



Partnership for Transparency's Strategy **2023 to 2026**

Partnership for Transparency (PTF), a Washington, DC-based non-governmental organization, was founded in 1998 and began operations in 2000. Over the last 18 months, its management, Board of Directors, and many of its volunteer advisors participated in a review that resulted in a new strategy.

PTF's Vision

A world free of corruption in which citizens trust public officials and institutions and hold them accountable and responsive to their communities' needs.

PTF's Mission

PTF supports innovative civil society organization-led and related approaches to reduce corruption, increase transparency, strengthen governance, and enhance accountability in low- and middle-income economies and widely shares knowledge gleaned through its work.

PTF's Approach

PTF achieves its mission by supporting local civil society organizations (CSOs) through mobilizing and granting funds, providing technical advice, and disseminating knowledge, as well as advocating for civil society engagement and demanding integrity in the public and private sectors. Specifically, PTF:

- Mobilizes money from official and private donors to provide sub-grants to local CSOs, in addition to helping them access donor funds directly;
- Provides technical advice through expert advisers who have decades of experience in international development;
- Distills knowledge from projects and CSOs it supports, as well as from global experience, and disseminates information widely;
- Advocates for civil society engagement to reduce corruption, enhance integrity and accountability, and increase effectiveness of public programs and projects and calls on donors to support CSOs in doing this work with capacity building and funds; and
- Promotes collaboration and mutual support among its network of CSO partners.

In addition to direct support to CSOs, PTF provides support for related activities, which directly or indirectly enhance the effectiveness of CSO work on anti-corruption.

PTF's Value Proposition

PTF is a small NGO with a uniquely targeted focus on anti-corruption, transparency, and accountability through support for civil society efforts in this regard. PTF draws on a deep well of expertise held by seasoned volunteers who have decades of experience in international development and project design and management in a range of specific sectors and research and analysis. They have extensive knowledge of the multilateral institutions and bilateral aid donors active in the development field. PTF is able to complement its deep pool of advisers with additional short-term experts to staff project teams.

PTF's connections and experience with multilateral development institutions (such as the World Bank) is a particular strength. This network enables PTF to serve as a persuasive advocate for the institutions to support CSO engagement in demanding good governance and accountability and provide advisory services to them when requested.

PTF's 2023 to 2026 Strategy

PTF's 2023 to 2026 strategy, elaborated below, has a framework of six key operational goals.

Goal 1: Focusing Program Scope and Activities

Country Focus - PTF will continue to focus its work on select countries in which it has experience and where it has/can build long-term relationships. Current focus countries include Argentina, Bangladesh, Ghana, India, Malawi, Moldova, Nepal, the Philippines, Sri Lanka, Uganda, Ukraine, and Zambia. As needed, PTF will develop short country strategies to help define approaches, partners, activities, and locally sourced financing possibilities. It will assign every country in which it works a country manager and one located in the country, whenever feasible. Should the opportunity for impact arise in countries where PTF has little or no experience, it will carefully consider whether the prospects for cost-effective success are sufficiently strong to warrant its engagement as an exception to its normal policy. It will periodically review and revise its list of countries of focus, as appropriate.

Activity Scope - PTF will rationalize the sector scope of its activities to enable it to better focus its scarce resources and build its brand of expertise. Key focus areas will include procurement, social safety nets,

local government, and public service delivery. As with focus countries, focus areas will be reviewed periodically. PTF will strengthen its selection criteria for projects funded by its own grants, as well as the ones for which it bids. Selection criteria will include: alignment with mission, focus countries and sectors, sustainable and qualified CSO recipients, impact as assessed by a realistic monitoring framework, sustainability, and clear value added for PTF, including positive impact on PTF's own finances. Normally, PTF will only make small grants in support of a pilot that is likely to lead to a larger operation.

With respect to the important criteria of positive impact on PTF's own finances, PTF will favor requests for proposals (RFPs) that do not make significant calls on contributions from PTF's own resources and entail adequate compensation for PTF's overhead.

