



The Partnering Initiative

(A company limited by guarantee and registered charity)

REPORT AND FINANCIAL STATEMENTS

For the period ended 30th September 2015

The Partnering Initiative

Charity no: 1154259

Company no: 08528402

Legal and administrative information

Trustees

Mrs A Gardiner (appointed 28th April 2014)
Ms E Mak (appointed 16th August 2013)
Dr S Reid (appointed 14th May 2013)
Mr S De Cleene (appointed 19th December 2014)

Chief Executive

Dr D Stibbe

Registered Office

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

Auditors

Wenn Townsend
30 St Giles
Oxford
OX1 3LE

Bankers

Royal Bank of Scotland
32 St Giles
Oxford
OX1 3ND

Trustees' Annual Report for the period ended 30th September 2015

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 2015. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" issued in 2005 in preparing the annual report and financial statements of the charity.

Structure, governance and management

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

- To promote sustainable development for the benefit of the public by:
 - a) Raising awareness and promoting the use of 'cross-sector partnerships' globally
 - b) Building systemic, institutional and individual capacity across all societal sectors to develop and support effective partnerships
 - c) Directly and indirectly supporting the development and effective delivery of cross-sector partnerships globally
 - d) Promoting and undertaking study and research in cross-sector partnerships and disseminating useful results of such study to the public at large
 - e) Supporting the development of an enabling architecture to drive the scaling up of the use of cross-sector partnerships globally
- To advance the education of the public in subjects relating to cross-sectoral partnerships globally.

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.

Risk management

The Trustees have implemented systems to be followed by Charity staff with a view to ensuring the risks of financial loss are minimised. 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.**

Details of significant activities for achieving objectives

To promote sustainable development for the benefit of the public by:

a) Raising awareness and promoting the use of cross sector partnerships globally.

The Partnering Initiative undertook extensive outreach activities through engagement in conferences and events. Examples include a webinar convened on 18th of June by The Collective Impact Forum, FSG and The Partnering Initiative to explore the role of platforms for partnership in driving cross-sectoral collaboration at the scale and quality required to meet the Sustainable Development Goals (SDGs). The webinar examined key challenges and success factors for platforms with many hundreds of participants.

As part of the Business Call to Action (BCTA)'s sixth Annual Forum in conjunction with the 70th Session of the United Nations General Assembly and the adoption of the SDGs, The Partnering Initiative collaborated with Business Call to Action and Business Fights Poverty to convene an interactive breakfast panel discussion to explore the role of domestic inclusive businesses in delivering on the SDGs. Following from the New York breakfast session, The Partnering Initiative is collaborating with BCTA to prepare a series of roundtables for spring 2016.

TPI's Executive Director and other TPI staff moderated or spoke at sessions in a wide range of events, including: the Global Child Forum, Dubai; RealDania International Conference on Leadership and Transformational Partnerships, Copenhagen; Skoll World Forum, Oxford; Mexico-Germany Bilateral Event: Living a new global partnership: The Post-2015-Development Agenda and private sector engagement, Mexico; Devonshire Initiative workshop on partnering in the mining industry (webinar); OECD / DAC Donor Learning Group: Working with and through the private sector in development cooperation (Paris); Launch of the SDGs, UN General Assembly, New York.

In recognition of The Partnering Initiative's work in the field of cross-sector collaboration, Darian Stibbe, TPI's Executive Director, was honoured in 2015 by the Annual Review of Social Partnerships

(ARSP) as a 'Thexis Leader' who has "inspired the international community through their cross-sector research and practice".

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

The Partnering Initiative further applied and deepened its thinking around its 'Fit for Partnering' concept, which focuses on four elements essential for effective partnership: Leadership, Systems and Processes, People, and Culture. TPI's framework for assessment and analysis, the Fit for Partnering Framework, was launched in survey form. This is a light-touch service offered to help organisations assess their preparedness to partner and the actions they might need to take to move towards partnering with excellence. The service provides a report and 'route-map', identifying successes and areas for development, and recommending future actions to address emerging priorities.

TPI worked with a number of multi-national NGOs, UN Agencies, companies and a government agency 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.

