

2012

Partnership for Transparency Fund Annual Report

supporting citizens against corruption



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MESSAGE FROM THE BOARD CHAIR



Anabel Cruz
PTF Board Chair

2012 was a remarkable year of success and of challenge at the Partnership for Transparency Fund.

Under the admirable leadership of Daniel Ritchie and his Management team, the organization made particularly valuable good governance contributions in both Asia and in sub-Saharan Africa, while continuing to make progress in Central and Eastern Europe. The projects under implementation in the course of the year largely sought to secure basic benefits for the very poor – peoples whose lives are made all the more miserable by the inefficiency of public services plus local government corruption.

Central to PTF’s approach is constructive engagement – bringing local civil society activists together in constructive dialogue with public sector officials to right wrongs, to overcome the multiple obstacles in the path to providing basic social services to the poor. From university projects in Cameroon to assisting the poor obtain food ration cards in India, PTF has been at work demonstrating that its “Demand for Good Governance” approach can yield excellent outcomes.

Yet, 2012 highlighted the mounting challenge confronting PTF to raise adequate funding to sustain and to build its projects and programs. The results in the field show that PTF’s work should be scaled-up, but this takes substantial funding. Finding resources in a highly competitive arena is difficult, but it is a matter that I am encouraged to say is being pursued by the PTF Management Team with vigor and determination.

On behalf of the PTF Board of Directors, I want to thank all of my friends and colleagues in PTF – its Directors, its Members, its Advisors, its Managers and its Staff – for their outstanding contributions.

Sincerely,

Anabel Cruz

PTF Board Chair

ABOUT PTF

Our Mission:

Partnership for Transparency Fund (PTF) mobilizes expertise and resources to provide advice and small grants to civil society organizations (CSOs) to engage citizens in actions to remove corruption in the public sector. PTF strives to support innovative approaches, learn from its work and share the knowledge gained.

At PTF we believe that improved governance – greater accountability, responsiveness to citizens and transparent public activities – is critical to achieving participatory governance and improved development outcomes. PTF envisions societies where citizens succeed in making their government free of corruption.

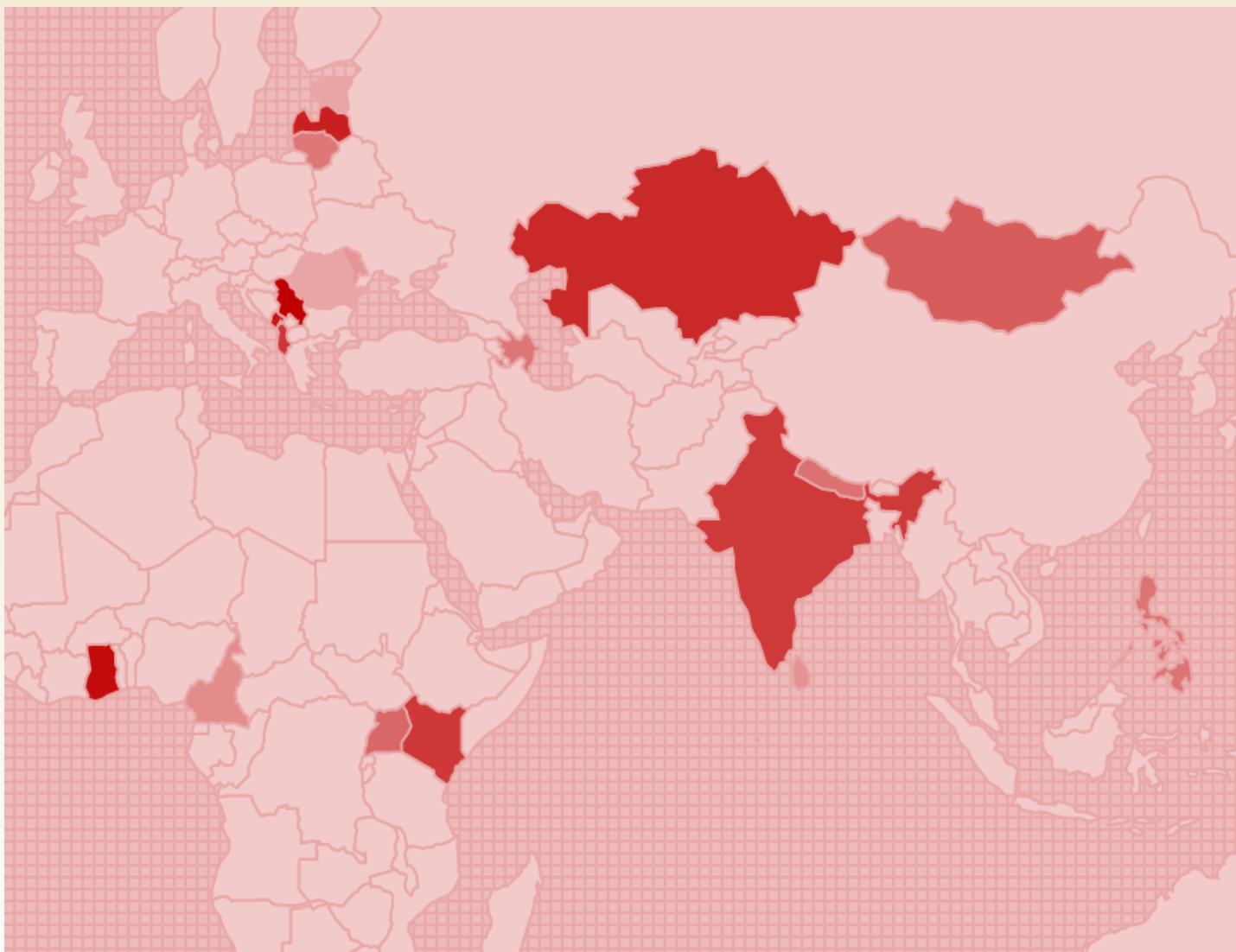
Our Approach:

The PTF model is unique. We are an organization of senior, highly experienced volunteer governance specialists retired from various development institutions, non-governmental organizations (NGOs) and Government Agencies. We recognize that for civil society to play a key role in holding governments accountable to their public, CSOs must be financially independent both from government and from other powerful vested interests, including major donors.

Organizations receive small grants (\$25,000 – \$40,000) for projects that are results-oriented, time-bound (typically 12-18 months) and evaluated on completion. PTF will only support projects that (1) will have a direct and sustainable impact on reducing corruption, (2) as far as possible have a measurable and sustainable outcome and (3) involve direct interaction with public agencies. The latter is important. Anti-corruption campaigns work best when targeting an environment of corruption rather than the wrong doings of individual public actors. To this end PTF does not support groups who wish to “name and shame” corrupt politicians or bureaucrats. Rather, we seek to encourage innovative projects that pilot new and replicable anti-corruption tools in country specific contexts that can foster buy-in from government officials, offices and agencies.

PTF’s advisers work with CSO grantees on project design and grant management as well as providing general coaching and mentoring. Adviser support throughout a project’s lifecycle helps to build strong bonds with grantees and often times allows for the continuation of successful endeavors, ushering in additional project phases and bolstering the organization’s impact.

OUR PARTNERS



Civil society has an important role to play in the development of transparency, anti-corruption and good governance programs, and it can play this role more effectively if it is independent, financially, from government or direct bilateral or multilateral funding. This is where PTF adds value to the process. Through technical and financial support, PTF empowers CSOs to design and implement impactful projects effectively. PTF views CSOs as important innovators, agenda setters, mobilizers, and monitors in achieving this vision. Our goal is to work with CSOs to pilot new mechanisms and approaches to improve transparency and accountability of public agencies. PTF supports projects that give voice to civil society, demonstrate the value of constructive partnerships between government and civil society, and result in capacity building through action learning.

AFRICA

PTF pursued an diverse range of projects in sub-Saharan Africa in 2012 with a concentration on Cameroon, Ghana, Kenya and Uganda.

In Limbe, Cameroon a workshop was held with three PTF partner CSOs—Action Group for Democracy and Good Governance (AGDGG), Assembly of Youths for a Sustainable Environment and Development (ASYOUSED), and workshop co-sponsor, the International Governance Institute-Focal Integrity Team for Cameroon (IGI-FITCAM). The workshop brought together CSOs that had previously worked with PTF to share lessons learned through the evaluation of Project Completion Assessments (PCA) and explore future areas for expansion and collaboration. One of the most important results of the workshop, given its applicability across almost all PTF projects, was the need to identify “champions” – individuals in official positions with the courage to do what is right and work as partners with civil society to improve governance.



“The first thing that jumps to the eye when entering the University of Buea (UB) campus in Cameroon – the welcome mat so to speak – consists of a huge billboard, that reads

« What Kills Corruption? » As seen in the picture, there is no mercy at UB for the « bug » of corruption. Both Dr Lyonga and Professor Ngoh, two UB anti-corruption champions who are introduced in this story, have found the billboards on campus very effective. They told us that « The message weighs on the conscience ». Furthermore, it shows faculty, staff, students, and visitors, that the university leadership is serious about the subject.”

