The Partnership for Transparency (PTF) 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 2018, summarizes the impact of our work, and demonstrates how we create and sustain value as an organization.
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PRESIDENT’S LETTER
DEAR FRIENDS,

We are pioneering new initiatives and building our project pipeline to establish a robust track record in our strongest areas of expertise. As a small organization, we have emphasized working with co-financiers and other partners to leverage our impact and give weight to our voice.

As a small organization with limited resources, a major part of what we do is leverage our financing with co-funding from other funders. PTF’s total income reached $505k in 2018, which enabled to support the implementation of several projects and to attract project co-funding from several partners estimated to total over $1.25 million. In addition, PTF’s expert volunteers provided 4,000 pro-bono hours for program services.

The injection of co-funding has allowed us to jump-start, extend and scale-up projects, providing resources where they are needed most—helping people obtain public health services in India, building a capable and diverse civil society in Myanmar, and training professionals to monitor the vast sums of money changing hands through public procurement in Ukraine.

The generous support of our donors and volunteer experts allows us to take chances on emerging leaders, empower local communities, and hold governments to account. The solutions produced through our programs are changing the lives of some of the world’s most vulnerable communities.

On behalf of both PTF and our partners, thank you.

Sincerely,

RICHARD STERN
President, PTF
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-EUROPE (e.V.)
PTF e.V was established in Germany in 2014 and has since been instrumental in securing support from the European Union. In 2018, PTF e.V. completed two EIB Stakeholder Guidance Notes and continued to take the lead on our e-Procurement Monitoring program in Ukraine and the PEACE program in Myanmar.

PTF-ASIA
PTF-Asia was registered in the Philippines, also in 2014, and since then has been highly successful fundraising for and implementing programs. This year, PTF-Asia focused on: 1) the implementation of the i-Pantawid project and providing support for the parallel MIT study; and 2) implementation of the Grassroots Governance Project.

PTF-INDIA
PTF-India is now into its fourth year of operation and has already gained a great foothold. In 2018, PTF-India: 1) managed the pilot program under the Health Transparency Initiative; 2) partnered with the International Chamber of Commerce to host a legal summit in New Delhi on the Ethics of Business; and 3) developed a certificate program on “Transparency in Public Procurement” with the Management Development Institute.

PTF-AFRICA
PTF-Africa is our newest affiliate having been officially registered in 2017. In 2018, PTF-Africa assisted with completing the CAP program and furthering partnerships with CSOs in Uganda, Cameroon, Ghana, Kenya, Zambia, Nigeria, Ethiopia and South Africa.
CIVIL SOCIETY PARTNERS

We reach communities by partnering with local CSOs. We work with our partners to help them to gain access to the resources they need—technical expertise, program tools, and project-specific grants—to catalyze successful citizen-led change. In their own countries, our CSO partners employ a wide range of tools, exploring the effectiveness of different approaches, tailoring their interventions to the situations they encounter and sharing their learning as they gain experience.
On April 18th, PTF co-hosted a session with Global Integrity on Rethinking Civil Society Roles in Achieving Good Governance Targets in SDG 16, which explored the evidence of civil society governance initiative effectiveness.

On April 26th and 27th, the GPSA-funded i-Pantawid program in the Philippines held its final workshop. This workshop gathered stakeholders to share how citizens and government officials, engaged with each other resulting in improved health and education service delivery, reduced benefit gaps, empowered Parent Leaders, and more responsive government.

On May 2nd, PTF’s Anti-Corruption Forum featured World Bank Integrity Vice President, Pascale Dubois, which discussed the systemic impact of the Bank’s work over the last two decades on investigating abuses in World Bank contracting and in preventing abuse: the impact on bilateral donors, developing countries, and multinational corporations.

