



# THE PARTNERING INITIATIVE

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## Trustees' Annual Report and Accounts 2021-22

**England & Wales Company no.:** 08528402

**England & Wales Charity no.:** 1164259

**Address:** 21b Park End Street, Oxford, OX1 1HU, United Kingdom

# TRUSTEES' ANNUAL REPORT

**1<sup>st</sup> October 2021 - 30<sup>th</sup> September 2022**

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# 1. LEGAL AND ADMINISTRATIVE INFORMATION

## 1.1. Trustees

**James Cole** (appointed 13<sup>th</sup> January 2022)

**Sean De Cleene**

**Marta Garcia** (Treasurer, appointed 13<sup>th</sup> January 2022)

**Thomas Hale**

**Katherine Hartley** (appointed 13<sup>th</sup> January 2022)

**Thomas Lingard** (resigned 31<sup>st</sup> March 2022)

**Marianne Mwaniki** (appointed 13<sup>th</sup> January 2022)

**Caron Rohsler**

**Robert Smith** (Chair and Treasurer, resigned 31<sup>st</sup> March 2022)

**Elizabeth Stuart** (Chair, appointed 13<sup>th</sup> January 2022)

## 1.2. Chief Executive

**Dr Darian Stibbe**

## 1.3. Registered Office

21B Park End Street  
Oxford OX1 1HU  
United Kingdom

## 1.4. Auditors

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

## 1.5. Bankers

**Metro Bank**

4-5 Queen Street, Oxford, OX1 1EJ, 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 30<sup>th</sup> September 2022. 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.

## 2. STRUCTURE, GOVERNANCE AND MANAGEMENT

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

### 2.1. Organisational structure

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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.

### 2.2. Key management personnel remuneration

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The Trustees consider the Board of Trustees and the senior management team of the Executive Director plus two senior directors 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 their time freely and no Trustee remuneration was paid in the year. Details of Trustee expenses and related party transactions are disclosed in note 4 to the accounts.

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

The pay of the Executive Director is reviewed annually by the Trustees to ensure it is commensurate with experience and performance and fair in comparison with similar roles. The pay of the senior directors automatically increases annually by the lower of inflation or two per cent and is reviewed annually by the Executive Director to ensure salaries are competitive, fair and commensurate with the role, experience and performance. Due to the increased cost of living in the UK during the year, an additional amount of £1,000, pro-rated, was paid to all members of staff including senior directors.

### 2.3. Risk management

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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 confirmed 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.