- Pietronella van den Oever, PTF Advisor

Cameroon PTF’s project with the Action Group for Democracy and Good Governance (AGDGG) in Cameroon, involving the monitoring of funds allocated to a local high school, came to a close in 2012. Due to increased monitoring by citizen activists trained through the project, over 90% of allocated funds were used for their intended purpose, and both the Principal and Vice-Principal were promoted despite their active stance against corruption in the education system. AGDGG was also able to set up an admissions board that ensured prospective students were being admitted due to academic merit and not corrupt means. Lessons learned from this project include the virtues of patience and non-confrontational resolve, as well as the importance of maintaining close contact with major stakeholders in the process.

Ghana Action for Rural Education (ARE) expressed interest to engage a range of important stakeholders— including students, teachers, principals, parents, and local education officials— to monitor funding processes at ten schools in Ghana’s coastal region. With PTF support, ARE implemented a project named, “Promoting Accountable Governance in Education” (PAGE) to curb corruption and mismanagement with a specific focus on capitation grant and textbook allocations. The project aims to elicit buy-in from all stakeholders and ultimately create ownership for all parties to contribute to better educational

outcomes.



To achieve project goals, ARE trained School Management Committees (SMCs) through capacity building on monitoring textbook allocation processes while slowly working to build legitimacy and community buy-in. ARE was able to maximize empowerment of the SMCs and PTAs by limiting their work to an advise-and-assist role. The project resulted in a newfound understanding of the power of transparency at the community level and greater community participation in the education system.

Kenya PTF completed its project with the National Council of Churches of Kenya (NCCK) aimed at improving the transparency of a government run program that is designed to support constituency-level, grass-root development projects—the Constituency Development Fund (CDF). NCCK established a cadre of local community members—called Community Accountability Facilitators—to participate in the management, monitoring and evaluation of the CDF by: 1) training these members to conduct social audits and build partnerships with civil servants, 2) facilitating six meetings with the CDF Committee to increase understanding and cooperation, and 3) providing civic education on CDF processes and procedures through meetings between Community Accountability Facilitators and local community members.

Uganda PTF also completed its project with the Anti-Corruption Coalition of (ACCU) in 2012.

This project titled, “Preventing Leakage of Anti Malaria Medicines in Uganda’s Health Sector,” established new independent budget monitors that reduced the extent of leakage in the distribution of anti-malarial drugs, uncovered fraud, and submitted recommendations to make the process less prone to corruption. Awareness of leakage issues has been raised in communities through radio programs and public accountability forums. As a result, several senior government officials have created a working group to investigate the matter.



CENTRAL AND EASTERN EUROPE

PTF moved ahead with eight projects in Central and Eastern Europe (CEE) in the course of 2012, of which six were completed. Overall, lessons learned through the year’s operations with local CSOs in this region included the strength of project implementation by local organizations, the quality of dialogue with PTF’s advisers, and the importance of supporting follow-up projects for those which perform best.

In addition to individual projects, PTF and partner CSOs in the CEE region held a joint workshop in Berlin from May 21 – 23, 2012. Participants in the workshop, which was hosted by Transparency International’s secretariat, included grantee senior staff as well as their PTF’s counterpart advisers. Key objectives included: broadening the participants knowledge of anti-corruption strategies in the region; exchanging lessons of experience; and determining the viability of models used to be replicated, and/or scaled-up. The latter objective was seen as particularly important as such “scaling-up” is key to achieving a sustained impact in reducing systemic corruption.



The joint workshop proved fruitful, as many useful lessons for success emerged. These included the need for setting clear, simple and realistic objectives; ensuring that CSO’s have the necessary professional talent and expertise to monitor increasingly sophisticated government institutions; establishing performance indicators and systematically monitoring them; securing a sufficient degree of “buy-in” or “constructive engagement” from the public agencies being monitored and; developing effective awareness raising and media strategies to disseminate results and mobilize public support.

Serbia The approval of three mutually supportive projects for Serbia in late 2011, a result of PTF’s decision to seek greater country focus, was a major milestone. Throughout the year, PTF supported a project implemented by a local CSO, Lawyers’ Committee for Human Rights (YUCOM). The project is evaluating the effectiveness of the Serbian judiciary in processing corruption cases and will provide recommendations for improvement. Two other PTF supported projects in Serbia came to a close in 2012. One, implemented by JUZNE VESTI, built the capacity of local media in monitoring local government budgets and report on potential abuse. The other, implemented by the Toplica Center for Democracy and Human Rights, promoted transparency in public procurements. Both projects made great strides in raising public awareness about problems of corruption and in turn increased political pressure to address them.

