Demonstrating the Power of Citizen Voice

2014 Annual Report
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I. About the Partnership for Transparency Fund

The Partnership for Transparency Fund (PTF) is a pioneering and innovative organization. We mobilize expertise and resources to provide advice and small grants to civil society organizations (CSOs) that engage citizens in actions to improve governance, increase transparency and reduce corruption in developing countries. Our goal is to pilot and scale-up innovative approaches and tools that reduce corruption and improve governance. Throughout the project cycle we seek to draw lessons from these experiences and share the resulting knowledge widely to advance a culture of transparency around the world.

The needs of the poorest peoples in the world demand responses that are pragmatic and sustainable. Therefore, PTF only supports projects that are action oriented and directly address well identified governance and corruption problems through interaction between citizens and their governments. Over 15 years of operation, this approach has helped our partner CSOs create new models for constructive citizen engagement. Most of our completed projects have been independently evaluated. Overwhelmingly they have been deemed successful and replicable.

MISSION

Advancing innovative citizen-led approaches to improve governance, increase transparency, promote the rule of law and reduce corruption in developing and emerging countries.

HOW WE WORK

• **Mobilize Resources:** Organizations receive small grants ($25,000 – $50,000) for projects that are results-oriented, time-bound 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.

• **Provide Technical Support:** PTF engages a network of expert advisers, most of them volunteer, to work with CSO grantees on project design and grant management as well as providing general coaching and mentoring. Our advisers have specialized skills in such areas as good governance programs, public accounting, procurement procedures, performance evaluation, health, education and infrastructure.
• **Share Experience:** We share the knowledge gained from the more than 220 projects we’ve supported to enhance governance, counter corruption and innovate to improve service delivery. We do this by holding events, publishing print material, and participating in coalitions.


**WHO WE ARE**

PTF is run almost entirely by volunteer international development specialists with a strong commitment to improving governance in developing countries. Over 70 advisers serve as unpaid consultants to PTF and its grantees by evaluating, managing and monitoring PTF’s grants and activities. They contribute the equivalent of at least $1.5 million annually in volunteer work and allow for an incredible amount of achievement with very limited resources.

View our management team, board, staff, interns and volunteers: <http://ptfund.org/about-2/#page-9706>.

**II. Letter from President Richard Stern**

PTF achieved major milestones in 2014 reflecting the stellar efforts and dedication of our staff and volunteers.

We are drawing important lessons. Pilot stage implementation of our signature programs - the **Citizen Action Platform (CAP)**, **Citizen Action for Results, Transparency and Accountability (CARTA)**, the **Metzger Rule-of-Law Initiative**, and two citizen-led good governance initiatives in the Philippines – are producing important lessons and innovations in citizen-led anti-corruption programs. We are now disseminating these experiences on governance to the broader civil society community.

We are expanding. The regional office in Europe (PTF e.V.) is already active in Eastern Europe, the Philippines (PTFA) office has completed implementation of Enhancing the Impact of Citizen-Led Transparency Initiatives for Good Governance and is implementing Strengthening Citizens Involvement in Mitigating Governance Risks in Local Government Units in the Philippines and our India affiliate is well into the process of being formally established. These offices have made a major impact in advancing our presence globally and expanding our partnership base.

We are evolving. PTF embarked on a number of joint ventures with other CSOs this year, such as the **Policy Association for an Open Society (PASOS)** in Eastern Europe and **Globe International** in Mongolia. We are also seeking to engage private sector partners, such as health companies and law firms, which have an interest in fighting endemic corruption and promoting transparency.

The generosity of our volunteers and friends has enabled this important work. Together, we will continue to expand the scope and depth of our support to our civil society partners, who with courage and skill, are working to strengthen governance and reduce poverty every day.
III. Programs

Our programs are structured to best serve citizens fighting against corruption in their own communities – responding to their needs and delivering value to them. PTF had six innovative citizen-facing programs in 2014: the Barry Metzger Rule of Law Initiative in Serbia; Citizen Action for Results, Transparency and Accountability (CARTA) in Bangladesh and Nepal; the Citizen Action Platform (CAP) in Uganda, Support for the Implementation of the Second Governance and Anti-Corruption Action Plan in the Philippines; Transparency and Accountability in Mongolian Education (TAME) and Guarding the Integrity of the Conditional Cash Transfer Program in the Philippines. These initiatives are implemented by our partners with support from our Donors, Management Team, Volunteer Advisers and Staff.

PROMOTING THE RULE-OF-LAW

The Barry Metzger Rule-of-Law Initiative promotes systems of justice that respect individual rights, equality, dignity and respect for all before the law.