On September 20th, PTF’s Anti-Corruption Forum hosted a forum on The Critical Challenges of Human Trafficking and Corruption, which featured former Ambassador-at-Large to Monitor and Combat Trafficking in Persons and Katie Ford from Freedom for All.
PROGRAMS
TRAINING TO MONITOR PUBLIC PROCUREMENT

Public sector procurement typically accounts for 10-25% of GDP, so when it is implemented poorly, the impact of inflated costs on public sector finances can be significant. Equally, corruption and other poor practices lead to the procurement and construction of low quality services and infrastructure, sometimes with disastrous consequences. Governments also sell and auction licenses – for example, to operate telecommunications – often resulting in price inflation and incompetent operators.

Although they are important, good rules and regulations are not be enough to produce sound procurement outcomes. Often, it takes citizen monitoring and oversight to ensure corrupt practices do not hijack the outcomes. However, few CSOs have the technical capacity and financial resources to undertake procurement monitoring.

PTF’s vision is for better cooperation among governments, businesses and CSOs built on trust, interaction and a common interest in a fair and effective public procurement process that serves the interests of all citizens. Since 2000, PTF has supported 28 CSO projects across 21 countries to advance this mission.

We are currently supporting the Kiev School of Economics (KSE) with the EBRD-funded project – Improving Transparency and Effectiveness of Public Procurement in Ukraine through Cooperation with Civil Society which trains CSOs to monitor procurement.

Basic training, meant for those with no procurement background, took place at the end of December 2017, and was attended by 113 individuals, including 20 journalists, from all of the 24 Oblasts in Ukraine. Advanced training was conducted in June 2018 for a group of about 30 CSO representatives and journalists who have demonstrated interest and competency to undertake monitoring, completing the training phase of the project.

In the ongoing final phase of the project, EBRD and PTF are supporting CSOs in applying their training through actual procurement monitoring in three regions in eastern Ukraine. PTF and KSE are assisting these CSOs in establishing a procurement monitoring plan specifically designed for the type of procurement, e.g. by sector, that the CSO has decided to monitor.

This pilot, if successful, should be followed by a scaled-up program. The experience gained with training and monitoring in Ukraine also will be useful in designing and implementing similar projects elsewhere. The curriculum and training material developed under the project provide a good starting point for developing similar material for other countries, including for training of businesses participating in public procurement. PTF is working with prospective local and international partners, and potential multilateral and bilateral donors, to identify and prepare new projects.

In April 2018, we added to our procurement portfolio through our Indian affiliate, PTF-India, and the Management Development Institute (MDI) of Gurgaon. They partnered to organize a three-day Certificate Program on “Transparency in Public Procurement”. The program was attended by both private and public sector participants and is expected to be followed-up by additional activities that engage the private sector in improving the integrity of public expenditures.
NEWS COVERAGE OF THE HEALTH TRANSPARENCY INITIATIVE

Survey shows none follows Indian Public Health guideline

PHCs low in standards

The survey by Jananeth, conducted at five PHCs of Vyanjampura, Poonam, Maniaker, Ayahkib and Avanur and CHCs at Tholok, Alappad and Vellarkara found that none of the health centres were meeting the norms regarding infrastructure, basic staff pattern and other services to the patients.

The survey, conducted by the Academy of Health and Family Welfare, found that the norms regarding infrastructure, basic staff pattern and other services to the patients were not met by any of the health centres.

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MONITORING THE DELIVERY OF PUBLIC SERVICES

Too often corruption and mismanagement divert resources from vital services like healthcare, education, and cash or food assistance programs harming most those who can afford it least. Through our projects, PTF strengthens civil society organizations’ (CSOs’) ability to engage those same citizens in monitoring services and demanding better governance from duty bearers.

PUBLIC HEALTH CARE

The Health Transparency Initiative (HTI) supports projects aiming to encourage and empower citizens to work with government officials and service providers in an effort to improve transparency, seek accountability, control corruption, and improve health sector performance.

The HTI’s pilot project was a study undertaken by Indian-based CSO, Jananeethi, intended to help reduce corruption in health service delivery in Thrissur district by shining a light on the district’s public health facilities. This project was provoked by the closure of the operating theaters of the district’s general hospital as ordered by the Kerala High Court. The theaters had been re-modeled at great expense, yet poor maintenance led to a rodent infestation. Due to public outrage, Jananeethi was asked to help restore the hospital to working condition. In large part, this was because of a prevailing suspicion that vested interests, including doctors and medical staff, were undermining public health services to push patients towards higher-cost private clinics they can ill afford.