The Partnering Initiative also continued to develop its flagship Building Effective Partnerships for Development training for individuals, which was delivered both as open courses and through tailored courses to a range of organisations. The open training was expanded to 3 days, and delivered in Oxford in October, January, and April; it was also delivered in Zambia in February through the Zambia Business in Development Facility, supported by TPI, as part of the Business Partnership Action programme. Tailored trainings were delivered to a range of organisations, including the first training on cross-sector collaboration to be hosted in the Middle East.

In addition to further developing its existing open training programme, The Partnering Initiative has done significant collaborative work to develop new trainings with other organisations. With World Vision, The Partnering Initiative has been working to develop an advanced training for experienced practitioners at a senior level. The course has been piloted in four countries in 2015, and will be further rolled out in 2016. With Bupa and the UICC, TPI has begun working to develop a toolbook and training course to build competencies specifically for partnering against chronic disease.

In total, over 450 individuals from over 100 organisations received training in partnering. In addition, 40 participants elected to pursue The Partnering Initiative's Certificate in Partnering Practice, a qualification that is getting increasing international recognition and can now be taken by those who have undertaken 3rd party associated partnering courses.

Finally, The Partnering Initiative has been developing a proposal for a global programme to address the need for partnering capacity building on a global scale. The Partnering Academy, initiated by The Partnering Initiative and World Vision, is planned to be a multi-stakeholder programme led through a consortium of agencies, NGOs and business organisations, with the objective to make high quality partnership training accessible and affordable globally, and to help build a network of skilled partnership practitioners and trainers worldwide.

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

In early 2015, TPI, in collaboration with the Zambia Business in Development Facility (ZBIDF), created a new toolbox, The Zambia Partnering Toolbox. This was specifically designed to support the uptake and delivery of partnerships that contribute to sustainable development in Zambia, and support the work of the Zambia Business in Development Facility.

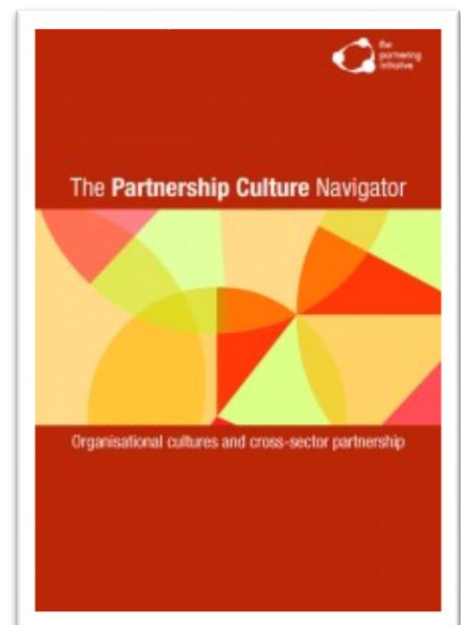
TPI supported the Toilet Board Coalition (TBC), a global, business-led coalition of leading companies, investors, sanitation experts and non-profit organisations in its transition towards becoming an independent non-profit organisation with headquarters in Geneva. The Toilet Board Coalition aims to accelerate innovative market-based solutions that deliver sanitation at scale, to those who need it most.

TPI continues to provide direct support and advice to a range of cross-sector partnerships around the world.

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

In collaboration with the World Food Programme, The Partnering Initiative has been working on two new toolbooks, one on partnership culture and one on partnership evaluation. The Partnership Culture Navigator, due to be published early in 2016, is the second in The Partnering Initiative's Navigator series. It has been designed as a practical guide to help users navigate the challenges of dealing with different organisational cultures when working in cross-sector partnerships.

The Partnering Initiative became a partner, along with the Partnership Brokers Association, Partnership Resource Centre, Collective Leadership Institute and Partnerships in Practice, in the new 'PEP Facility' funded by the Dutch Ministry of Foreign Affairs. PEP, 'Promoting Effectiveness in Partnership' focuses on two core elements: knowledge development and dissemination on one hand, and providing access to support for partnerships on the other.