### 3. OBJECTIVES AND ACTIVITIES

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

#### 3.1. 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.

#### 3.2. 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-sector partnerships globally.

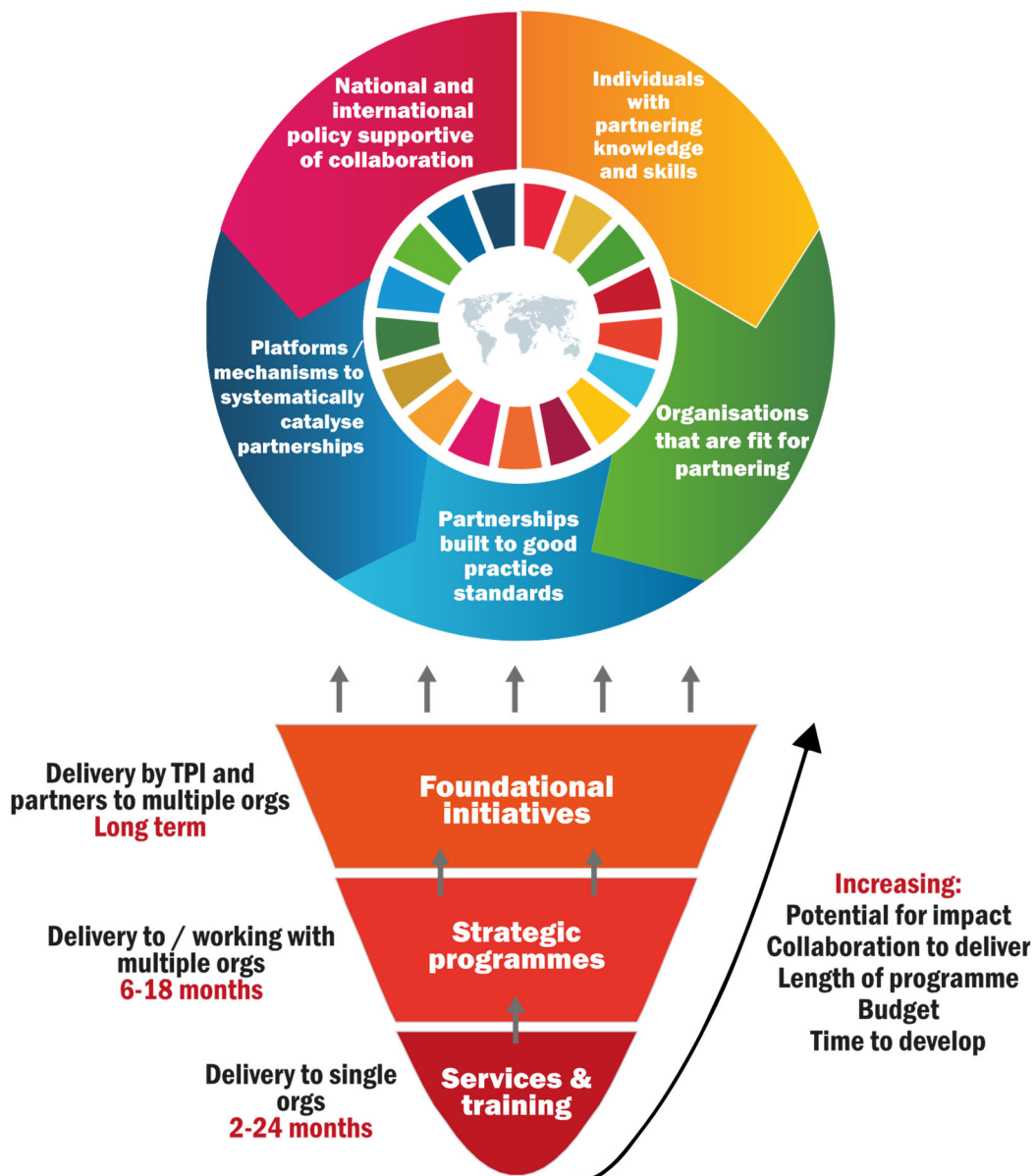
Note: Sustainable development is defined as "development which meets the needs of the present without compromising the ability of future generations to meet their own need"

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

## 4. DETAILS OF SIGNIFICANT ACTIVITIES FOR ACHIEVING OBJECTIVES

### 4.1. TPI's approach

TPI's cutting-edge, holistic approach aims to enable, at scale, five key 'building blocks' required to engage business in development and drive multi-stakeholder partnerships as an essential mechanism towards delivering the Sustainable Development Goals (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 in specific areas; iii) foundational initiatives – major programmes delivered collectively with other organisations to build an enabling eco-system that can deliver partnerships at scale.



## 4.2. 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 works in two areas:



- Partnership platforms: Supporting effective country-driven multi-stakeholder partnership platforms and mechanisms that can engage business and other stakeholders, and catalyse partnerships for the SDGs; drawing out best practices and guidance to assist optimizing emerging platforms; and supporting a new generation of UN Resident Coordinators and country teams.
- 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.

### Activities and achievements over the financial year include:

- Strengthening partnerships between stakeholders in Maldives on waste management and mental health, through organisation of partnership labs and consultations.
- Supporting the organisation of the Mexico Partnership Forum to strengthen and scale multi-stakeholder and multisector engagement for SDGs, leading to the establishment of the Mexico Partnership Platform and UN's Partnership Strategy as a first in the region.
- Training national stakeholders from various sectors on how to build effective and impactful partnerships in the Bahamas.
- Establishing a network of partnerships champions to advance partnership knowledge in the Caribbean.
- Training stakeholders around the world on building partnerships for advancing Sustainable Development Goal 14 (Oceans).
- Launching an online Partnership Learning Centre with learning modules and resources on how to build and manage effective multi-stakeholder partnerships for the SDGs.
- Contributing to partnership discussions and trainings at the ECOSOC Partnership Forum and the High-level Political Forum on Sustainable Development.
- Undertaking an online training that formed the third day of the Jamaica Partnership Forum 2021.

To learn more, please see the Partnership Accelerator's [report on 2022 activities](#).

## 4.3. Strategic programmes and research

### Partnering for Philanthropic Impact

During 2022, we reshaped the strategic approach of the programme around three strands. First, providing individual support to foundations trying to advance their partnering approach; second, facilitating knowledge sharing and peer exchange through events and communications products; and third, developing 'action research' projects to develop, pilot, and launch sector best practice. Underpinning all of this work have been the extensive efforts of the Programme Director to build TPI's network and reputation in the philanthropy sector – from attending the Philanthropy Europe Association annual conference, to setting up bilateral introductory calls with foundations and others in the philanthropy support ecosystem.