The study comprised both data collection and analysis, as well as advocacy, awareness building and community participation. The research was in two parts: (i) a benchmark analysis of health facilities against Indian Public Health Standards (quantitative) and (ii) a baseline survey to assess public perceptions of health care services (qualitative).

Wherever possible, gaps in knowledge were filled through recourse to applications under the Right to Information Act (RTI). The findings of the research were then used to engage constructively with hospital officials and doctors, and to elicit opinions of stakeholders at public hearings.

To say the HTI pilot was worth the effort would be an under-statement. It gave rise to many positive outcomes, including beyond Kerala, including:

- Physical improvements in several of health facilities
- Inclusion of Jananeethi in the management committees of health centers
- Withdrawal of a large number of sub-standard drugs from the market
- Removal of a large number of drugs whose shelf life had expired
The success of Jananeethi has led to a follow-up project to address shortcomings identified. The India Development Relief Fund (IDRF) is partnering with PTF to support a three-year (2018-2020) project, **Quality Improvement of Public Health Services in Kerala, India**. This project will:

- support community engagement with local governments and public health clinics for greater transparency and improved services;
- help government mandated Hospital Management Committees provide more effective oversight; and
- establish and put into operation an independent community body — a Health Watch Committee to hold duty bearers accountable.

The **Citizen Action Platform** was a PTF-supported program designed to reduce corruption and improve public healthcare in Uganda by analyzing citizen reports of corruption submitted through UNICEF’s U-report system (ureport.in). These reports were then categorized, consolidated, tracked, visualized and forwarded to community groups for follow-up. With this information, volunteers worked with government officials to resolve problems, reduce opportunities for corruption and improve management.

CAP was implemented from 2014-2018 and reached approximately 650 villages in Northern Uganda. Significant improvements were made to public healthcare in the region, such as: electricity and running water restored at several facilities; increased availability of birthing-kits, bed nets and medications; improved adherence to cleanliness standards; and more.

We are now taking lessons learned from the program to inform a new initiative in Uganda focused on data gathering to improve public health care.

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**EDUCATION**

The cost of corruption in public education is high. Stolen resources lead to crumbling infrastructure, classrooms without teachers and a severe lack of books and other supplies. Nearly 10% of PTF supported projects have been directed at fighting corruption in education. The projects addressed problems of governance, poor transparency and corruption in four main areas: (i) use of school resources; (ii) school construction; (iii) procurement and delivery of textbooks and other school supplies; and (iv) professional misconduct related to admissions, examinations and teacher hiring.

PTF and its Mongolian partner, Globe International Center (GIC), are now in the fourth and final 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 Mongolia. After a mid-term review process, it seems certain that the Parent Teacher Association component of the program will be included in a new World Bank-funded Education project in Mongolia, and thus replicated much further and wider.
**CONDITIONAL CASH TRANSFER PROGRAMS**

The Pantawid Pamilyang Pilipino Program (4Ps) is a conditional cash transfer (CCT) initiative in the Philippines to improve education and health outcomes of poor households. The 4Ps was designed to include partnerships with CSOs and activities geared towards involving beneficiary communities. However, the program activities failed to empower communities to monitor the 4Ps and provide feedback on the program.

The PTF-supported project, *Project i-Pantawid* aimed to develop a model for civil society-government partnership for to help tackle the problems and ensure transparent and accountable implementation of the 4Ps Program. The Concerned Citizens of Abra for Good Government (CCAGG), the project’s implementing partner, plans to accomplish this by: 1) tracking funds and monitoring CCT programs to ensure transparency; 2) empowering citizens to use social accountability mechanisms and participate in district-level meetings with local authorities; and 3) form a CSO coalition advocating for citizen’s needs and priorities in the CCT program. PTF’s affiliate in the Philippines, PTF-Asia, was primarily responsible for knowledge and learning components of the project.