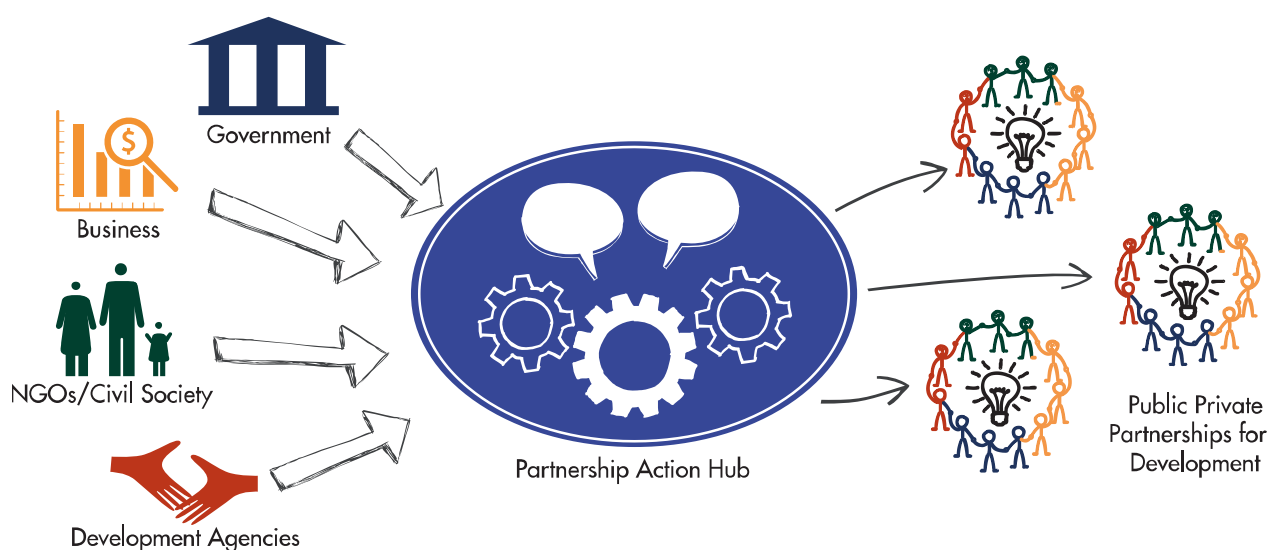
- e) Supporting the development of an enabling architecture to drive the scaling up of the use of cross sector partnerships globally.



Business Partnership Action

TPI has continued to globally implement the Business Partnership Action (BPA), launched in 2014 with support from Sida. The BPA has initiated major country-level business partnership hubs or platforms in Zambia, Mozambique and Colombia.

The hubs systematically bring together government, business, donors, the UN and NGOs and catalyze partnerships which contribute to the Sustainable Development Goals.



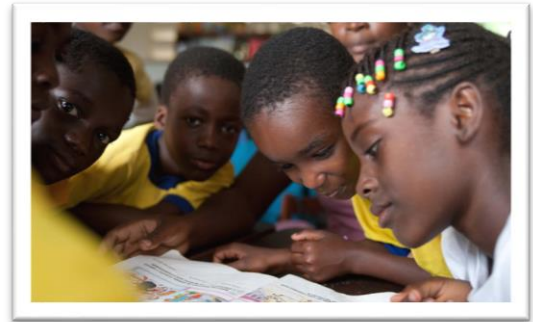
In Colombia, the Colombia Business in Development Facility, supported by Sweden and the Netherlands, and initially supported by TPI, is in its second year. Among its key achievements in the financial year, the facility has brought 10 partnerships to the feasibility stage (including creating a joint action plan and signing a partnering agreement), has set up frameworks for knowledge management and communication, and has designed a Monitoring and Evaluation methodology. The work of the facility has been recognised by the government, which has chosen it as one of the mechanisms for engaging the private sector on post-conflict reconciliation.



In Zambia, the Zambia Business in Development Facility (ZBiDF) is supported by The Partnering Initiative, Sida and the government of Zambia. It is hosted by AMSCO and employs 4 full-time staff. In 2015, the hub made inroads in establishing a partnership conducive culture in Zambia. Following several trainings on successful

partnering skills, the facility successfully conducted a Shared Value Dinner Event with 250 key business leaders and conducted a Shared Value Masterclass.