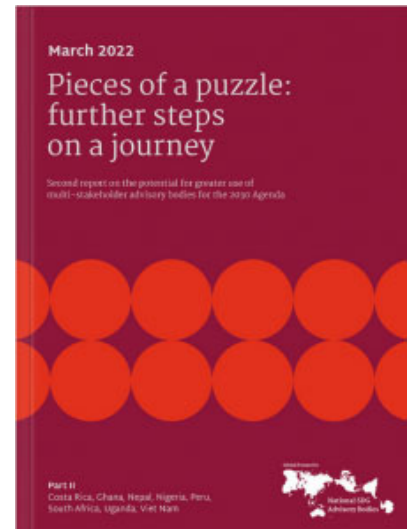
## Global Forum for National SDG Advisory Bodies

### Research

The Global Forum is a network of member organisations and associated strategic partners working towards the achievement of the SDGs. Global Forum members are national-level organisations that bring together voices from different sections of society and act as a critical friend to their national governments.

TPI was engaged by GIZ to conduct research for the Global Forum on the potential for greater use of multi-stakeholder advisory bodies to progress the 2030 Agenda in eight countries.

Following publication of the first report in 2021, TPI has produced a second report in collaboration with Aliarse and the German Council for Sustainable Development. In *Pieces of a Puzzle: Further Steps on a Journey*, eight countries are profiled, Costa Rica, Ghana, Nepal, Nigeria, Peru, South Africa, Uganda and Viet Nam.



### Global Secretariat

In September 2022, TPI and African Monitor, an NGO based in South Africa, were appointed to manage the secretariat of the Global Forum.

The secretariat supports members and strategic partners and provides mechanisms and advice to help members engage with each other and share learning. Its role is also to grow the network and encourage national governments to recognise the value of members' activities and advice.

The initial focus has been on internal communications, network coordination, and setting up Communities of Practice. These bring Global Forum members together to share their experiences on a range of topics which they have selected.

## Partnerships for Green Growth and the Global Goals (P4G)

Since 2018, P4G has conducted four annual calls for partnerships (2018, 2019, 2020, and 2021) and in 2021, P4G used an open application process with prospective partnerships submissions year-round.

Having acted as independent advisors in assessing the call for partnerships for the three years 2019-2021, TPI and GlobalCAD jointly supported P4G for the 2022 calls for partnerships. Through each cycle, the joint team conducted an independent evaluation and selection of shortlist partnerships. This evaluation was undertaken through a combination of a review and scoring of proposal materials, desk-top research and interviews (pitch calls) with the partnerships.

During the year, 30 partnerships were evaluated, with evaluations aiming not only to provide an objective assessment of the partnerships applying for P4G but further to draw strategic and forward-looking recommendations and lesson-learned to strengthen the selected scale-up partnerships in the future.

In addition, TPI worked with P4G on its strategy as it moved into a new phase. The work focussed on developing a typology of market systems interventions, a theory of change and a measurement framework to allow P4G to demonstrate its impact.

## 4.4. Services and support

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### **citiesRISE**

TPI has been working with citiesRISE, a global multi-stakeholder initiative that seeks to create 'mental health friendly cities' that support the well-being of young people. Our work currently includes strategic support and the development of a partnership framework to guide citiesRISE's future collaborations.

### **Novo Nordisk**

TPI began working with Novo Nordisk in 2020, producing a partnership development model between the pharmaceutical industry and International Professional Associations (IPAs). TPI supported Novo Nordisk in developing guidance on the different forms of partnerships and how they can create value as well as a new partnership framework and partnering strategy.

This year TPI continued to support Novo Nordisk's impact strategy and framework, developing a strategy implementation guide, and designing and delivering a vision-to-action workshop. TPI helped to design and build a portfolio of supportive, integrative and transformative partnerships and maintain a network of IPA partners. TPI has supported Novo Nordisk to improve capacity for effective partnering, by undertaking a partnering competencies assessment to identify priority areas going forward and designing and delivering a partnering training workshop.

### **Heifer International**

Heifer International has been working for over 75 years to end hunger and poverty – while protecting the environment – by supporting smallholder farmers and their communities. It currently operates in 21 countries across Africa, the Americas, and Asia. Heifer has established a long-term presence at country level and developed a proven approach based on direct engagement with smallholders and cooperatives.