This year was the program’s last with the final workshop taking place at the beginning of May. The MIT GOV/LAB published research on parent participation in the project entitled, *The effect of civic leadership training on citizen engagement and government responsiveness: experimental evidence from the Philippines.*

The Philippines is characterized by high corruption risks that, left unmitigated, pose risks to the country’s development.

Local CSOs can have a major impact on improving governance by shining a light on these processes to increase transparency and accountability where the national government has limited oversight.

In September 2018, the Lifebank Foundation (LBF) and PTF-Asia launched the *Expanded Grassroots Governance Project* in 5 local government units (LGUs), across the major linguistic regions of the Philippines (Ilocano, Tagalog, Bikol and Bisaya). This will enable the Project to produce vernacular knowledge and learning products for use during project replication throughout the country.

PTFA will also collaborate with LGU-based state universities and colleges to: (a) build the capacity of LBF’s Ikabuhi Microfinance Program members to enable them to participate in improving the governance system of their communities; (b) stimulate constructive engagement, community-based economic or social development initiatives that would improve local economies, in partnership with government service providers; (c) inculcate the values of volunteerism among students by harnessing their participation in the implementation of the Project; and (d) produce vernacular K&L products, highlighting best practices, case studies, and stories.

The project will capitalize on the lessons learned and experience from implementing Project i-Pantawid, particularly the use of social accountability approaches and tools. If successful, LBF is likely to approve a follow-up project in another 10 municipalities.
“The initial results from the i-Pantawid intervention suggest that civic training for community leaders has the potential to increase citizens’ participation and engagement in local governance. Parent leaders who received the civic training attended local town hall meetings at higher rates and spoke up at these meetings more often, compared to those who did not receive training. They also had higher levels of interest in local community politics and affairs, higher levels of knowledge about local government systems and citizens’ rights, stronger self-efficacy (i.e. that someone like them could influence government decisions), and more face-to-face interactions with local officials.

Our research also indicates that local officials started to shift their behavior in response. Though further investigation of these preliminary findings is warranted, given the small sample size, the data suggest that the project is achieving some of its goals.

There are several unique characteristics of the project that might contribute to its effectiveness:

**Local leadership:** The project is run by a coalition of organizations local to the region, and embedded in an active and established civil society sector with deep roots and long-standing relationships with local communities.

**Long-term programming with an emphasis on practice:** The project training program was built on the findings of a thorough pilot initiative, and designed to provide sustained, intensive training, occurring once a month for 11–14 months. Instead of simply disseminating information, the training program gave participants repeated opportunities to practice their skills in the real world. Our research focused on the project’s third iteration, which allowed for improvements to the design of the training program over time.

**Government support:** The program was designed with active support from government, both from the national and local offices of the Department of Social Welfare and Development, the implementing agency of the CCT. This support stemmed, in part, from the constructive working relationship between project implementers and the Department’s secretary at the time, who came from a civil society background.”
ASSISTING INTERNATIONAL FINANCIAL INSTITUTIONS WITH CITIZEN ENGAGEMENT

Engaging citizens is both good governance and essential for effective, accountable and sustainable development as it increases local buy-in and prevents miscommunication, corruption and other abuses. PTF offers strategic advice to international financial institutions (IFIs) on how best to engage citizens, stakeholders and CSOs for better development outcomes.

PTF has been retained by Asia Development Bank to conduct an Evaluation of the ADB-OECD Anti-corruption Initiative. The TOR calls for evaluation of the Initiative’s Action Plan, 2012-2017 Work Program and Knowledge Products for continued relevance, effectiveness and efficiency, and impact and sustainability. The work plan includes a desk review, survey and interviews with country focal points of the Initiative Steering Committee and members of the Initiative Advisory Group of the Initiative. The draft final evaluation report is due to be submitted by end of October 2018 and will include recommendations for sustaining and enhancing benefits of the Initiative and for increasing the Steering Committee and Advisory Group’s engagement and ownership. The desk review and survey have been completed and survey results analyzed, and interviews are underway.