Moldova

PTF supported activities in Moldova tackled corruption on two fronts— at both the national and local level. Transparency International—Moldova completed a project to improve the implementation of the country’s new National Anti-Corruption Strategy. In addition to increasing public awareness on the issues to foster continued transparency, many of TI-Moldova’s recommendations, such as the introduction of sanctions for neglecting legal procedures, have already been adopted by the government. At the local level, Asociatia Obsteasca (SORTA) completed a project seeking to reduce corruption, principally cheating on examinations, in the high school academic system of the city of Soroca. An eight month plan in coordination with the Ministry of Education culminated in significant changes in attitude concerning ability and willingness to report cases of cheating.

Romania

The Expert Forum (EFOR) in Romania completed a PTF supported project which monitored and evaluated the state-owned energy provider’s various forms of cross-subsidies and price regulations to increase transparency in energy bills paid by the public, ultimately reducing end-consumer vulnerability to abuse. Most of the recommendations put forth to the energy regulator have now been signed into law, the general public and civil society is more aware of their rights and responsibilities, cooperation between businesses and EFOR has increased and an informal network of whistle-blowers and insiders that share information about bad governance or corrupt initiatives has been established.

Montenegro

The Center for Democratic Transition (CDT) in Montenegro completed a PTF supported project in 2012 aimed at improving the efficacy of municipal level anti-corruption policies in the city of Kotor. Kotor, and other cities like it, had been hampered by lack of good examples and concrete guidelines on how to practically implement anti-corruption measures. Through analyses, exchange of experiences and presentation of best practices, new anti-corruption policies were constructed in cooperation with the municipal government that increase the volume of publicly available information, capacity to cooperate with the civil sector, and civic oversight opportunities.

Albania

A PTF supported project aimed at monitoring the publication of legal and sublegal norms in the Official Journal of Albania, as required by law, was completed by the Center for Public Information Issues (CPII) in 2012. Through creating a publicly accessible electronic database of legislation, identifying unpublished law, holding a press conferences to release the database and its initial findings and participating in subsequent media events, major progress was made in increasing transparency and public pressure to address gaps. To ensure sustainability, CPII also held capacity building workshops to allow journalists to continue monitoring the publication of legislation in the future.

EAST ASIA

Mongolia and the Philippines were PTF’s focus in the East Asia region in 2012. Ongoing projects with two Mongolian CSOs—Transparency International-Mongolia (TI-Mongolia) and Women for Social Progress (WSP)—sought to build on the success of previous PTF supported projects that aimed to further strengthen anti-corruption through legal systems. PTF’s 2012 operations in the Philippines concentrated on completing projects in progress and raising funds for new ventures— receiving a grant of AUS\$200,000 from AusAID in June and US\$200,000 from the Asian Development Bank in October.

Anti-corruption campaigns in both countries have continued to gain momentum. During the reporting period, the Independent Authority Against Corruption in Mongolia succeeded in detaining and convicting (4 years in prison) the previous president on corruption charges, in addition to 10 local Governors. This is on top of the imprisonment of the former Chair and Vice Chair of the agency itself. In the Philippines, another major vestige of corruption was removed with the impeachment of the Chief Justice of the country’s Supreme Court, widely viewed as a protector of the previous President who continues to face corruption charges. These developments have increased the likelihood of increased anti-corruption initiatives by funding agencies and civil society over time.

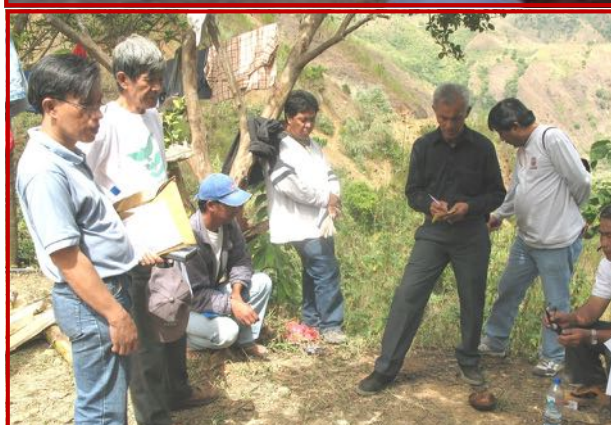
Mongolia Although their respective primary objectives had been achieved, the completion of PTF supported projects in Mongolia were delayed due to parliamentary elections in June 2012. Mongolia’s Conflict of Interest law was enacted January 19, 2012 and became effective May 1, 2012, thanks in large measure to the legal and technical contributions and the multi-front advocacy provided by WSP’s “Resolution of Conflict of Interest in Mongolia” project. Likewise, TI-Mongolia’s “Strengthening of Capacity of Law Enforcement Agencies” project has now completed the training of prosecutors and investigation officers from the Independent Authority against Corruption (IAAC) and the Special Prosecution Office (SPO). Training and organizational capacity strengthening of police agencies have also been substantially accomplished, resulting in four concrete legislative proposals for reforming police structure, strategy and standards of operations as the police seek to become a ‘no fire arm’ force.

