



# partnership for transparency

2017 Annual Report

## **About this Report**

PTF (the Partnership for Transparency) advances innovative citizen-led approaches to improve governance, increase transparency, promote the rule of law and reduce corruption in developing and emerging countries. This report, spanning January – December 2017, summarizes the impact of our work, and demonstrates how we create and sustain value as an organization.

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PICTURED ABOVE: Local government officials speak to the press about the Municipal Council Fellowship on Business Management and Public Service Governance (BMF) program in Cameroon. PTF supported the program in 2017 by funding a study to document corruption challenges young people face in entering the labor market and what BMF graduates learned and applied in their daily work to combat these issues. This information is intended to solicit suggestions for course update and next steps for the program. *Courtesy of the International Governance Institute Focal Integrity Team for Cameroon (IGI-FITCAM).*

# Chairperson's Review

## DEAR FRIENDS,

We are honored to present our Annual Report for 2017, a year with many highlights, captured in the pages that follow.

During 2017, we delivered high-impact cost-effective programs around the world in the areas of public services and social programs, public procurement, the rule of law and private sector—civil society collaboration. We trained nearly 500 citizens, civil society organization (CSO) representatives, journalists, and government officials; directly engaged with 100 CSOs in 10 countries; and engaged 8 institutions at international and regional levels in strategic partnerships.

In **Ukraine**, for example, we are working with the **Kyiv School of Economics** to train CSOs to monitor public procurement through the newly instituted national e-Procurement system, **ProZorro**. Our Experts have developed tools and identified international best practices for procurement monitoring to equip CSOs with the skills they need to identify waste and engage constructively with authorities to find solutions.

In **Myanmar**, we are a member of a consortium that is strengthening a national NGO, the **Local Resource Center**, and its network of about 1,000 local CSOs through a cascading training of trainers program and small grants that enable CSOs to implement what they have learned. The project is mid-way through a four-year implementation period and promises a significant impact on the country's transition to democracy.

We have taken a step towards more impact within the U.S. through the establishment of

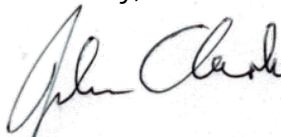
the PTF Anti-Corruption Forum, which aims to strengthen awareness and understanding of the most pressing U.S. and international corruption issues.

We also worked with local NGOs to ensure pharmaceutical safety in **India**; supported civil society—private sector engagement to promote ethical business environments in **India** and **Cameroon**; worked with the **Asian Development Bank (ADB)** to develop recommendations for deepening civil society engagement; and continue to explore new capabilities of technology to improve accountability in **Uganda**.

The global impact of the PTF is a testament to the effectiveness of our experts and volunteers. We continue enjoy the support of over 70 technical experts – giving me confidence that we can achieve impact at scale. Their unselfish commitment to excellence is an inspiration. I am optimistic that the significant efforts taken by PTF and likeminded organizations will translate into positive change.

On behalf of our Board and Management, we are grateful to everyone who has helped make this year full of impact – with particular thanks to our volunteers, donors and partners. We wish to express our appreciation and gratitude for their generosity and look forward to our continuing work together in the coming year.

Sincerely,



John Clark

# A Global Home for Innovations in Citizen Engagement

## A MOVEMENT TOWARDS GREATER CITIZEN ENGAGEMENT

There has been an increasing demand by citizens and civil society to have a greater say in public decision-making, and a desire among many governments to be more inclusive and responsive to citizens' needs.

We are working to address these issues of governance by employing a wide range of social accountability tools, exploring the effectiveness of different approaches, tailoring interventions to specific situations, and sharing our experience. This approach has helped implement effective models for social accountability.

## OUR VISION COMES FROM OUR EXPERIENCE PIONEERING CITIZEN ENGAGEMENT OVER 17 YEARS

Over 70 volunteer and consultant experts around the world undertake assessments, conduct trainings and provide advice to aid agencies. Likewise, our CSO partners in developing countries are providing unique insights, developing innovative models, learning lessons and producing results. These dual networks enable us to simultaneously be grounded in grassroots realities and track global trends, effectively connecting best practices and local context.

PICTURED RIGHT: PTF Expert Lars Jeurling speaks with a participant during the launch of the *Improving Transparency and Effectiveness of Public Procurement* program in Kyiv.