In the summer of 2018, PTF e.V. won a competitive bid issued by the European Investment Bank (EIB) for the preparation of two EIB Stakeholder Guidance Notes.

Following the rights set out by the Aarhus Convention, the Notes address how to meet stakeholder engagement requirements in EIB operations, as well as good practices for meaningful stakeholder engagement.

The first Guidance Note is meant to provide recommendations on how to meet EIB’s requirements regarding stakeholder engagement in EIB operations. It is targeted towards project promoters, contractors and advisers they may hire to implement stakeholder engagement, along with persons, communities and institutions affected by EIB-supported projects. The second Note supplements application of Standard 10 on stakeholder engagement and the EIB’s Environmental and Social Practices and Procedures. Its primary audiences are EIB project teams from the projects directorate (PJ), especially the contact person, the social and environmental specialist and the EIB’s Environmental Assessment Group (ENVAG).
Our relationships with international financial institutions (IFIs) and civil society organizations (CSOs) place us at a unique juncture to support CSOs in participating in the design and implementation of development projects funded by international donors. We provide capacity building and support for citizen groups and organizations seeking to bridge the gap between development institutions and communities.

Promoting Equitable, Accountable Civic Engagement in Myanmar (PEACE) is a four-year (2016-2020), EU-funded CSO capacity building program. The project is being implemented by a consortium consisting of Helvetas Myanmar, PTF and the Local Resource Centre (LRC), one of Myanmar’s leading national CSOs. The project has three main activities: 1) institutional development of LRC; training to strengthen LRC’s network of local CSOs, including grants to enable them to apply lessons from the training; and 3) support for advocacy activities to strengthen civil society.

The PEACE project is now nearing the final of four years of implementation and has largely achieved its primary goals:

- PTF has made several inputs to LRC’s institutional development in the areas of administrative and financial management and human resources. Most recently, PTF arranged for a professional to actualize LRC’s financial sustainability plan.
- Project partners have held three rounds of CSO capacity building and award of grants have been held – training a 222 participants and making 137 grants (€2k, 5k and 15k). PTF has played an active role in trainings and related materials, as well as evaluating proposals and awarding grants.
- Helvetas and LRC have made progress on advocacy for greater civic engagement, anti-corruption and the uptake of an association registration law. They are training CSOs, hosting advocacy events, and drafting model legislation.

PTF’s role during the remainder of the project will focus on support/monitoring of the grant component as well as distance inputs to other project activities.
Baw Dwin Labor Union is an organization which stands for labor rights and training on labor rights awareness in Nam Mathu. It is currently implementing a sub-project under the PEACE program named, “Safety and security in the workplace.” The main focus of the project is to train mine workers on workers rights, arrange a coordination workshop between stakeholders and engage the Ministry of Natural Resources and Environmental Conservation.

“Challenges mentioned by the Union are lack of commitment by the companies, to even attend coordination meetings, and lack of a complaint and feedback mechanism,” said U Maung Taung, Project Manager. On the other hand, she explained, “even a laborer with strong background knowledge of worker rights, does not dare to raise his/her voice against his/her supervisors.”

“Through the project, mine workers of Nam Mathu got to know their rights. They are aware that they have to stand for their rights for them to be realized. They understand the benefits of collaborating, negotiation and handling complaints with the supervisors.”

After the training, through negotiations facilitated by the sub-project, the Union achieved positive outcomes, including: 1) maternity leave for up to 3 months; 2) causal leave and annual leave; and 3) nutritious food provided during work hours. Moreover, management agreed to pay laborers the minimum wage as established by the government.

“It would be good if the civic engagement training can be provided to wider public. We could also provide report writing training to CSOs,” said U Maung Taung.
knowledge & learning

PTF strives to support innovative approaches, learn from its work, and share the knowledge gained from the projects we support. We share experiences that have been gained, the lessons that have learned, and the knowledge that has developed through a variety of publications and events.

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.