Philippines PTF’s portfolio of operations in the Philippines was quite large in 2012— including the completion of three projects, “scaling-up” of five successful projects, and continued operations of two new initiatives. The Concerned Citizens of Abra for Good Government (CCAGG) completed two PTF supported projects this year—“Abra Water and Irrigation Systems Watch” and “Conditional Cash Transfer Program Watch”— which improved public awareness of on corruption and enhancing the capacities of CSOs, beneficiaries and communities in planning, implementing, monitoring and evaluating of water and irrigation system projects and conditional cash transfer programs, respectively.

In both cases, the projects have resulted in government action to hold service providers accountable and provide better services to the citizens living and working in Abra. Another completed project, implemented by the Philippine Partnership for the Development of Human Resources in Rural Areas (PhilDHRAA), had a significant impact on the establishment of an environment that is transparent and accountable in the provision of support services by the Department of Agriculture.

Five projects—Government Watch’s (G-Watch) “Citizen Action for Accountability in Education Procurement,” The National Citizen’s Movement for Free Elections’ (NAMFREL) “Medicine Monitoring II,” the Bishops-Businessmen’s Conference for Human Development’s (BBC) “Government Procurement Monitoring Project in the Provinces of Negros Occidental, Negros Oriental and Biliran,” and Ecolink’s “Bantay Red Plate” and “Sangguniang Kabataan Monitoring Watch” — were expansions of very successful PTF supported projects from previous years.

Two additional PTF supported projects in the Philippines continued through 2012. Following on the success partnerships with PTF in the past, G-Watch continued implementation on a pilot project that aims to enable comprehensive school-based monitoring of text book distribution by establishing intermediary coordinating mechanisms at the division level composed of both government and civil society representatives. Another locally focused project implemented by the Northern Luzon Coalition for Good Governance (NLCGG) is currently under implementation, working to increase citizen participation in the public finance management cycle at the local “barangay” level.



SOUTH ASIA

The vast majority of PTF supported projects in South Asia fell under two large umbrella programs in 2012—Citizens Against Corruption (CAC) and Citizen Action for Results, Transparency and Accountability Program (CARTA). PTF implement 18 CAC projects in the South Asia region during the course of 2012— 15 in India, 2 in Nepal and 1 in Sri Lanka. PTF also continued to pursue its CARTA program in Nepal and Bangladesh. In addition, the Asian Development Bank (ADB) selected PTF to advise and assist with Bhutan’s Anti-Corruption Commission (ACC).

Working with the ADB in Bhutan, PTF enhanced the institutional capacity of the ACC focusing on the areas of change management, public communications, human resources management, investigation, and corruption prevention. Four specialists from the PTF team carried out the eight month long assignment which began in July 2012 to help develop strategic plans, operational tools and systems for implementation and monitoring.

This year also marked major progress in CAC projects: the program was extensively reviewed in an external evaluation and at workshops sponsored by PTF; a workshop for Indian partners was held in Bhubaneswar that focused on the core results indicators for Phase 2 projects; monitoring of ongoing projects and facilitation of tranche releases continued; and dialogue with funders to scale-up CAC project was initiated.

UK aid and the World Bank funded CAC program—anchored at the Public Affairs Centre (PAC) in Bangalore, India—has been a major PTF success story.

The CAC program is built on four important pillars upon which all projects have been developed.

1. **Community Organization** - The community is engaged constantly and consistently in all the activities of the project.
2. **Constructive Engagement** - Implementing CSOs establish rapport with the public officials and engage them constructively in addressing the problems at the grassroots.
3. **Peer Learning** - Implementing CSOs working on different programs in different regions come together to learn from other experiences and to contribute their own.
4. **Knowledge Sharing** - Partners disseminate and share their knowledge from the grassroots to wider audiences. The knowledge acquired as a part of the project is documented and circulated widely through blogs, published material and through other sources.



The Citizen Action for Results, Transparency and Accountability Program (CARTA)



PTF is creating new pathways for civil society engagement to improve accountability and transparency. Starting in 2011, with a \$1.9 million grant from the Japanese Social Development Fund, PTF initiated the CARTA Program in Nepal and Bangladesh to improve the development impact, sustainability and local ownership of World Bank-financed projects.