In 2022 TPI began work with Heifer's Global Partnerships & Global Alliances teams as an accompanying partner, to undertake a Fit for Partnering analysis to assess their institutional capacity for partnering across their global office and three regional offices: Asia, Africa and The Americas.

TPI undertook a survey of staff involved in partnership work as well as a series of interviews with both Heifer partnering practitioners and representatives from Heifer's current and past partners.

The output of this work was the Heifer International Institutional Partnering Capacity report, completed in September 2022, with a set of high-level recommendations, and a strategic review workshop planned for early 2023.

### **FAO transformative partnerships**

TPI worked with FAO's Partnership Support Unit to help develop a compelling definition and vision for 'transformative partnerships'. These partnerships, which contribute to their vision for transformed agrifood systems that are more resilient, efficient, sustainable and inclusive, are foundational to FAO's new strategic framework. TPI's support included developing an extensive guidance note containing definitions and examples of transformative partnerships; an assessment methodology designed to help programme staff assess the potential contribution that partnerships can make to the transformation of agri-food systems; and a partnership-level key performance indicator designed to measure the extent to which a partnership is delivering transformation. Next year TPI will be working with FAO at regional and country level to operationalise these tools and guidance documents.

## Collaborative Partnership on Forests

TPI worked with FAO to conduct an assessment of the effectiveness and impact of the Collaborative Partnership on Forests (CPF), an informal, voluntary arrangement among 15 international organisations with substantial programmes on forests. Following a short orientation paper framing the current status of the CPF, TPI undertook an in-depth desk study, in combination with selected key informant interviews, and designed a survey for a self-assessment by CPF focal points, as part of the partnering review. Findings from the assessment, as well as recommendations, and suggestions for the set-up of a new member-led initiative, were all included in the final report that is helping CPF to shape its future strategy.

## PROTECT

Following on from TPI's Learning from Consortium programme supporting 12 consortia funded by the FCDO's Aid Connect programme, TPI undertook a follow-up partnership health check of the PROTECT consortium. By comparing results with the original health check, the consortium was able to measure its progress, as well as identify areas on which to focus to optimise the quality and effectiveness of the collaboration.

## Jacobs Foundation

TPI developed in-depth learning case studies for two JF collaborative initiatives. TPI also provided feedback on Jacob Foundation's 'Partnering Aspiration Statement', thereby helping to shape the strategic partnering approach of the organisation.

## Wellcome Trust

TPI is an 'Accompanying Partner' to the WT 'Strategic Partnerships Team', helping them to refine and operationalise the partnering approach of the team, as well as their support offer to the rest of the organisation. The initial phase involved creating a roadmap for how to strengthen Wellcome Trust's partnering capacity/approach, followed up with specific work to develop a partnership typology, M&E framework/tools, partner selection process, and a 'Partnership Practice Group'.

## Porticus

TPI undertook a study of 14 Porticus-supported programmes to understand the extent of the collaboration taking place in those programmes, the additional value this brought, and the enablers/barriers to strong collaboration. The report will be published in the next financial year.

## World Vision

TPI has been working with World Vision over a number of years, as an accompanying partner, to support their organisational development approach to becoming a Partner of Choice, in particular through supporting strategic and effective partnering at all levels and building internal partnering capabilities throughout the organisation.

In 2022, TPI provided support in conducting interviews and analysis of interview data for a Partner of Choice review (based on TPI's Fit for Partnering approach) for World Vision Burundi and contributed to the write-up of the report. TPI conducted 16 staff and partner interviews, wrote up the staff interview and analysis with recommendations, and contributed to the production of the final Burundi Partner of Choice report.

## AMGEN

TPI designed and delivered a workshop, *Partnering with intent*, to support AMGEN in its desire to become more ambitious in its strategy for partnering and to consider how practically to drive partnerships forward.

### 4.5. Open and tailored trainings

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TPI continued to develop and deliver its flagship *Building Effective Partnerships for Development* open training course, aimed at individual partnership practitioners. The online training combines virtual group sessions with inter-module assignments, to be completed individually or in groups. These assignments are designed to provide space for both individual reflection and the opportunity to take the tools, frameworks and concepts covered in the sessions and apply them to their personal partnering context.