On May 2nd, PTF’s Anti-Corruption Forum featured World Bank Integrity Vice President, Pascale Dubois, who discussed the systemic impact of the Bank’s work over the last two decades on investigating abuses in contracting under World Bank financed operations and in preventing abuse: the impact on bilateral donors, developing countries, and multinational corporations. Discussants included Kathrin Frauscher, Deputy and Program Director of the Open Contracting Partnership; Hasan Tuluy, Board Director of the Partnership for Transparency Fund and former Vice President of the World Bank; and Charles Kenny, Director of Technology & Development and Senior Fellow of the Center for Global Development.

On September 20th, UNA-NCA’s International Law Committee and the Anti-Corruption Forum presented The Critical Challenges of Human Trafficking and Corruption at the United Nations Foundation. Human Trafficking and Corruption are too often considered in separate silos. This program demonstrated that they are inextricably connected. Organized crime could not pursue human trafficking without the explicit cooperation of public officials. The program featured Katie Ford, former CEO of Ford Models and founder and CEO of Freedom For All, and Amb. Lou deBaca, former Ambassador-at-Large and Senior Advisor to the Secretary of State on Trafficking in Persons, and Director of DOJ’s Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking (“SMART”).
The adoption of SDG16’s governance targets in Agenda 2030 marked a breakthrough moment in the fight for increased government transparency and accountability. Four years into implementation, progress reports indicate that progress towards this goal is disappointing.

One promising, but underutilized, avenue for enhancing governance is civil society action to supplement government efforts. In 2018, PTF focused research on SDG16 and the potential contribution of civil society in various roles to improve government transparency, accountability and inclusiveness and control corruption. PTF committed to produce this research as a partner in the Transparency, Accountability and Participation (TAP) Network of hundreds of CSOs from all over the world.

On April 18th, PTF co-hosted a World Bank Civil Society Policy Forum session with Global Integrity to discuss: (a) evidence on the effectiveness of civil society approaches; and (b) how civil society organizations’ engagement around governance and development challenges can be strengthened by support for the use of data in crafting effective solutions; and (c) the implications of this for the World Bank’s evolving agenda on open government and citizen engagement.
2018 REVENUE ($505,000)

Our total revenue and support in 2018 was $504,580, up somewhat from $486,805 in 2017. The revenue mix has changed with donor contributions up roughly $69,000 from 2017 and contracts down by $51,000 as we completed several projects over the year.

2018 EXPENSES ($482,736)

2018 Expenses were $482,736, slightly less than 2017, due again to the completion on several projects. Of our total 2018 expenditures 84% went to program services. We are working to address governance issues by employing a wide range of social accountability tools, exploring the effectiveness of different approaches, tailoring interventions to specific situations, and sharing our experience.
DONORS
PROGRAM DONORS

Our program donors are primary funders of our core programs. They allow us to take a deep dive into pressing governance issues.

Stanley and Dorothy Winter Fund of the Jewish Community Foundation
Overlook International Foundation
European Union

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Global Giving donors gave to support the final phase of the CAP program in Uganda to help a village recover much needed public funding from corrupt officials.

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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 strategic issues.

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National Technical Advisor, United Nations Office for Project Service

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Chief Technical Officer and former Member of the Board

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Founder and former Chairman of the Board

Pierre Landell-Mills
Founder and former Chairman of the Board

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Founder and former Vice Chairman of the Board
MANAGEMENT & STAFF

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. PTF also maintains a small team staff and consultants to support program development and evaluation, financial management, technology solutions, communications strategies and more.