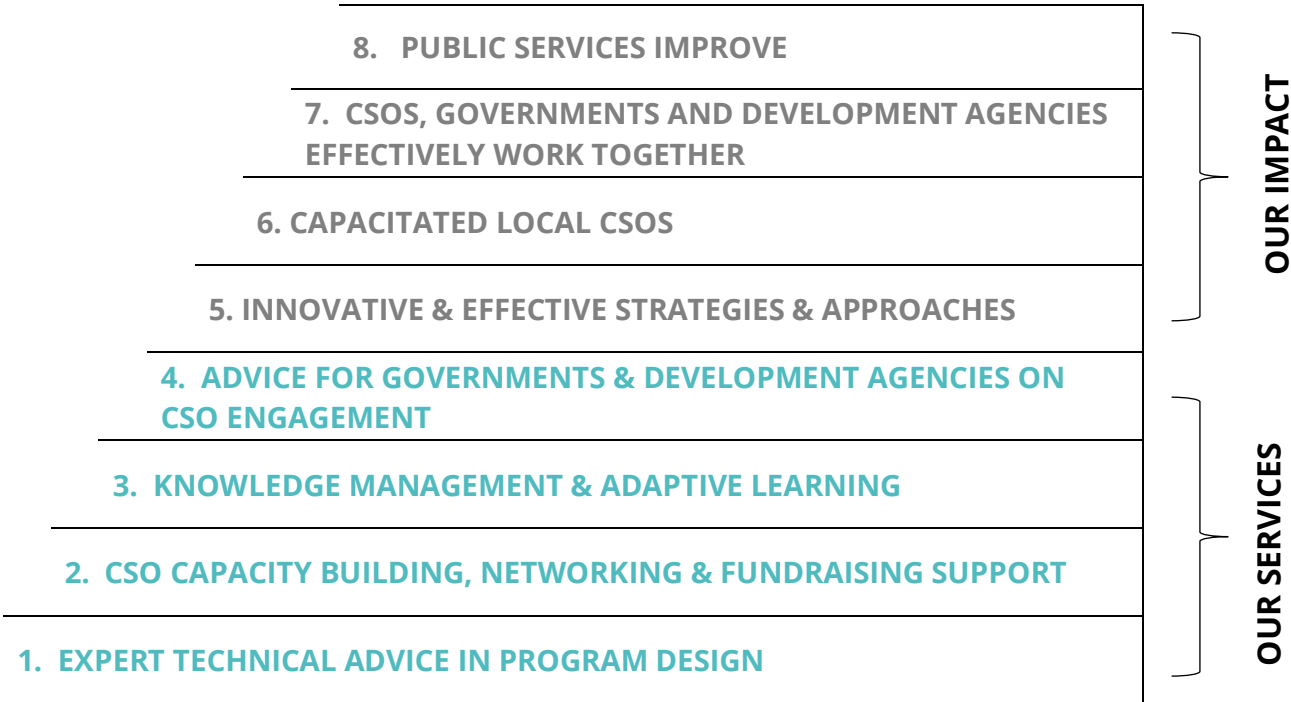
# Producing Impact:

## HOW TO TURN THE TIDE ON POOR GOVERNANCE

Supply side measures – laws and regulations, honest judiciary, supreme audit institutions – the domain of governments, are critical to improving governance and reducing corruption. However, in many countries the laws are deficient and institutions function poorly. Even when the desire to reform exists, decentralized institutions may not be able to fulfill their responsibilities adequately.

Experience has shown that a capable, observant and dynamic civil society – the media, local community organizations, regional and national non-governmental institutions – can have a profound positive impact in bringing corrupt behavior to light and motivating even recalcitrant governments to do something about it.

PTF’s unique approach to supporting demand for good governance has been to develop and secure financing and technical assistance for CSOs that support initiatives to produce concrete results through constructive engagement with governments. We also work with governments and development agencies to improve their CSO engagement strategies, effectively bridging the divide to produce results.





## **EXPERT TECHNICAL ADVICE IN PROGRAM DESIGN**

We work with development partners and local CSOs to construct project plans that address governance problems in developing and emerging countries. We pair our experts with local groups to evaluate past efforts, review global experiences, link partners and assist with the development of tailored program plans and funding proposals.

## **CSO CAPACITY BUILDING, NETWORKING & FUNDRAISING SUPPORT**

We strengthen the capacity of grassroots organizations to undertake social accountability activities. A part of this is linking organizations with common goals and challenges to promote mutual support networks. We work with partners to mobilize the funding they need to pilot projects and further support their efforts by promoting successful initiatives to institutional funders.

## **ASSIST WITH KNOWLEDGE MANAGEMENT & ADAPTIVE LEARNING**

We assist our partners in extracting lessons to adapt program design and contribute to worldwide knowledge sharing on the efficacy of social accountability mechanisms in varying contexts. We disseminate the knowledge gained in several ways: by organizing exchanges and seminars; preparing reports; and participating as speakers in international conferences.