TPI also delivered a range of trainings on a variety of topics to individual organisations, including:

#### CIFF

In line with its new people strategy and leadership behaviour framework which include collaboration across the organisation and strengthening external partnerships, CIFF asked TPI to develop and deliver a new facilitated online course. The course developed competencies to support effective relationships, both internally and in external partnerships. Following internal scoping, a programme of seven modules was developed for multiple cohorts, including mapping collaborative landscapes, influencing with and without power, dealing with conflict and challenges, effective negotiation, facilitation skills, and an introduction to collaborative leadership.

#### Johnson & Johnson

As part of an ongoing project with the Johnson & Johnson Foundation to strengthen its institutional partnering capacity, TPI provided partnering training for J&J's Global Community Impact team. This was followed by the development of an online interactive self-guided course including tools, videos and podcasts which provided further guidance and insight into partnering for a wide audience within J&J.

#### Queen's University Belfast

In late 2021, TPI designed and delivered a five-session virtual tailored training course for employees of Queen's University Belfast. Course participants included representatives of the academic faculty, including both lecturers and researchers, and from the finance, estates and student affairs departments, with a varied range of partnering opportunities and challenges. The course focussed on the core skills, or fundamentals of effective partnering, with context-specific scenarios and the opportunity to identify common challenges and develop a core group of partnering champions across the University's broad partnership spectrum.

#### Southeast Asia One Health University Network (SEAOHUN)

Following on from the delivery of tailored training to the Africa One Health University Network in 2021, in 2022 TPI delivered a series of five online partnering training sessions to SEAOHUN, a network of universities and institutions across eight South East Asia countries focusing on healthcare. Representatives from seven countries attended the training, which was delivered to university and institutional professionals. It was developed as part of the USAID-funded One Health Workforce project, focusing on developing a workforce without disciplinary barriers, for more effective pandemic preparedness and response.

## Sightsavers

Following previous work for Sightsavers in 2017 when TPI ran a workshop to support the organisation's effective and strategic partnering with and within consortia, in September 2022 Sightsavers commissioned TPI to design and deliver a bespoke facilitation and negotiation workshop for the organisation. The two-day, in-person course explored topics such as facilitation techniques and planning; interest-based negotiation and value maximisation negotiation; power, trust and stakeholders; online facilitation; influencing; and finally difficult conversations and conflict management.

## Slipstream

In 2022, TPI designed and delivered a five-session facilitated online training course for Slipstream, a mission-driven non-profit that inspires new solutions to big energy challenges by empowering more people to adopt new practices and technologies. The course was designed to equip individual members of Slipstream's staff with the understanding and skills needed to partner effectively, and to support Slipstream's partnership work by inspiring a group of "partnership champions". The course focused on partnering fundamentals, value creation through partnership and identifying Slipstream's unique value proposition as a partner, understanding stakeholders and sectors, including engagement with community groups, trust, power and equity and the partnering relationship and practical action planning for the future.

## UNESCAP

TPI delivered a tailored version of the Effective Partnering for Sustainable Development online training course for a cohort of key UNESCAP staff based in South and East Asia regional and sub-regional offices. Modules explored partnership typology and potential stakeholders; value creation through partnership; partnership negotiation and set-up; keeping partnerships effective; and finally troubleshooting and planning for the future.

## UNSSC

TPI has continued to design and deliver tailored trainings as part of its longstanding collaboration with the UN Systems Staff College (UNSSC), building partnering capability across the UN system. In the last year, this included designing and delivering a partnership-building virtual workshop, for three successive cohorts, as part of the 2022 UN Secretariat Executive Management Programme; designing and delivering a partnership-building module, delivered to three successive cohorts, for the Food and Agriculture Organization of the United Nations (FAO) as part of the 2022 FAO-UNSSC Online Executive Leadership Certificate Programme; and designing a partnership module for two cohorts as part of the UNFPA Managerial Certification Programme.

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## 4.6. Outreach

Much of TPI's outreach, aiming to build global understanding of partnerships for sustainable development and the need to invest in the capabilities and enabling environment to make partnerships happen was undertaken through the Partnership Accelerator activities described above. Some selected further outreach is provided below.

### 2022 ECOSOC Partnership Forum - February 02, 2022

The 2022 ECOSOC Partnership Forum on 2 February 2022 focused on "Building back better from the coronavirus disease (COVID-19) while advancing the full implementation of the 2030 Agenda for Sustainable Development".



TPI played a very active role in the Forum: working with our partners, UN DESA, to convene two plenary 'Partnership Exchange' sessions; running a side event with the 2030 Agenda Partnership Accelerator and Partnerships 2030; and launching a specially-recorded podcast, the first in a series on Partnership Pioneers.