The Hub also ran a Partnership Innovation Series for Job Creation, which was described by the Ministry of Finance as “the most constructive approach to private and public sector engagement we have seen in this country.” Finally, with support from ZBIDF, The Zambia Association of Manufactures (ZAM) and the Technical Education, Vocational and Entrepreneurship Training Authority (TEVETA) have signed a MoU with regards to Skills Development.



In Mozambique, the LINK programme is supporting the development of inclusive business projects.



In addition to the three major hubs it helped to initiate, BPA contributed to the creation of new platforms for humanitarian private sector partnership. In East Africa, TPI supported the new Humanitarian Private Sector Platform, to be launched in 2016 by UNOCHA, World Vision, other NGOs and key businesses in the region. BPA has provided support to UNOCHA in developing a terms of reference for its Private Sector Alliance for Disaster Resilient Societies in the Philippines, and in developing plans for a Global Network for private sector engagement in emergency preparedness and response, with UNISDR and UNDP.

BPA has also supported World Vision in the ongoing development of the Asia Pacific P3 Incubation Hub, a cross-sector incubator for new solutions to development and humanitarian problems, with a focus on WASH. TPI also undertook a light-touch scoping for the potential for a platform in Mombasa to support the economic and social development of the region.

In addition to its work on platforms, TPI was the programme manager for DFID's Business Network Programme through which DFID is able to support projects and programmes that engage business in development.

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.

Looking Ahead – Plans for the Coming year

In 2016, The Partnering Initiative will seek to consolidate its existing areas of work while innovating, incorporating and disseminating new knowledge, skills and tools, as well as launching new in-country hubs, and, in collaboration with others, launching new global programmes such as The Partnering Academy and the NCD Alliance. The Partnering Initiative will also continue its work to develop and disseminate advanced toolbooks and training.

a) Raising awareness and promoting the use of cross sector partnerships globally.

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

Plans include collaborating with UNDP and leading a series of Inclusive Business roundtables in Vietnam, Bangladesh and Colombia, and Zambia. The roundtables will bring together business, government and NGOs to raise awareness and encouraging broader participation in inclusive business and partnerships for the SDGs.

b) & c) Building systemic, institutional and individual capacity across all societal sectors to develop and support effective partnerships, and supporting the development and effective delivery of cross sector partnerships globally.

The Partnering Initiative will continue to run its flagship Building Effective Partnerships for Development, both as an open course and as tailored training. The Oxford course will continue to run 2 or 3 times per year, with the aim to expand elsewhere.

As part of its work on the topic of tackling chronic disease, The Partnering Initiative will launch an introductory online course aimed at selected participants of the World Cancer Congress 2016 to start building partnering capacity within the cancer community. TPI will also collaborate on a toolbox and training course to build competencies for partnering against chronic disease.

With World Vision, The Partnering Initiative will launch the new, advanced partnering course, and will continue to drive and develop the concept for The Partnering Academy and promote engagement from business organisations and NGOs.

TPI will continue to deliver its advisory services and Fit for Partnering services to organisations, thereby sharing and generating new knowledge, and supporting organisations to develop their potential to partner with excellence.

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

The Partnering Initiative will continue to develop its publications and toolbooks, including the Partnership Culture Navigator, developed in collaboration with WFP, to be launched early in 2016, and a new toolbox on the monitoring and evaluation (M&E) of partnerships.

As a partner in the Promoting Effective Partnership (PEP) Facility, TPI will research and produce a report on the role of partnerships in delivering the SDGs as well as mapping the landscape of support and capacity building that can enable partnerships.

TPI will continue its pioneering work on platforms for partnership, including with World Vision on a policy paper around country-level platforms to catalyze collaboration, and their connection to global partnerships.

- e) Generating impact and scale by supporting the creation of structures for cross sector partnerships to emerge and flourish.

Building on its extensive experience of developing partnership platforms, The Partnering Initiative plans to continue to expand the Business Partnership Action initiative. BPA globally sets standards and builds the capacity of country-level hosts to run effective partnership platforms, facilitates the exchange of knowledge and experience of Hubs across the world, develops common material and training courses that can be tailored to specific countries, and develops M&E processes to help ensure that the Hubs – and the partnerships they create – deliver real impact.