## **ADVISE GOVERNMENTS & DEVELOPMENT AGENCIES ON CSO ENGAGEMENT**

We provide services to strengthen citizen engagement in the operations of aid agencies and international financial institutions. We have developed action plans and made recommendations to the Asian Development Bank (ADB), the World Bank and the African Development Bank (AfDB) on making civil society engagement more effective in their strategic and operational work.

PICTURED BELOW: A meeting between doctors, health officials, and the media in Kerala, India, where findings and experiences gathered during the first six months of the Health Transparency Initiative project were shared by the implementing CSO, Jananeethi.



# 2017 Program Highlights

Over the past year, we and our local partners have achieved impact in public procurement, the rule of law, public service delivery and civil society—private sector collaboration. We have increasingly partnered with others, including the private sector and other international, regional and domestic organizations, to go beyond our own capability and effect systemic change.

## ENGAGING CITIZENS TO MONITOR PUBLIC SERVICES AND SOCIAL PROGRAMS

In January 2017, we initiated a project under the **Health Transparency Initiative**, which supports efforts to raise citizen voice and monitor health sector performance. The pilot project was instituted with our partner in Kerala, **India, Jananeethi**, to document corrupt practices and ensure transparency in the procurement and distribution of drugs and medical equipment. During the course of the project, Jananeethi worked with local officials to eliminate contraband medicines and ensure health facilities conform to government requirements.

After nearly four years of partnering with the **Anti Corruption Coalition Uganda (ACCU), Transparency International-Uganda** and **UNICEF's U-report program** to monitor health service delivery with the assistance of Information and Communication Technology (ICT), we marked the final year of the initial phase of the **Citizen Action Platform (CAP)** program in **Uganda**. Over the course of 2017, we upgraded the program's ICT system and expanded to a new district. Despite the conclusion of the first phase, our technology partnership with ACCU, UNICEF, and TI-Uganda continues and we expect to use the ICT platform in Uganda and beyond in coming years.



In the education sector, we worked with our **Mongolian** partner, **Globe International Center (GIC)**, for the third year of the GPSA-funded **Transparency and Accountability in Mongolian Education (TAME)** project. The project aims to empower local CSOs and Parent-Teacher Associations (PTAs) to demand social accountability in education services, specifically for disadvantaged ethnic minorities. In 2017, the TAME project underwent a Mid-Term Review which recommended integrating the PTAs into national education action plans.

2017 marked the final year of the **i-Pantawid** project aimed to develop a model for civil society-government partnership to transparently and accountably implement the Pantawid Pamilyang Pilipino Program (“4 Ps”- Conditional Cash Transfer Program) of the **Government of the Philippines**. The Department of Social Welfare and Development (DSWD) has expressed interest in continuing and scaling-up the partnership with PTF support.

### **ASSISTING IFIs IN INCORPORATING CITIZEN AND CIVIL SOCIETY ENGAGEMENT**

In October 2017, PTF and its partners, **Democracy Education Center (DEMO)** in **Mongolia** and **Institute for Development of Freedom of Information (IDFI)** in **Georgia**, reviewed the operating environment for and practices of CSOs for the **Asian Development Bank’s (ADB’s)** civil society engagement strategy. PTF helped the ADB develop an Action Plan for CSO engagement which including recommendation for instituting training programs across ADB Operations and CSO networks, and establishing formal country- and regional-level mechanisms for ADB-CSO cooperation. PTF also delivered the final report to the **African Development Bank** on updating the framework and action plan for enhanced engagement with civil society.

### **PROMOTING RULE-OF-LAW THROUGH CITIZEN ENGAGEMENT**

The PTF sponsored **Metzger Rule of Law Initiative (MRLI)** underwent a stocktaking exercise of past rule of law initiatives financed by PTF. The Initiative is continuing promising outreach to the international law community for commitments to provide pro bono support for projects in Africa, Asia, and Latin America.

### **PRIVATE SECTOR–CIVIL SOCIETY COLLABORATION**

In June of 2017, we began working with the **Indian Chamber of Commerce (ICC)** for an **Enhanced Outreach of Good Governance Program**, which aims to improve corporate governance. Under this program, our local affiliate in India conducted workshops for clusters of small and medium industries on compliance and related topics.

We also supported the **Municipal Council Business Management and Good Governance Fellowship [BMF]**, run by a long-time partner **International Governance Institute’s Focal Integrity Team in Cameroon (IGI-FITCAM)**. PTF funded a study to document corruption challenges young people face in entering the labor market and what BMF graduates learned and applied in their daily work to combat these issues. This information is intended to solicit suggestions for course update and next steps for the program.

PICTURED (FROM TOP TO BOTTOM):

Community members in Akokoro, Uganda, survey an ambulance reported as dysfunctional through the CAP program.