### Partnership Exchange plenary sessions

- **Experiences from partnering during the COVID-19 pandemic** - The session featured speakers sharing their first-hand experience and lessons learned in building and managing partnerships during the pandemic and how these could be of use when tackling other urgent global challenges such as climate change. The session featured a keynote address from David Nabarro, Former Special Advisor to the UN Secretary-General on the 2030 Agenda for Sustainable Development and Climate Change and WHO Special Envoy on COVID-19 Preparedness and Response
- **Fostering an enabling environment for collaboration** - This session discussed and explored the policies that are needed to support multi-stakeholder partnerships, how to build capacities of stakeholders around partnering practices, how to support organizational change required to partner effectively, while also hearing from UN Resident Coordinator offices about examples and good practices related to partnership platforms as mechanisms for brokering and catalysing new partnerships for SDG implementation.

### Side Event: From COVID-19 to climate change: How can we turbo-charge collaboration?

TPI hosted a side event with Partnerships 2030 and the 2030 Agenda Partnership Accelerator. The session featured speakers from the Platform for Multi-Stakeholder Partnerships for Implementing the 2030 Agenda, Climate2025, the 2030 Agenda Partnership Accelerator, and World Vision International. TPI shared insights from the Rapid Partnering for Climate Action programme, which is developing accelerated partnership protocols to support climate action practitioners and their partners in related fields to initiate, implement and iterate climate action partnerships far faster. We heard from those working on climate action partnerships, and those supporting them.



**Podcast:** Darian Stibbe discussed the role of business as a partner in development, systems leadership and Kenya's innovative SDG Partnership Platform with Arif Neki, serial innovator and partnership pioneer.

### Additional outreach

- **Union for International Cancer Control Annual Summit:** In October 2021, TPI moderated a session entitled "*How innovative partnerships can make change happen*", showcasing a number of successful partnerships, including City Cancer Challenge (with whom TPI has worked previously) and drawing out key success factors.
- **Saïd Business School, University of Oxford:** TPI took part in a session on "SDGs and Big Business - Leaders Panel" as part of the Skoll Impact Lab. TPI also curated a careers session for MBA students interested in working cross-sectorally.



- **Transformational Leaders Network:** TPI joined the World Economic Forum, Harvard Business School, UNDP and others in a range of events to promote systems leadership to deliver transformation in food systems.

## 4.7. Future plans

TPI will continue to provide services and training, build on existing programmes, and develop new major initiatives to scale up our impact.

### 2030 Agenda Partnership Accelerator

TPI's plans as part of the Partnership Accelerator include:

- Ongoing national partnership workshops and training of trainers, provisionally in Sri Lanka, Thailand and the Maldives,
- The publication of a guide to designing and facilitating partnership training workshops
- The development of a guide to enable UN Resident Coordinator Offices to apply a systematic approach to partnership at national level.

### Global Forum for National SDG Advisory Bodies

The secretariat will develop and implement a communications strategy and support its members to contribute to the UN-led review of progress on the SDGs that is taking place in 2023. TPI will also develop and host a new website for the Global Forum.

### Green Transition

The quality of the discussions and the value created by the network of climate partnership practitioners sharing approaches has prompted plans for a wider Climate Collaboration programme in 22-23. This will provide direct support to existing climate partnerships, facilitate peer-exchange and build sector practice. We will also explore working with partners to develop guidance on partnerships across the supply chain for businesses addressing Scope 3 emissions. Given recent interest from philanthropy in upscaling support for climate action, we expect there to be increasing complementarity between our Funder Impact and Climate Collaboration workstreams.

### Partnering for Philanthropic Impact

#### Individual support projects

TPI will be continuing ongoing work with Wellcome Trust and a number of other foundations to support their strategy development, fitness for partnering and operationalising partnerships.

#### Knowledge sharing and peer exchange

- a. The peer exchange 'group' will continue to develop – both bringing on board more participants and deepening the involvement and connections between existing members. The aim is to hold four peer exchange sessions, including one in person. This work is generally funded through additional contributions made in the individual support projects.
- b. Joint events: TPI has submitted a joint proposal (together with three foundations + UNICEF) for a session at the Philanthropy Europe Association and will also look for other opportunities to co-host events within the philanthropy ecosystem – ideally branching out beyond Europe.
- c. Knowledge Sharing: Several articles are already planned for 2023 to share findings from work with foundations to date (namely: Jacobs Foundation, and Porticus)

## The Partnering Academy

TPI will develop its thinking around a highly ambitious new initiative: the Partnering Academy. The Academy aims to professionalise and systematize partnering practice at scale by supporting individuals, organisations and partnerships to reach best practice reference standards.