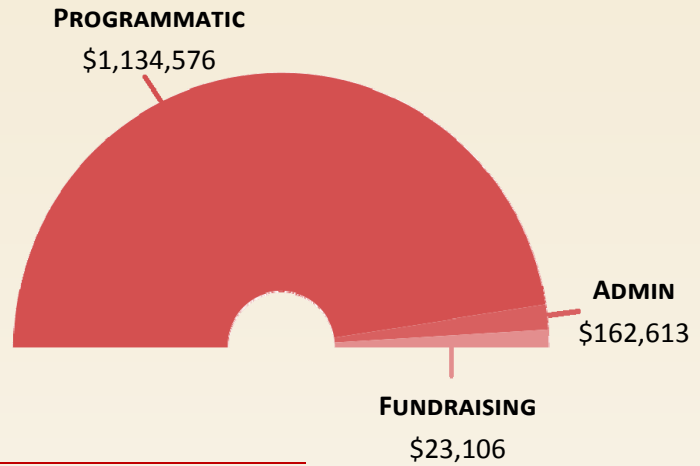
CARTA is designed to empower citizens in accessing the necessary information to claim their entitlements, build local capacity on governance issues, strengthen feedback mechanisms and monitor the implementation of World-Bank financed projects using participatory social accountability tools. CARTA represents the first time that the World Bank has allowed an external third party pilot project of this kind.

Although civil society monitoring is increasingly incorporated directly into World Bank project designs, an inevitable conflict of interest arises for citizens when confronted with the dilemma of reporting truthfully to the agencies that fund them at the risk of jeopardizing their income. CARTA's model of channeling funds through an independent third party international organization, in this case PTF, to CSOs opens a new space for local engagement that has not been fully explored within the development community.

2012 FINANCIALS AT A GLANCE

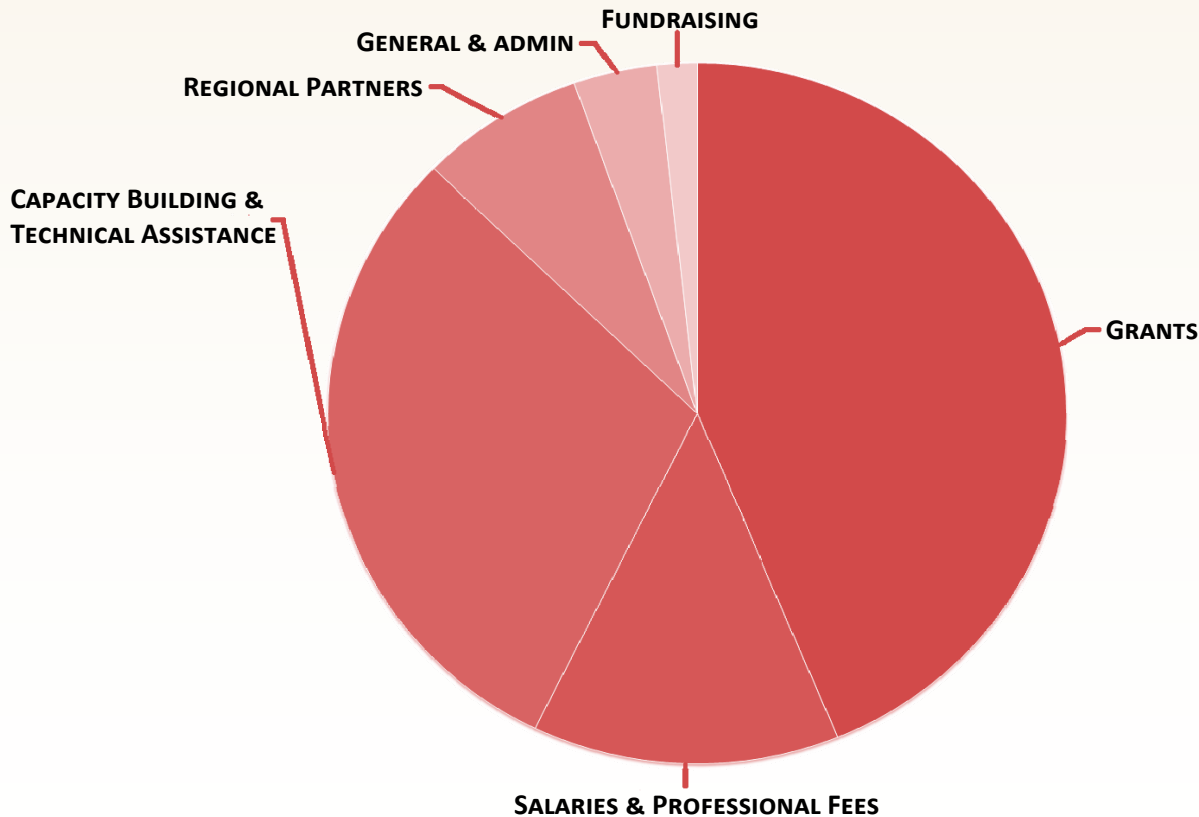
PTF Expenses

Programmatic <i>grants, technical assistance, workshops, knowledge sharing</i>	\$1,134,576
Administration <i>management & general expenses</i>	\$162,613
Fundraising	\$23,106
Total	\$1,320,295