PTF Expert, Vinay Bhargava, with ADB President, Takehiko Nakao at the 2017 ADB Annual Meetings

PTF Expert William Corcoran, speaking at a PTF Anti Corruption Forum event on Kleptocracy and Money Laundering

A training program under the PEACE program in Myanmar.





# PROGRAM CASE STUDY

## Promoting Equitable, Accountable Civic Engagement in Myanmar Project (PEACE)

In **Myanmar**, we're working with our consortium partners - **Helvetas** and the **Local Resource Centre (LRC)** - to build the capacity of approximately 1,000 local CSOs in strategic initiatives that encourage community engagement and responsive local governance.

The project has three main activities: support for the formulation and implementation of an LRC institutional development plan; training to strengthen CSOs, including grants to enable them to apply lessons from the training; and support for advocacy activities. The ultimate goal is to promote community influence in the planning, implementation and review of public service delivery and development projects.

In 2017, the PEACE Project entered its second year, pivoting focus from building the capacity of LRC to building the capacity of its 1,000 CSO partners. PTF helped LRC design a Training of Trainers (ToT) program, which was officially launched in July. Three PTF experts participated in the first round of training for about 60 CSOs in September 2017.

PTF has also played a leading role in the design and initiation of the project's CSO grant component. In early 2017, PTF drafted a manual for the grant program and provided on-line and face-to-face training to LRC staff to implement the program in April 2017. CSOs that participate in project trainings are eligible for grants. After the first round of training, 58 CSOs applied for grants in November 2017.

During the project's final two years PTF will play a leading role in supporting and monitoring the program's small grant facility and contribute to the identification and design of further CSO training modules ("thematic trainings"). The project's mid-term review will be conducted in mid-2018.



PICTURED:  
Participants  
of various  
PEACE  
program  
trainings  
and  
activities in  
Myanmar  
throughout  
2017.

*Courtesy of  
the Local  
Resource  
Center.*





# PROGRAM CASE STUDY

## Improving Transparency and Effectiveness of Public Procurement in Ukraine through Cooperation with Civil Society

In January 2017, we launched a program to strengthen the capacity of **Ukrainian CSOs** to monitor public procurement of goods and services using the **ProZorro e-procurement platform** introduced by the Government in 2016.

Supported by **European Bank for Reconstruction and Development (EBRD)**, PTF is working with the **Kyiv School of Economics (KSE)** to develop tools and provide training to help CSOs and journalists identify irregularities and bring evidence-based reports of abuse to the attention of the responsible authorities using information generated by ProZorro. The program targets CSOs and journalists in all parts of Ukraine, especially outside of Kyiv.

This year, PTF and KSE finalized training materials and manuals to guide CSOs in procurement monitoring. The first basic training, meant for those with no procurement background, took place at the end of December 2017. It was attended by 113 individuals, including 20 journalists, from all of the 24 Oblasts in Ukraine.

This initial training will be followed by advanced training of a smaller group of 20-30 CSOs who have demonstrated their own interest and competency to undertake rigorous monitoring. The advanced training will focus on tools suitable for CSO monitoring. The goal is that at least half of the participating CSOs will propose and implement projects to monitor procurement in their respective regions.





PICTURED:  
Participants of the  
*Improving  
Transparency and  
Effectiveness of Public  
Procurement in Ukraine  
through Cooperation  
with Civil Society*  
program launch in  
January 2017.



# 2017 Knowledge & Learning Events

## APRIL 19

PTF Chief Technical Officer, Vinay Bhargava, spoke at a panel of the **World Bank Civil Society Policy Forum** on citizen engagement in World Bank operations.

## MAY 10

On May 10, the **Terrorism, Transnational Crime and Corruption Center (TraCCC)** and PTF's Anti-Corruption Forum co-hosted an event at **George Mason University**, featuring Laurence Cockcroft discussing his most recent book ***Unmasked: Corruption in the West***.

## MARCH 23

The **World Bank** hosted a brown bag lunch on March 23, 2017 to discuss PTF's **Citizen Action for Results, Transparency and Accountability (CARTA)** program, lessons learned on citizen engagement, and their application World Bank financed projects.

## MAY 5

Mr. Dante de Los Angeles, Executive Director of PTF Asia discussed the role of PTF in promoting inclusive and accountable public services at the **Asia Foundation**.

## MAY 23

At the 13th **Procurement, Integrity, Management and Openness (PRIMO) Forum**, PTF Expert Lars Jeurling was invited to speak on PTF's experience enabling CSOs to monitor procurement and incentivize better governance practices.

## JULY 17

Vinay Bhargava spoke at a workshop on “Rethinking Corruption in the 21st Century” for a reassessment of how corruption has been understood and approached, sponsored by the **British Academy**, in partnership with **DFID**.