Over the next two years, BPA aims to support, interconnect and learn from a number of new and existing platforms. In so doing, it will directly drive action on the ground, while prototyping, refining and codifying what aims to become a critical, scalable approach towards mainstreaming country-level public-private collaboration.

Financial review

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

Reserves policy

The Partnering Initiative aims to maintain in reserve four months' worth of operating costs, along with a development budget for creating new cutting edge programmes. As at 30th September 2015, free reserves held were £137,700, 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;
- 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 was approved by the Board on 26 April 2016



Dr S Reid
Trustee

Independent Auditors' Report to the Members of The Partnering Initiative

We have audited the financial statements of The Partnering Initiative for the period ended 30th September 2015 which comprise the Statement of Financial Activities, the Balance Sheet, and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (effective April 2008) (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

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 its members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement on page 7, 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.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

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 2015, and of its incoming resources and application of resources, including its income and expenditure, for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (applicable to smaller entities); and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where 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 trustees' remuneration specified by law are not made;
- we have not received all the information and explanations we require for our audit;
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption in preparing the Trustees' Annual Report and take advantage of the small companies' exemption from the requirement to prepare a strategic report.

Graham Cole BA FCA (Senior Statutory Auditor)

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

30 St Giles, Oxford, OX1 3LE

26 April 2016

Statement of Financial Activities (including Income and Expenditure Account) for the period ended 30th September 2015

	Note	General Funds	Restricted Funds	Total 2015	Funds	Total 2014	Funds
		£	£		£		£
Incoming resources from generated funds							
<i>Voluntary income:</i>							
Grants		–	3,264	3,264		331,711	
<i>Investment income:</i>							
Bank interest		117	–	117		95	
Incoming resources from charitable activities	2	467,525	–	467,525		239,948	
Other income	3	500	–	500		80,266	
Total incoming resources		468,142	3,264	471,406		652,020	
Resources expended							
Charitable activities	4	448,556	3,264	451,820		529,491	
	5	2,415	–	2,415		2,000	
Total resources expended		450,971	3,264	454,235		531,491	
Net movement in funds		17,171	–	17,171		120,529	
Balances brought forward at 1st October 2014		120,529	–	120,529		120,529	
Balances carried forward at 30th September 2015		137,700	–	137,700		120,529	

Balance Sheet as at 30th September 2015

	Notes	2015	2014
		£	£
Current assets			
Debtors	8	213,088	238,197
Cash at bank and in hand		41,834	77,419
		—————	—————
		254,922	315,616
Creditors: amounts falling due within one year	9	(117,222)	(195,087)
		—————	—————
Net current assets		137,700	120,529
		—————	—————
Net assets		137,700	120,529
		=====	=====
Funds:			
Unrestricted funds			
General funds		137,700	120,529
		—————	—————
		137,700	120,529
Restricted funds		-	-
		—————	—————
Total funds	10	137,700	120,529
		=====	=====

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The financial statements were approved and authorised for issue by the trustees on 26th April 2016 and signed on their behalf by:



Dr S Reid
Trustee

Company registration number: 08528402

Notes forming part of the financial statements

for the period ended 30th September 2015

Accounting policies

a) Basis of preparation

The financial statements have been prepared under the historical cost convention, and have been prepared in accordance with the Statement of Recommended Practice (SORP), "Accounting and Reporting by Charities" published in 2005 applicable accounting standards and the Financial Reporting Standard for Smaller Entities (effective April 2008).

b) Company status

The charity is a company limited by guarantee. The members of the company are the trustees named on page 1. 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.

c) 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.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

d) Incoming resources

All incoming resources are included in the SOFA when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. For legacies, entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received.

Grants received 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.

e) Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources. Premises overheads have been allocated on a floor area basis and other overheads have been allocated on the basis of the head count.

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 carried out at Headquarters. Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

f) Foreign currencies

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Monetary assets and liabilities are retranslated at the rate of exchange ruling at the balance sheet date. All differences are taken to the SOFA.