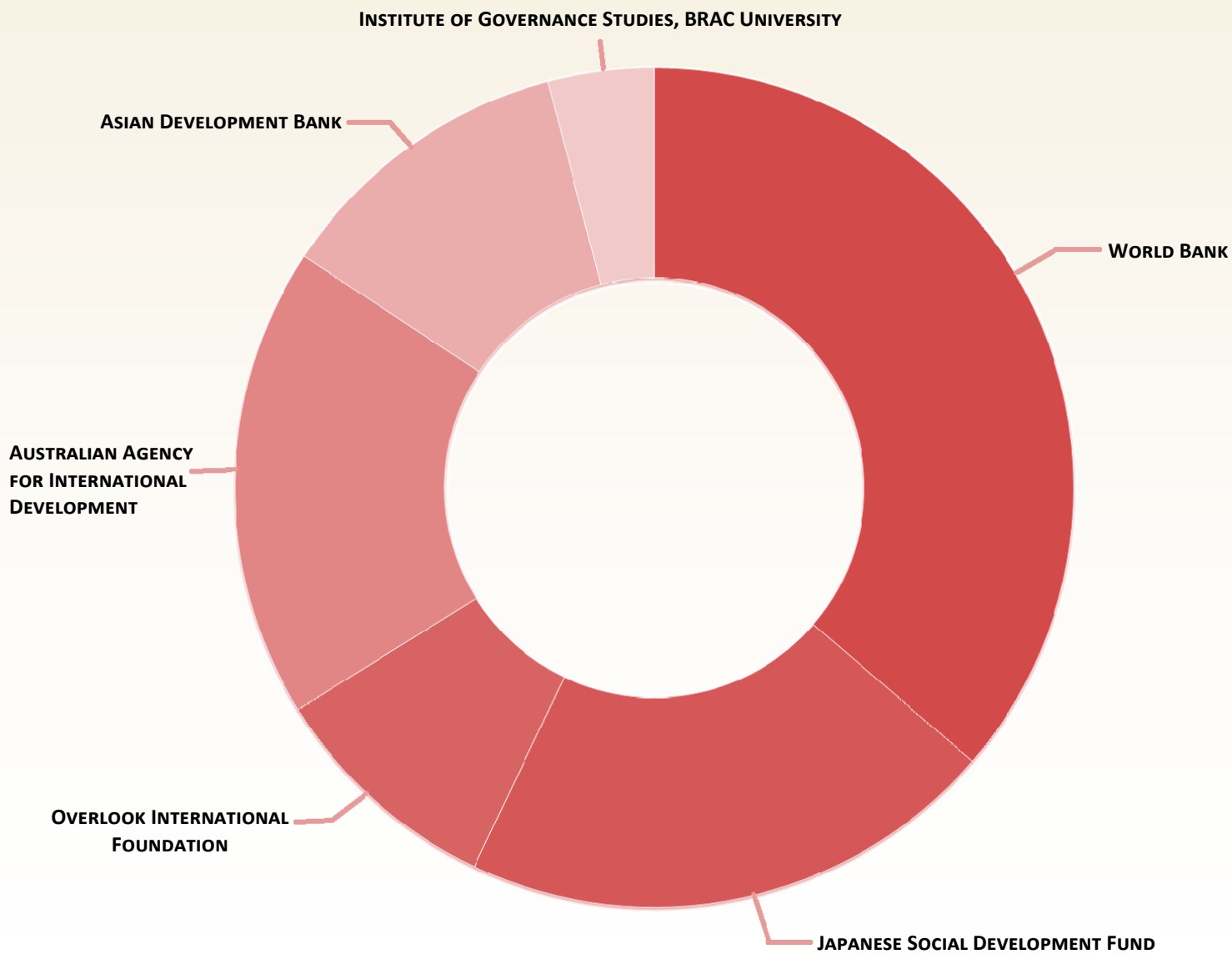


Expenses:

Grants	\$577,635
Salaries & Professional Fees	\$194,974
Capacity Building & Technical Assistance	\$393,670
Regional Partners	\$96,000
General & Admin	\$34,910
Fundraising	\$23,106
Total	\$1,320,295



Contributions to PTF	
UK Department for International Development	\$231,118
World Bank	\$400,000
Japanese Social Development Fund	\$228,724
Overlook International Foundation	\$100,000
Australian Agency for International Development	\$200,000
Asian Development Bank	\$128,099
Institute of Governance Studies, BRAC University	\$45,000
Total	\$1,332,941



BOARD, OFFICERS AND STAFF

Management Team:

Members of the PTF Management Team volunteer their services. They are seasoned development and management experts with diverse backgrounds who oversee and direct all aspects of PTF's operations.