## SEPTEMBER 18

PTF’s Anti-Corruption Forum partnered with The **Brookings Institution**, the **International Monetary Fund**, the **World Bank** and the **International Finance Corporation** for an event on transparency, anti-corruption, and sustainable development.

## OCTOBER 11

PTF sponsored a session on “*Civil Society Roles in Engaging Citizens for Better Results in World Bank-funded projects*” at the **World Bank Civil Society Forum**.

## DECEMBER 8

PTF’s Anti-Corruption Forum joined the **Center for International Private Enterprise (CIPE)** and **Transparency International (TI)** in an event featuring recently elected TI Board Chair, Delia Ferreira Rubio.

## JULY 18

PTF’s Anti-Corruption Forum and the **Hudson Institute’s Kleptocracy Initiative** hosted a discussion on the **US Government’s** response to kleptocracy and money laundering around the globe, featuring Deputy Assistant Attorney General, Kendall Day.

## SEPTEMBER 21

Vinay Bhargava made a presentation to **ADB** on progress the **World Bank, IADB, AFDB and ADB** have made integrating citizen engagement and engaging CSOs.

## OCTOBER 31

PTF and its partners presented at the **Global Partners Forum for the Global Partnership for Social Accountability** in two sessions, featuring the GPSA-funded **TAME project** in **Mongolia** and the **i-Pantawid program** in the **Philippines**.



PICTURED (FROM TOP TO BOTTOM):  
Christine Lagarde, Managing Director of the IMF, Ngozi Okonjo-Iweala, Former Minister of Finance of Nigeria, and Hans Peter Lankes of the IFC.

Frank Vogl, PTF-Founder, Kendall Day, Deputy Assistant Attorney General of the DOJ, Karen Greenway of the FBI's International Corruption Unit, and Gary Kalman, Director of the Financial Accountability and Corporate Transparency Coalition.

Audience of the *Kleptocracy and Money Laundering: A Conversation with Kendall Day* event on July 18, 2017.



# ANTI CORRUPTION FORUM

Our Anti-Corruption Forum seeks to enhance public awareness of corruption challenges by convening events with expert speakers drawn from civil society, government, business, and academia. It is the only of its kind in Washington, DC. This year's events included:

## ANTI-MONEY LAUNDERING FEATURING KENDALL DAY

On July 18, the **Hudson Institute's Kleptocracy Initiative** and PTF hosted a discussion on **US Government** approaches to kleptocracy and money laundering. Kendall Day, Deputy Assistant Attorney General of the **Department of Justice's Kleptocracy Asset Recovery Initiative**, delivered a presentation about the importance of enforcement; work being pursued by the DOJ; and current successes and challenges. Discussants included Bill Corcoran, Director of the Metzger Rule of Law Initiative, Karen Greenaway, Supervisory Special Agent of the **FBI's International Corruption Unit**, Gary Kalman, Executive Director of the **Financial Accountability and Corporate Transparency Coalition**, and Frank Vogl, co-founder, **Transparency International** and PTF.

## UNMASKED: CORRUPTION IN THE WEST FEATURING LAURENCE COCKROFT

The **Terrorism, Transnational Crime and Corruption Center (TraCCC) of George Mason University** and PTF hosted Laurence Cockcroft to discuss his newest book, *Unmasked: Corruption in the West*, which describes the more subtle forms of corruption which warp institutions in Europe and the US and impedes their ability to assist in combating corruption in the developing world. Cockcroft argues that the considerable strides made by the G20 to combat corruption are in danger of being undermined by new policies adopted by the US which Europe may well follow.

## TRANSPARENCY, ANTI-CORRUPTION, AND SUSTAINABLE DEVELOPMENT: IS PROGRESS POSSIBLE?

On September 18th, PTF partnered with **Brookings**, the **International Monetary Fund (IMF)**, the **World Bank**, and the **International Finance Corporation (IFC)** to discuss opportunities and challenges in transparency, anti-corruption, and sustainable development. Christine Lagarde, Managing Director of the IMF, opened the morning with remarks on the IMF's current approach to combatting corruption and how it ties into the larger international anti-corruption agenda. Her remarks were followed by Hans Peter Lankes of the IFC, Ngozi Okonjo-Iweala, Former Minister of Finance of Nigeria and Christiaan Poortman of PTF who explored the differing approaches to combatting corruption by governments, the private sector, and civil society; and the extractive industry as a case study of how corruption affects specific sectors.