Richard Stern
President

Hadi Abushakra
Metzger Initiative Director

Vinay Bhargava
Chief Technical Advisor

Dante de los Angeles
PTF-Asia Liaison

Simon Gray
Director of Development

Lars Jeurling
Management Team Member

Barbara Kafka
Director of Programs

Franz Kaps
PTF-Europe Liaison

Jeff Kass
Management Team Member

Daniel Ritchie
Management Team Member

Indira Sandilya
PTF-India Liaison

Eleanor Schreiber
Management Team Member

Jane Schubert
Management Team Member

Eluned Schweitzer
Management Team Member

Tjaarda Storm van Leeuwen
Director of Operations & Finance

Roger Sullivan
Secretary

Pietronella van den Oever
Management Team Member

Geert van der Linden
PTF-Asia Liaison

Robert Liebenthal
PTF-Africa Liaison

Sarah Little
Programs & Communications Manager

Andrew Wells
Program Coordinator

Amy van Zanen
Program Coordinator

Lorena Curry
Grants & Finance Manager
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
Prem Garg
Simon Gray
Norman Hicks
Richard Holloway
William Friar
Prem Garg
Simon Gray
Norman Hicks
Richard Holloway
Ram Janakiram
Lars Jeurling
Barbara Kafka
Franz Kaps
Jeff Kass
Mohini Malhotra
Dirk Mattheisen
Frank McNerney
Karim Millet
Muthoni Muriu
Pierre Landell-Mills
Robert Liebenthal
Rueben Lifuka
Bruce Murray
Emma Murray
Rajat Nag
Mary-Jane Ncube
Knud Kjaer Nielsen
Rajat Nag
Mary-Jane Ncube
Knud Kjaer Nielsen
Donal O’Leary
Wale Omoniyi
Aloysuis Ordu
Laurence Peters
Christiaan Poortman
Daniel Ritchie
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
EXPERT VOLUNTEERS

A distinctive feature of PTF is our network of highly experienced development professionals, drawn from multilateral 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  
Legal Reform

Elizabeth Adu  
Gender; Legal Reform

Michael N. Azefor  
Health

Janina Berg  
Good Governance & Anti-Corruption; Procurement

Vinay Bhargava  
Good Governance & Anti-Corruption

Donald Bowser  
Good Governance & Anti-Corruption

Linda Bruce  
Health; Civil Society Capacity Building

Fayezul Choudhury  
Good Governance & Anti-Corruption; Private Sector

John Clark  
Civil Society Capacity Building; Good Governance & Anti-Corruption

Francesco Clementucci  
Good Governance & Anti-Corruption; Legal Reform

William Corcoran  
Legal Reform

Anabel Cruz  
Civil Society Capacity Building; Good Governance & Anti-Corruption

Stephanie De Chassy  
Civil Society Capacity Building; Good Governance & Anti-Corruption; Gender

Dante De Los Angeles  
Civil Society Capacity Building; Good Governance & Anti-Corruption; Private Sector; Natural Resources

Judith Edstrom  
Health; Civil Society Capacity Building; Public Sector Management; Education
Matthias Einmahl
Good Governance & Anti-Corruption; Procurement

A. Edward Elmendorf
Health; Capacity Building For Civil Society

Sabine Engelhard
Procurement

Horst Feuerstein
Public Sector Management; Natural Resources

Hady Fink
Health; Good Governance & Anti-Corruption; Private Sector

Cyprian Fisiy
Public Sector Management; Good Governance & Anti-Corruption; Infrastructure

William Friar
Private Sector

Prem Garg
Public Sector Management

Uta Giebel
Civil Society Capacity Building

Simon Gray
Private Sector

Jeffrey Gutman
Infrastructure; Procurement

Betty Hanan
Health

Ralph Hanan
Natural Resources

Roslyn Hees
Civil Society Capacity Building; Good Governance & Anti-Corruption

Norman Hicks
Health; Public Sector Management; Education

Richard Holloway
Good Governance & Anti-Corruption; Integrity Building; Social Accountability

Philipp Jahn
Legal Reform; Elections

Subramaniam Janakiram
Civil Society Capacity Building; Natural Resources; Water & Sanitation

Lars Jeurling
Civil Society Capacity Building; Good Governance & Anti-Corruption; Procurement

Barbara Kafka
Public Sector Management

Carola Kaps
Civil Society Capacity Building

Franz Kaps
Public Sector Management; Legal Reform

Jeff Kass
Private Sector

Akbar Khawaja
Public Sector Management; Good Governance & Anti-Corruption; Private Sector