## Network of partnering support organisations

As part of our new strategic approach to scaling up our impact, as well as enabling others to provide partnering support as close as possible to their contexts, TPI will be looking into the potential for building a network of partnering support organisations. This mutual support network would provide reciprocal learning opportunities as well as share examples of effective organisational strategies and business models for partnering support organisations. Building the capability of a range of organisations in LMICs to deliver partnership training and services provides TPI with a wide group of Associates to deliver TPI global and regional programmes, while also providing access to partnership support at a sub-national level which TPI itself would never be able to deliver.

# 5. ADMINISTRATION

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## 5.1. Public benefit

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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.

## 5.2. Financial review

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The results of the charity for the year can be seen on page 23.

## 5.3. Reserves policy

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The Partnering Initiative aims to maintain in reserve four months' worth of operating costs (approximately £200k), along with a development budget for creating new cutting-edge programmes or investing in the organisation. As at 30th September 2022, free reserves held were £344,697, which the Trustees deem acceptable.

## 6. 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 2019 (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, 19<sup>th</sup> June 2023.



**Elizabeth Stuart,  
Chair of Trustees**

## 7. INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE PARTNERING INITIATIVE

### 7.1. Opinion

We have audited the financial statements of The Partnering Initiative (the 'charitable company') for the year ended 30th September 2022 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 of 30th September 2022, 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.

### 7.2. 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.

### 7.3. 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.

## 7.4. Other information

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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.

## 7.5. Opinions on other matters prescribed by the Companies Act 2006

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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.

## 7.6. Matters on which we are required to report by exception

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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.

## 7.7. Responsibilities of trustees

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As explained more fully in the trustees' responsibilities statement set out on page 18, 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.

## 7.8. Auditor's responsibilities for the audit of the financial statements

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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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## 7.9. Use of our report

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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.



**Benjamin Hayes BSc FCA (Senior Statutory Auditor)**

20<sup>th</sup> June 2023

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

30 St Giles  
Oxford  
OX1 3LE



## 8. FINANCIAL STATEMENTS

### 8.1. Statement of Financial Activities (including Income and Expenditure Account) for the period ended 30<sup>th</sup> September 2022

		Unrestricted funds 2022	Restricted funds 2022	Total funds 2022	Total funds 2021
		£	£	£	£
<b>Income from:</b>	<b>Note</b>				
Charitable activities	2	852,800	22,139	874,939	849,937
<b>Total income</b>		852,800	22,139	874,939	849,937
<b>Expenditure on:</b>					
Charitable activities	3	769,059	22,139	791,198	812,664
<b>Total expenditure</b>		769,059	22,139	791,198	812,664
<b>Net movement in funds</b>		<b>83,741</b>	<b>-</b>	<b>83,741</b>	<b>37,273</b>
Balances b/f at 1 <sup>st</sup> October		260,956	-	260,956	223,683
Balances c/f at 30 <sup>th</sup> September		344,697	-	344,697	260,956

All income and expenditure derive from continuing activities.

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

**The notes, section 8.5, page 26, form part of the financial statements.**

## 8.2. Balance Sheet as at 30th September 2022

	Notes	2022 £	2021 £
<b>Current assets</b>			
Debtors	6	378,206	196,537
Cash at bank and in hand		95,653	136,848
		<b>473,859</b>	<b>333,385</b>
<b>Creditors: falling due within one year</b>	7	(129,162)	(72,429)
<b>Net current assets</b>		<b>344,697</b>	<b>260,956</b>
<b>Net assets</b>		<b><u>344,697</u></b>	<b><u>260,956</u></b>
<b>Funds:</b>			
<b>Unrestricted funds</b>			
General funds		<b><u>344,697</u></b>	<b><u>260,956</u></b>

## 8.3. Board approval

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 June 19<sup>th</sup> 2023 and signed on their behalf by:



Marta Garcia  
Treasurer

The notes, section 8.5, page 26, form part of the financial statements.