## CAN WE MAKE ANTI-CORRUPTION SUSTAINABLE?

PTF partnered with the **Center for International Private Enterprise (CIPE)** and **Transparency International (TI)** to present Dr. Delia Matilde Ferreira Rubio in her first speech in the United States since her recent election to Chair of the International Board of Directors of TI. The TI leader highlighted key trends and challenges in anti-corruption across the globe and some of the vital responses to these challenges. Discussants included Professor Alina Mungiu-Pippidi of the **Hertie School of Governance**, Andrew Wilson, Managing Director of CIPE, and Frank Brown, Value Chain/Anti-Corruption Program Team Leader of CIPE.

# Global Affiliates



Recognizing the importance of physical presence in the regions in which we work and where our potential partners reside, PTF has established four affiliates: **PTF Europe**, based in **Germany**, **PTF Asia**, based in the **Philippines**, **PTF India**, and **PTF Africa**, based in **South Africa**. These affiliates are legally independent but closely integrated arms of PTF that enable us to better understand local cultures, issues and other organizations working on similar issues.

## **PTF HEADQUARTERS (USA)**

Our office in **Washington, DC** is the base of all our operations.



**PTF EUROPE (GERMANY)**

**PTF Europe** activities in 2017 included the implementation of programs on procurement monitoring in **Ukraine**, CSO capacity building in **Myanmar**, and the rule-of-law in the **Western Balkans**.

**PARTNERS FOR TRANSPARENCY (INDIA)**

**PTF-India** is now into its second year of operation. This year, PTF-India managed our pilot program under the **Health Transparency Initiative** and worked with the **India Chamber of Commerce** to hold workshops that help small and medium sized enterprises attain higher standards of corporate governance.

**PTF AFRICA (SOUTH AFRICA)**

**PTF-Africa** was officially established in August 2017 and is now actively working to develop a robust project pipeline, including in **South Africa, Nigeria, Malawi** and **Ghana**.