Christoph Kowalewski
Good Governance & Anti-Corruption; Private Sector

Pierre Landell--Mills
Civil Society Capacity Building; Good Governance & Anti-Corruption; Natural Resources

Roberto Laver
Civil Society Capacity Building; Good Governance & Anti-Corruption; Procurement; Legal Reform

Robert Liebenthal
Public Sector Management

Rueben Lifuka
Good Governance & Anti-Corruption; Private Sector

Jeff Lovitt
Civil Society Capacity Building; Good Governance & Anti-Corruption

Mohini Malhotra
Civil Society Capacity Building; Public Sector Management; Good Governance & Anti-Corruption; Private Sector; Water & Sanitation; Gender

Guy Maurille Massamba
Civil Society Capacity Building; Public Sector Management; Education

Dirk Mattheisen
Good Governance & Anti-Corruption; Private Sector

Frank Mcnerney
Civil Society Capacity Building; Public Sector Management; Private Sector; Education

Matthias Meyer
Civil Society Capacity Building; Public Sector Management; Private Sector; Education

Karin Millett
Good Governance & Anti-Corruption; Private Sector; Natural Resources

Lelia Mooney
Legal Reform

Rajat Nag
Public Sector Management

Knud Kjaer Nielsen
Public Sector Management

Donal O’leary
Infrastructure; Water & Sanitation; Procurement

Adewale Omoniyi
Information & Communications Technology

Aloysius Ordu
Public Sector Management
Redempto Parafina
Good Governance & Anti-Corruption; Health; Procurement; Education; Information & Communications Technology

Laurence Peters
Education

Christiaan Poortman
Public Sector Management; Good Governance & Anti-Corruption; Infrastructure

Chris Redfern
Natural Resources

Daniel Ritchie
Civil Society Capacity Building; Public Sector Management; Good Governance & Anti-Corruption; Natural Resources

Randi Ryterman
Public Sector Management; Good Governance & Anti-Corruption; Natural Resources

Indira Sandilya
Natural Resources; Health; Gender

Karti Sandilya
Public Sector Management

Jean-Louis Sarbib
Civil Society Capacity Building; Public Sector Management; Good Governance & Anti-Corruption

Franz Schorosch
Natural Resources

Eleanor Schreiber
Public Sector Management; Health; Education

Jane Schubert
Civil Society Capacity Building; Gender; Education

Eluned Schweitzer
Civil Society Capacity Building; Education

Khalid Siraj
Public Sector Management; Good Governance & Anti-Corruption; Private Sector

Leendert Solleveld
Public Sector Management

Richard Stern
Infrastructure

Roger Sullivan
Civil Society Capacity Building; Public Sector Management; Natural Resources

Tjaarda Storm Van Leeuwen
Infrastructure; Water & Sanitation

Willem Struben
Health; Water & Sanitation; Education

Frederick T Temple
Infrastructure

Margret Thalwitz
Public Sector Management; Infrastructure; Natural Resources

Matt Tromme
Civil Society Capacity Building; Good Governance & Anti-Corruption; Legal Reform

Hasan Tuluy
Private Sector; Legal Reform

Mariette Van Beek
Procurement

Pietronella Van Den Oever
Civil Society Capacity Building; Natural Resources; Gender

Geert Van Der Linden
Civil Society Capacity Building; Good Governance & Anti-Corruption; Education; Health

Frank Vogl
Good Governance & Anti-Corruption

Marie-Carin Von Gumppenberg
Good Governance & Anti-Corruption; Elections; Compliance; Evaluation

Lukas Weitbrecht
Legal Reform

Björn Wellenius
Public Sector Management; Infrastructure

Dennis Whittle
Capacity Building For Civil Society; Public Sector Management

Wayne Wittig
Procurement

Michael Wiehen
Good Governance & Anti-Corruption; Natural Resources; Procurement

Eyasu Yimer
Good Governance & Anti-Corruption; Information & Communications Technology

Arif Zulfiqar
Civil Society Capacity Building; Public Sector Management; Private Sector