Building the Pipeline - A key priority for PTF will be to build its pipeline and be better prepared to take advantage of RFPs and other opportunities as they arise. Accordingly, PTF will prepare conceptual frameworks across the different focus sectors, with each including a robust monitoring and evaluation plan. PTF will not only wait for RFPs, but will also reach out proactively to seek funding for concepts it has developed in partnership with local CSOs. To achieve its pipeline-building goal, PTF will more comprehensively and systematically monitor issuance of RFPs from a wider array of issuers to headquarters in Washington, DC and affiliates/committees and ensure that promising RFPs are notified to the appropriate parties in a timely way.

Goal 2: Focusing on Knowledge Management

PTF's CSO partners perceive PTF's knowledge and networking potential as a key value added. PTF will enhance its knowledge work by:

- Forming a knowledge management team to lead the effort;
- Producing a multi-year knowledge plan, which should incorporate
 - an annual flagship report,
 - other knowledge products,
 - attendance and presentations at seminars and workshops, and
 - training materials;
- Formalizing a network of CSO partners and initiating annual activities with the network;
- Producing a conceptual framework for each sector/subject area of focus, which would provide content for proposal preparation and responses to RFPs and keep PTF's knowledge base current;

- Ensuring all project/program activities are evaluated on completion and a completion report in a standardized template is produced and posted on our website; and
- Disseminating its knowledge products broadly.

Topics for knowledge products could include experience with and lessons from CSO anti-corruption-related activities in local government, procurement, and health/COVID-19. Whenever feasible, in undertaking its knowledge work, PTF will engage CSO partner staff to form part of the production team.

Goal 3: Advocacy and Advisory Services

The space for civil society activism is being curbed in an increasing number of countries and several multinational development institutions and bilateral donors have evidenced diminished interest in pushing for funding anti-corruption and accountability activities carried out by CSOs. These developments make it especially important for PTF to increase its external communications to enhance public understanding of the impact on reducing corruption that CSOs can have and the vital need to continue to support CSOs undertaking these activities. In so doing, PTF needs to increase public awareness of its own record of successfully supporting CSOs and their projects.

PTF will augment its work in advocating with multilateral development institutions, donors, think tanks, and governments about the importance of civil society engagement in demanding integrity, transparency, and accountability. Accordingly, PTF will continue to provide advisory services to multilateral and bilateral development organizations to update civil society engagement strategies, catalyze effective implementation of those strategies, and develop new ways of supporting CSOs. In this regard, PTF will build on the report it produced on World Bank performance in this area by advocating with managers and staff and International Development Association donors and their Executive Directors. It will also continue to work with the community of anti-corruption agencies to strengthen their own approaches drawing on civil society monitoring capabilities.

Goal 4: Growing Financial Resources

PTF will continue to try to diversify and expand its funding. Many volunteer advisors and supporters of PTF associated with the World Bank have provided generous individual contributions that have secured matching support from the annual World Bank Community Connections Campaign. PTF will try to increase the number of individual donors. At the same time, it will reach out to selected foundations

interested in transparency and accountability and engage with the multilateral development institutions and an expanded set of bilateral donors.

Goal 5: Fostering Strategic Partnerships

An important goal for PTF will be to assess ongoing formal and informal partnerships (with entities such as India Development and Relief Fund, Center for Global Development, and Center for International Private Enterprise) and reinforce those that add value to PTF's mission and activities. PTF will also develop new partnerships that can help fulfill its mission. Criteria for partnerships will include: furtherance of PTF's mission, prospective sources of funding, expertise in relevant subject areas, and potential for helping PTF extend its visibility.

Goal 6: Strengthening Communications

PTF will prepare an updated communications strategy to guide enhanced communication efforts (both internally and externally). Internally, PTF will do a better job of keeping its staff and volunteers up to date on activities. It will also enhance communication and cross-support and continue to prioritize outreach and communications to its CSO partners through its affiliated organizations, the PTF Asia in Manilla, Philippines and PTF e.v. in Munich, Germany, as well as through its special committees for Sub-Saharan Africa and South Asia.

Externally, through regular communications, PTF will endeavor to keep its donors much better informed about what it is doing and its impact. PTF will once again organize talks and panels, alone or in partnership with others, to get its brand and value added known and in furtherance of its advocacy efforts.