the Private Sector.

PEPSE training

TPI worked with Resonance Global, prime implementer of the USAID-funded Promoting Excellence in Private Sector Engagement (PEPSE) program, to prepare and facilitate a private sector engagement training and workshop for USAID in Dakar, Senegal.

Commonwealth Association

TPI delivered a training for the Commonwealth Association in London, building understanding of effective collaboration for 30 international organisations working with the Commonwealth.

Future plans

COVID-19 has had a fundamental, epoch-making impact on all of society and will continue to do so for years to come. On an optimistic note, it has, however, demonstrated how all sectors of society have been able to rise to a shared challenge. It has also reiterated the essential need for collaboration to deliver resilience and sustainable development, and TPI will continue to deliver services and training, build new programmes that drive the cutting-edge of partnership working, and work with partners on major programmes to build the enabling environment and infrastructure for partnering world-wide.

2030 Agenda Partnership Accelerator

Depending on the course of COVID-19, in 2020-21, TPI and UNDESA will continue to scale up the Partnership Accelerator, taking its blend of support and training to new countries around the world.

Green Transition

TPI's new Green Transition programme will drive the development of new approaches to support and accelerate partnerships for the transition to a just, green economy, focusing initially in 2021 on developing a Rapid Partnering Protocol for the Climate Crisis in the run up to COP26.

There is an opportunity to accelerate a collaborative response to rebuild societies post-COVID-19, to be better prepared to face future shocks and, in particular, to tackle the global climate emergency with speed and agility. The current global pandemic has demonstrated that such partnerships are possible. The urgency of the threat has galvanised rapid innovation and problem-solving, while apparently reducing the barriers to collaboration. This same urgency must be applied to Paris-aligned partnerships for climate mitigation, adaptation and resilience.

In the medium term, we will further scope opportunities to connect the health and environmental agendas for constructive collaboration, which may include mapping and supporting efforts across areas such as the destruction of nature and zoonotic disease; air quality and premature deaths; diabetes prevention and active travel/sustainable transport to break down silos and achieve strongly interrelated health and environment SDGs more efficiently. We will also explore how TPI might best support high potential city-level partnerships working on local green transition strategies to be as effective as possible.

Mining: Partnering for our common future

Building on its existing collaboration, TPI and ICMC will teamed up again in 2020/21 to produce a partnering resource that seeks to strengthen organisational capacity to become transformational partners in development. Over time, we hope to engage with the industry at multiple levels and help unleash its considerable potential.

Learning from Consortia

Plans for the second phase of the FCDO-funded *Learning from Consortia (LfC)* programme include providing continuing support to the 13 UK Aid Connect consortia, and continuing to draw out learning of effective consortia working.

Partnering for Philanthropic Impact

Following the successful Phase 1 Inquiry Phase of the *Partnering for Philanthropic Impact Programme*, TPI will work with a wider group of Foundations in 2020/21 to further strengthen partnering practice across the sector. The second phase, which will be co-developed with a small group of peer Foundations with similar interests, will develop the state-of-the-art of collaboration in specific, transformational focus areas such as systems leadership. We will draw out and codify effective practice, partly through peer-to-peer exchange of foundations going through similar issues, partly through directly supporting foundations to become 'fit for partnering' and learning from their experiences.

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 20.

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 2020, free reserves held were £223,683, 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.

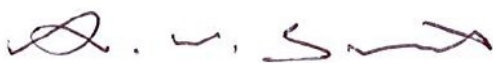
In so far as the Trustees are aware:

- 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 14th May 2021



Robert Smith,
Chair of Trustees

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 2020 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

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 16, 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below:

- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management and those charged with governance to identify any instances of non-compliance with laws and regulations;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

15th May 2021

Statement of Financial Activities (including Income and Expenditure Account) for the period ended 30th September 2020

		Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Income from:	Notes				
Charitable activities	2	624,534	111,849	736,383	562,294
Total income		624,534	111,849	736,383	562,294
Expenditure on:					
Charitable activities	3	577,420	111,849	689,269	566,754
Total expenditure		577,420	111,849	689,269	566,754
Net movement in funds		47,114	-	47,114	(4,460)
Balances brought forward at 1st October 2019		176,569	-	176,569	181,029
Balances carried forward at 30th September 2020		223,683	-	223,683	176,569

All income and expenditure derive from continuing activities.