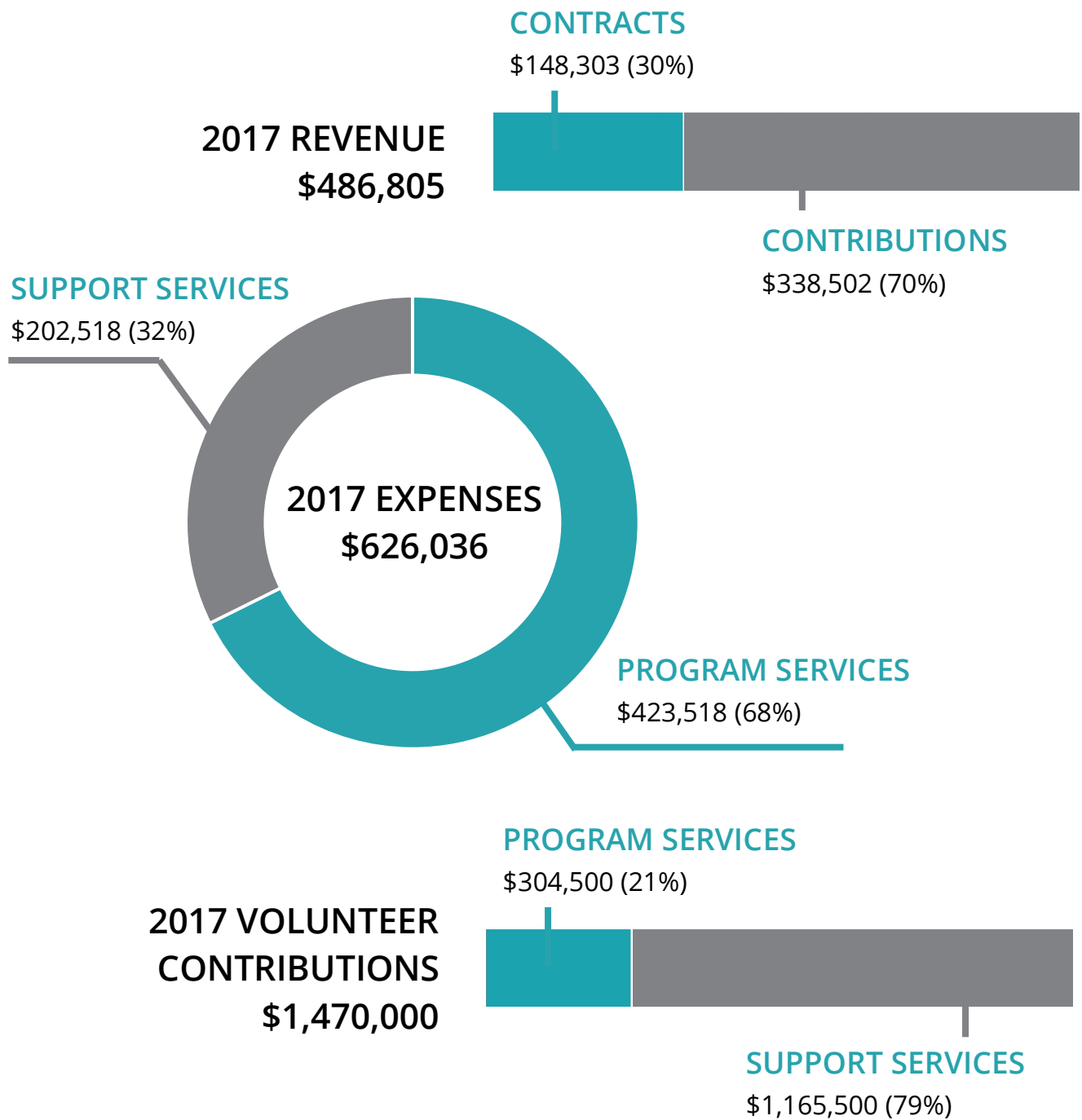
**PTF ASIA (PHILIPPINES)**

This year, **PTF Asia** focused on three major activities: the implementation of the two **GPSA**-funded projects, **i-Pantawid** in the **Philippines** and **TAME** in **Mongolia**, and reviewing the **ADB's** civil society engagement strategy in **Georgia** and **Mongolia**.

# 2017 Financials

Thanks to the generosity of our donors in the **World Bank Community Connections Campaign**, as well as the continued support of the **Overlook Foundation**, our operational resources

remain solid. In addition to our contracts, grants and contributions from individual donors, our experts provided nearly 10,000 pro-bono hours in 2017, at an estimated value of \$1.47 million.





# INDIVIDUAL DONORS

Hadi Abushakra  
George Addo Larbi  
Elizabeth Adu  
Shyamadas Banerji  
Birgitte Gunhild Berg  
David Berk  
Vinay Bhargava  
Bhuvan Bhatnagar  
Tom Blinkhorn  
Henri Bretaudeau  
Arthur Bruestle  
Nicholas Burnett  
Rob Chase  
Simon  
Chenjerani Chirwa  
Fayezul Choudhury  
John Clark  
Samuel Clark  
Kevin Cleaver  
Louise Cord  
Krezentia Duer  
Judith Edstrom  
Peter Eigen  
Matthias Einmahl  
Ed Elmendorf  
Jonathan Ettinger  
Wolfgang Fengler  
Horst Feuerstein  
Hady Fink  
Bill Friar  
Prem Garg  
Thomas Garrity  
Henry Gassner  
Simon Gray  
Richard Gregory  
Jeff Gutman  
Catherine Gwin

Ralph Hanan  
Betty Hanan  
Randolph Harris  
Peter Harrold  
Norman Hicks  
Paul Isenman  
Ram Janakiram  
Edward Jaycox  
Lars Jeurling  
Barbara Kafka  
Franz Kaps  
Omer Karasapan  
Jeff Kass  
Jeff Katz  
Jürgen Krombach  
Saki Kumagai  
Sumir Lal  
Julius Landell-Mills  
Pierre Landell-Mills  
Tracey Lane  
Robert Len  
Robert Liebenthal  
Jose Humberto  
Lopez  
Katherine Marshall  
Eugene McCarthy  
Frank McNerney  
David Mead  
Karin Millet  
Joseph Mizener  
John Nellis  
Paul Noumba Um  
Donal O'Leary  
Aloysius Ordu  
Funke Oyewole  
Robert Panfil  
Praful Patel

Chrik Poortman  
Kenlee Ray  
Thomas Ragan  
Shomikho Raha  
Chris Redfern  
Paola Ridolfi  
Daniel Ritchie  
Indira Sandilya  
Jean-Louis Sarbib  
Jane Schubert  
Contee Seely  
Indira Sandilya  
Jean-Louis Sarbib  
Wolfgang Schaefer  
Ellie Schreiber  
Eluned Schweitzer  
Richard Seifman  
Alex Shakow  
David Steel  
Richard Stern  
Tjaarda Storm van  
Leeuwen  
Willem Struben  
Roger Sullivan  
Fred Temple  
Margaret Thalwitz  
Jeff Thindwa  
Hasan Tuluy  
Jagdish Upandhyay  
Mariette van Beek  
Pietronella van den Oever  
Marie-Carin von  
Gumppenberg  
Frank Vogl  
Laurence Wolff  
Kris Zedler  
Sally Zeijlon

# Board of Directors, Leadership & Staff

PTF has accomplished its unique work with a unique approach. We are almost entirely volunteer-driven by a network of experienced professionals who have spent their careers working in international development, law, finance and other fields.