Incoming resources from charitable activities

	2015	2014
	£	£
Service contract fees	384,473	204,031
Training courses	83,052	35,917
	<hr/>	<hr/>
	467,525	239,948

Other income

	2015	2014
	£	£
Funds introduced by predecessor charity	-	79,201
Funds donated by Credit Suisse	500	500
Other	-	565
	<hr/>	<hr/>
	500	80,266

Charitable activities

	2015	2014
	£	£
Consultancy	175,721	242,761
Wages and salaries	191,490	178,953
Travel and accommodation	44,169	55,580
Rent and rates	15,400	15,248
Website and IT costs	8,545	9,680
Venue hire	5,500	7,473
Translation and design services	3,544	5,469
Printing, postage and stationery	7,464	5,183
Foreign exchange (gains)/losses	(5,907)	2,897
Telephone	1,864	1,919
Bank charges	784	1,562
Professional fees	747	1,071
Insurance	1,169	1,054
General expenses	1,330	641
	<hr/>	<hr/>
	451,820	529,491
	<hr/> <hr/>	<hr/> <hr/>

Governance costs

	2015	2014
	£	£
Auditor's remuneration - audit	1,815	1,500
- non-audit	600	500
	<hr/>	<hr/>
	2,415	2,000
	<hr/> <hr/>	<hr/> <hr/>

Trustees' remuneration

There was no Trustees' remuneration or expenses reimbursed to Trustees during the year (2014: Nil) for their role as Trustees.

One of the Trustees, Dr S Reid, invoiced the charity £25,608 (2014: £30,597) during the year for services provided in implementing The Partnering Initiative programmes. This was fully approved by the Board as being in the best interests of the charity. £3,263 remained outstanding for payment at the year end date (2014: £2,080).

Staff costs

	2015	2014
	£	£
Wages and salaries	148,321	153,057
Social security costs	15,123	14,296
Pension costs	28,046	11,600
	<hr/>	<hr/>
	191,490	178,953
	<hr/> <hr/>	<hr/> <hr/>

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

	2015	2014
	Number	Number
£70,000 - £80,000	1	1
	<hr/> <hr/>	<hr/> <hr/>

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

	2015	2014
	Number	Number
Charitable activities	3	3
Management and administration of the charity	1	1
	<hr/>	<hr/>
	4	4
	<hr/> <hr/>	<hr/> <hr/>

Debtors

	2015	2014
	£	£
Grants and fees receivable	200,088	222,197
Prepayments and accrued income	13,000	16,000
	<hr/>	<hr/>
	213,088	238,197
	<hr/> <hr/>	<hr/> <hr/>

Creditors

	2015	2014
	£	£
Trade creditors	90,994	32,852
Other creditors	-	18,960
Taxation and social security	2,446	12,392
Accruals and deferred income	23,782	130,883
	<u>117,222</u>	<u>195,087</u>
Deferred income movements in the year:		
At 1st October 2014	112,383	-
Received in the year	81,600	684,042
Recognised in Statement of Financial Activities - grant income	-	(331,711)
- activity income	(173,700)	(239,948)
	<u>20,283</u>	<u>112,383</u>
Deferred income at 30th September 2015	<u>20,283</u>	<u>112,383</u>

Statement of funds

	At 1st October 2014 £	Income £	Expenditure £	At 30th September 2015 £
General reserve	120,529	468,142	(450,971)	137,700
	_____	_____	_____	_____
Total unrestricted funds	120,529	468,142	(450,971)	137,700
	=====	=====	=====	=====
Restricted funds:				
SIDA platforms	-	3,264	(3,264)	-
	_____	_____	_____	_____
Total restricted funds	-	3,264	(3,264)	-
	=====	=====	=====	=====
Total funds	120,529	471,406	(454,235)	137,700
	=====	=====	=====	=====

The General reserve represents the free funds of the charity which are not designated for particular purposes.

'SIDA platforms' represents the finalisation of funds awarded to the charity in 2013/14 by Sida for its work on supporting platforms for partnership.

Funds received as agent

During the year, the charity received £92,542 from the Department for International Development (DFID) for a grant management arrangement for Support to Business Networks. The funds were transferred entirely during the year, and no amounts were held at the year end.

Company Information

The Partnering Initiative

The Old Music Hall

106-108 Cowley Road

Oxford, OX4 1JE

UK

Email: info@thepartneringinitiative.org

Tel: 020 3397 9060

Web: www.thepartneringinitiative.org