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

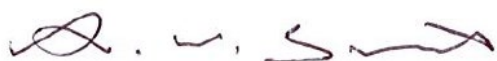
All funds in 2019 were unrestricted

Balance Sheet as at 30th September 2020

	Notes	2020 £	2019 £
Current assets			
Debtors	6	215,567	132,392
Cash at bank and in hand		69,902	103,641
		285,469	236,033
Creditors: amounts falling due within one year	7	(61,786)	(59,464)
Net current assets		223,683	176,569
Net assets		<u>223,683</u>	<u>176,569</u>
Funds:			
Unrestricted funds			
General funds		<u>223,683</u>	<u>176,569</u>

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

The financial statements were approved and authorised for issue by the trustees on 14th May 2021 and signed on their behalf by:



Robert Smith
Chair of Trustees

Statement of Cash Flows for the year ended 30th September 2020

	2020 £	2019 £
Reconciliation of net (expenditure)/income to net cash flow from operating activities		
Net (expenditure)/income for year	47,114	(4,460)
Decrease in debtors	(83,175)	17,523
Decrease in creditors	2,322	19,177
Net cash flow from operating activities	<u>(33,739)</u>	<u>32,240</u>
Net (decrease)/increase in cash and cash equivalents	<u>(33,739)</u>	<u>32,240</u>
Cash and cash equivalents at 1st October 2019	<u>103,641</u>	<u>71,401</u>
Cash and cash equivalents at 30th September 2020	<u><u>69,902</u></u>	<u><u>103,641</u></u>

Notes forming part of the financial statements for the period ended 30th September 2020

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.

The charity receives government grants in respect of the Coronavirus Job Retention Scheme. Income from government and other grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

Project grants and service contract fees are included as income where any 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

	2020	2019
	£	£
Service contract fees	423,102	466,287
DFID (Learning from Consortia)	111,849	-
Programmes	136,647	65,051
Training courses	54,083	30,956
CJRS Grant	10,702	-
	<u>736,383</u>	<u>562,294</u>

3 Charitable activities

	Direct charitable costs	Indirect charitable costs		Total 2020	Total 2019
	£	Administration £	Governance £	£	£
Consultancy	290,812	21,782	-	312,594	232,794
Wages and salaries	214,679	65,719	12,974	293,372	281,155
Travel & accommodation	17,281	2,598	-	19,879	24,634
Rent and rates	-	15,886	-	15,886	15,819
Website & IT costs	-	3,129	-	3,129	2,061
Printing, postage & stationary	175	849	-	1,024	1,033
Telephone	40	2,884	-	2,924	2,938
Bank charges	-	1,846	-	1,846	1,361
Professional charges	-	-	-	-	319
Irrecoverable VAT	3,247	1,419	-	4,666	-
Insurance	-	605	257	862	822
General expenses	2,515	7,870	73	10,458	6,695
Audit fees	-	-	2,935	2,935	2,095
Foreign exchange losses/gains	-	19,694	-	19,694	(4,972)
	528,749	144,281	16,239	689,269	566,754

4 Trustees' and key management personnel remuneration and expenses

There was no Trustees' remuneration or expenses reimbursed to Trustees during the year (2019: nil) for their role as Trustees.

The total amount of employee benefits received by key management personnel is £107,512 (2019: £105,340). The Trust considers its key management personnel comprise the Board of Trustees and the Chief Executive.

5 Staff costs

	2020 £	2019 £
Wages and salaries	248,038	242,085
Social security costs	24,061	20,346
Pension costs	21,273	18,724
	<u>293,372</u>	<u>281,155</u>

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

	2020 Number	2019 Number
£80,000 - £90,000	<u>1</u>	<u>1</u>

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

	2020 Number	2019 Number
Charitable activities	5	4
Management and administration of the charity	1	1
	<u>6</u>	<u>5</u>

6 Debtors

	2020 £	2019 £
Grants and fees receivable	169,743	122,646
Prepayments and accrued income	45,805	9,725
Other debtors	19	21
	<u>215,567</u>	<u>132,392</u>

7 Creditors: amounts falling due within one year

	2020 £	20189 £
Trade creditors	33,212	31,749
Accruals and deferred income	21,755	9,300
Other tax and social security	6,819	18,415
	<u>61,786</u>	<u>59,464</u>

8 Restricted funds

Restricted funds relate to funds from DFID for the Learning from Consortia Programme.

9 Related Parties

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