## 8.4. Statement of Cash Flows for the year ended 30<sup>th</sup> September 2022

	2022 £	2021 £
<b>Reconciliation of net income to net cash flow from operating activities</b>		
Net income for year	83,741	37,273
Decrease / (increase) in debtors	(181,669)	19,030
Increase in creditors	56,733	10,643
<b>Net cash flow from operating activities</b>	<b>(41,195)</b>	<b>66,946</b>
 <b>Net increase / (decrease) in cash and cash equivalents</b>	 <b>(41,195)</b>	 <b>66,946</b>
<b>Cash and cash equivalents at 1st October</b>	<b>136,848</b>	<b>69,902</b>
<b>Cash and cash equivalents at 30th September</b>	<b><u>95,653</u></b>	<b><u>136,848</u></b>

The notes, section 8.5, page 26, form part of the financial statements.

## 8.5. Notes forming part of the financial statements for the period ended 30th September 2022

### 1 Summary of significant accounting policies

#### a) General information and basis of preparation

The Partnering Initiative is a charitable company limited by guarantee and is incorporated in England. 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 issued in October 2019, 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. Monetary amounts in these financial statements are rounded to the nearest pound sterling.

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 trustees have included an assessment of the impact of COVID-19 as part of this assessment. 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

	2022	2021
	£	£
Service contract fees	495,784	302,507
DFID / FCDO (Learning from Consortia)	-	335,113
Other programmes	212,818	85,827
Training courses	166,337	116,241
CJRS Grant	-	5,749
Other income	-	4,500
	<b>874,939</b>	<b>849,937</b>

Total restricted income included in the above is £22,139 (2021: £335,113).

## 3 Charitable activities

	Direct charitable costs £	Indirect charitable costs £		Total 2022 £	Total 2021 £
		Core organisational*	Governance		
Consultancy	295,263	15,803	-	311,066	385,866
Wages and salaries	286,599	120,611	21,379	428,589	354,882
Travel & accommodation	12,048	5,697	-	17,745	3,884
Rent and rates	-	26,828	-	26,828	18,941
Website & IT costs	2,058	9,780	-	11,838	7,621
Printing, postage & stationery	539	947	-	1,486	461
Telephone	9	1,211	-	1,220	1,478
Bank charges	-	3,817	-	3,817	1,745
Irrecoverable VAT	-	-	-	-	12,736
Insurance	-	1,052	112	1,164	914
General expenses	278	19,150	13	19,441	17,295
Audit fees	-	-	4,073	4,073	3,280
Foreign exchange losses	(26,020)	(8,934)	(1,115)	(36,069)	3,561
	<b>570,774</b>	<b>195,962</b>	<b>24,462</b>	<b>791,198</b>	<b>812,664</b>

\*Core organisational costs include all non-programme-attributable costs including administration, policy engagement, new programme research and development, unfunded knowledge product generation, communication and dissemination.

Total restricted expenditure included in the above is £22,139 (2021: £335,113).

## 4 Trustees' and key management personnel remuneration and expenses

There were no Trustees' remuneration or expenses reimbursed to Trustees during the year (2021: nil).

The total amount of employee benefits received by key management personnel was £218,961 (2021: £216,395). The Trustees consider the charity's key management personnel comprise the Board of Trustees, the Chief Executive, and the senior management team.

## 5 Staff costs

	2022	2021
	£	£
Wages and salaries	350,627	276,539
Social security costs	33,849	26,751
Pension costs	44,113	51,592
	<u>428,589</u>	<u>354,882</u>

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

Number	2022 Number	2021
£60,001 - £70,000	-	1
£90,001 - £100,000	1	-

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

	2022 Number	2021 Number
Charitable activities	7	6.5
Management and administration of the charity	2	1.5
	<u>9</u>	<u>8</u>

## 6 Debtors

	2022	2021
	£	£
Grants and fees receivable	279,886	139,752
Prepayments and accrued income	98,301	54,730
Other debtors	19	2,055
	<u>378,206</u>	<u>196,537</u>



**7 Creditors: amounts falling due within one year**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Trade creditors	51,501	52,082
Accruals and deferred income	49,838	11,759
Other tax and social security	27,823	8,588
	<b><u>129,162</u></b>	<b><u>72,429</u></b>

**8 Restricted funds**

Restricted funds relate to funds from GIZ for the Global Forum Project. €42,437 (£36,719) was received in September 2022, with £15k deferred as at 30th September 2022, to be recognised in the following year.

In the prior year, restricted funds related to funds from DFID / FCDO for the Learning from Consortia Programme and were expended in full in the period.

**9 Related parties**

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



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