President

Daniel Ritchie

Secretary

Roger Sullivan

Chief Technical Advisor

Vinay Bhargava

Grants & Finance Manager

Lorena Curry

Volunteer Advisers Management

Pietronella van den Oever

Financial Systems & Processes:

Leen Solleveld

Program Management

Jeff Kass and Roger Sullivan

Fund Raising / Donor Relations

Richard Stern

Communications

Frank Vogl

CARTA & Consulting

Tjaarda Storm van Leeuwen

Program Officers

Colby Pacheco and Laura Tashjian

Regional Coordinators:

Franz Kaps, *Africa*

Jane Schubert, *Central and Eastern Europe*

Ellie Schreiber, *Central and Eastern Europe*

Dante de los Angeles, *East Asia*

Gerry van der Linden, *East Asia*

Steve Ettinger, *Latin America*

Vinay Bhargava, *South Asia*

Board of Directors:

PTF's Board of Directors brings together a diverse range of individuals from different parts of the world with extensive experience of anti-corruption and international economic development. They meet at least twice per year via teleconference to review PTF's progress, its financial, audit and governance developments, and consider key strategic issues.

Anabel Cruz, *Chair*

Peter Eigen

Frank Vogl, *Vice-Chair*

Pierre Landell-Mills

Daniel Ritchie

Muthoni Muriu

Fayezul Choudhury

Christiaan Poortman

Vinay Bhargava

Richard Stern

Dante de los Angeles

Gerry van der Linden

MEMBERS AND ADVISERS

Members:

PTF's Members are individuals of many nationalities who have contributed to the work of the organization. They have extensive international development and governance experience. The Members hold an Annual Meeting and may vote at this event, which is held via teleconference, on elections for the Board of Directors and on matters that may lead to changes in PTF's basic charter.

Vinay Bhargava	Adriana De Leva	Eluned Schweitzer
Fayezul Choudhury	Geert van der Linden	Khalid Siraj
Anabel Cruz	Dante de los Angeles	Leen Solleveld
Stephanie de Chassy	Muthoni Muriu	Richard Stern
Judith Edstrom	Bruce Murray	Cathy Stevulak
Peter Eigen	Emma Murray	Willem Struben
Chris Hoban	Knud Kjaer Nielsen	Roger Sullivan
Richard Holloway	Pietronella van den Oever	Tay Keong Tan
Lars Jeurling	Ron Points	Fred Temple
Barbara Kafka	Christiaan Poortman	Gopa Thampi
Franz Kaps	Daniel Ritchie	Ted Thomas
Jeff Kass	Indira Sandilya	Frank Vogl
Pierre Landell-Mills	Ellie Schreiber	Bjorn Wellenius
Tjaarda Storm van Leeuwen	Jane Schubert	Kathleen White

Project Advisers:

PTF's Advisors are individuals who volunteer to work for PTF. Most of the Advisors engage on specific projects, often working with civil society organizations that have applied for a PTF grant and with those who have been approved for a grant. The crucial work of the Advisors is to provide experienced counsel so that good projects can be excellently implemented and so achieve their set objectives.

Vinay Bhargava	Jeff Kass	Khalid Siraj
Bill Corcoran	Knud Kjaer Nielsen	Leen Solleveld
Stephanie de Chassy	Adriana De Leva	Cathy Stevulak
Judith Edstrom	Michael Lippe	Richard Stern
William Friar	Dante de los Angeles	Tjaarda P. Storm van Leeuwen
Santiago Friedmann	Charles Maguire	Willem Struben
Prem Garg	Bruce Murray	Roger Sullivan
Betty Hanan	Pietronella van den Oever	Tay Keong Tan
Ralph Hanan	Colby Pacheco	Fred Temple
Roslyn Hees	Cesar Queiroz	Ted Thomas
Brendan Horton	Chris Redfern	Giulio de Tomaso
Hadeel Ibrahim	Nigel Roberts	Johannes Tonn
Ram Janakiram	Indira Sandilya	Jagadish Upadhyay
Evangeline Javier	Karti Sandilya	Rajesh Vidyasagar
Lars Jeurling	Ellie Schreiber	Christine Wallich
Barbara Kafka	Jane Schubert	Bjorn Wellenius
Franz Kaps	Eluned Schweitzer	Albert M. Wright



PARTNERSHIP FOR TRANSPARENCY FUND
supporting citizens against corruption

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