## BOARD OF DIRECTORS

*Our Board of Directors bring together a diverse range of individuals with extensive experience in good governance and international development. They meet twice per year to review our progress and consider key issues.*

John Clark  
*Board Chair*

Fayezul Choudhury

Cyprian Fisiy

Reuben Lifuka

Rajat Nag

Mary Jane Ncube

Aloysius Ordu

Christiaan Portman

Randi Ryterman

Jean-Louis Sarbib

Richard Stern

Hasan Tuluy

Eyasu Yimer

## PRESIDENT'S COUNCIL

*President's Counselors are individuals who have made valuable contributions to PTF and continue provide guidance and advice.*

Vinay Bhargava

Peter Eigen

Pierre Landell-Mills

Daniel Ritchie

Frank Vogl

## MANAGEMENT TEAM

*Our Management Team is composed of seasoned development and management experts who oversee and direct all aspects of our operations.*

Richard Stern  
*President*

Hadi Abushakra

Vinay Bhargava

Simon Gray

Lars Jeurling

Barbara Kafka

Jeff Kass

Daniel Ritchie

Jane Schubert

Eleanor Schreiber

Eluned Schweitzer

Tjaarda Storm van Leeuwen

Roger Sullivan

Pietronella van den Oever

## STAFF

*We maintain a small staff to support operations, program development, financial management, communications and more.*

Ariel Shaker-Brown  
*Operations Officer*

Lorena Curry  
*Grants & Finance Manager*

Sarah Little  
*Programs & Communications Manager*

Amy van Zanen  
*Administrative Associate*



# Members

**PTF's members hold an annual meeting and vote on elections for the board of directors and on matters that may lead to changes in our basic charter.**

Hadi Abushakra

Betty Adu

Vinay Bhargava

Linda Bruce

Fayezul Choudhury

John Clark

Bill Corcoran

Anabel Cruz

Stephanie de  
Chassy

Adriana De Leva

Dante de los  
Angeles

Judith Edstrom

Peter Eigen

Edward Elmendorf

Sabine Engelhard

Cyprian Fisiy

William Friar

Prem Garg

Simon Gray

Norman Hicks

Richard Holloway

Ram Janakiram

Lars Jeurling

Barbara Kafka

Franz Kaps

Jeff Kass

Frank Mc Nerney

Karin Millet

Muthoni Muriu

Pierre Landell-Mills

Robert Liebenthal

Rueben Lifuka

Bruce Murray

Emma Murray

Rajat Nag

Mary-Jane Ncube

Knud Kjaer Nielsen

Donal O'Leary

Wale Omoniyi

Aloysuis Ordu

Laurence Peters

Christiaan

Poortman

Daniel Ritchie

Randi Ryterman

Indira Sandilya

Jean-Louis Sarbib

Ellie Schreiber

Jane Schubert

Eluned Schweitzer

Khalid Siraj

Leen Solleveld

Richard Stern

Cathy Stevulak

Tjaarda Storm van  
Leeuwen

Willem Struben

Roger Sullivan

Fred Temple

Gopa Thampi

Hasan Tuluy

Pietronella van den  
Oever

Geert van der  
Linden

Frank Vogl

Bjorn Wellenius

Wayne Wittig

Eyasu Yimer

# Volunteer Experts

A distinctive feature of PTF is our network of highly experienced development professionals, drawn from multi-lateral development banks, bi-lateral aid agencies, foundations, the private sector and non-profit organizations. Over 70 experts serve as volunteers and consultants over a wide range of countries, sectors and thematic areas.

Hadi Abushakra	Ralph Hanan	Rajat Nag	Richard Stern
Elizabeth Adu	Roslyn Hees	Mary-Jane Ncube	Cathy Stevulak
Michael Azefor	Norman Hicks	Knud Kjaer Nielsen	Tjaarda Storm van Leeuwen
Shyamadas Banerji	Richard Holloway	Nnamdi Nwachukwu	Willem Struben
Vinay Bhargava	Tilman Hoppe	Donal O'Leary	Roger Sullivan
Janina Berg	Philip Jahn	Wale Omoniyi	Fred Temple
Linda Bruce	Ram Janakiram	Geoff Opio	Margaret Thalwitz
John Clark	Lars Jeurling	Aloysius Ordu	Jean-Paul Theroux
Bill Corcoran	Barbara Kafka	Dondon Parafina	Johannes Tonn
Anabel Cruz	Carola Kaps	Laurence Peters	Mat Tromme
Stephanie de Chassy	Franz Kaps	Christiaan Poortman	Hasan Tuluy
Adriana De Leva	Jeff Kass	Rahul Raturi	Emanuela Turco
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