VIDEO: https://www.youtube.com/watch?v=XsUlzi1LHw0

In May 2014, the Barry Metzger Rule of Law Initiative was formally launched at the law firm offices of Baker & McKenzie in Washington. PTF entered into its first grant agreement early in 2014 with the Lawyers’ Committee for Human Rights (YUCOM) to establish a regional network that would monitor criminal corruption proceedings in the Western Balkans. In addition to YUCOM, the project included branches of the Youth Initiative for Human Rights (YIHR) in Croatia and in Bosnia-Herzegovina. In the fall of 2014, the Director of YUCOM reported to PTF on a successful monitoring pilot program.

In late 2014, the country-specific reports from the EU on progress toward EU membership were released. We are working to establish a functioning, useful and sustainable Regional Network in the Western Balkans to achieve visible, measurable, and meaningful judicial reform in Albania, Macedonia, Montenegro and Serbia within the next 5 years. As 2014 drew to a close, the Metzger Team worked with YUCOM to develop a rule-of-law network that will support these four countries on the path to accession. PTF anticipates funding the proposed program in 2015.

DEVELOPMENT PROJECT MONITORING

Citizen Action for Results, Transparency and Accountability (CARTA) is a unique monitoring model that aims to increase the impact of donor projects through citizen-led monitoring.

VIDEO: https://www.youtube.com/watch?v=h_Yf2K3XyRM

The CARTA program aims to build the capacity of local CSOs to monitor the implementation of World Bank supported projects. CARTA is a unique monitoring model that aims to increase the impact of donor projects through citizen-led monitoring of their implementation.

In 2014, 12 sub-grants were supported under CARTA, 6 each in Bangladesh and Nepal, totaling US$1.29 million to support 11 World Bank financed projects in infrastructure, health, education and local government. The sub-projects differed in scope, but all focused on empowering beneficiaries
to demand greater transparency and accountability in resource use, delivery of services and grievance resolution.

Evidence suggests that CARTA has made two major contributions: citizens and village committees become more aware and capable of performing their roles and responsibilities, and more timely data from localities has results in adjustments to streamline project implementation. An example is the improved effectiveness of dealing with grievances of beneficiaries in several World Bank projects. Overall, where the CARTA model has been applied, the percentage of citizens that receive benefits to which they are entitled has increased.

INNOVATIONS IN TECHNOLOGY

The Citizen Action Platform (CAP) applies information and communications technology (ICT) tools to traditional models of citizen reporting on failures in the delivery of public services.

VIDEO: https://www.youtube.com/watch?v=dOtOLPEJwQ

The CAP is pioneering a new approach that enables CSOs to more efficiently and effectively improve local governance. The program utilizes ICT tools (web-form, e-mail, social media, SMS, and telephone) and manual processes (community meetings, on-the-ground monitors) to collect citizen reports of government service deficiencies. The verified real-time data is systematically recorded, aggregated and tracked through resolution, providing valuable information to reform inefficient and often corrupt systems.

PTF is piloting the CAP technology in partnership with the Anti-Corruption Coalition Uganda (ACCU) and The Apac Anti Corruption Coalition (TAACC) to collect and resolve citizen grievances in the health sector. As of July 2014, the CAP became fully functional and ready for use by citizens. ACCU and TAACC have collected reports, sent feedback to citizens and analyzed data through the ICT system.

The strongest element of the program has been its success in uncovering and resolving individual cases. Over the past year our partners report major changes in health service delivery in Apac, including: x-ray, ambulance and other medical equipment retrofitted and repaired; stolen government medicines seized and illegal sellers punished; “mama-kit” distribution transferred from maternity wards to pharmacies to reduce leakage; new system to track complaints on health workers introduced by District Health Officer; and increased funding from the Ministry of Health for the District Hospital.

In November 2014, midterm evaluations and site-visits were conducted to assess the program’s functioning, document lessons learned, and make adjustments as necessary.

**PIONEERING CITIZEN-LED TRANSPARENCY INITIATIVES**

*Enhancing the Impact of Citizen-Led Transparency Initiatives for Good Governance (ETI) seeks to pilot the impact of a variety of social accountability approaches that can be scaled-up to enhance implementation of national programs in the Philippines.*

PTF Asia (PTFA) continued to implement a program to scale up the impact of citizen-led transparency initiatives in the Philippines by learning from innovative social accountability approaches to enhance implementation of national programs. The AusAID funded program has provided grants to 5 CSOs in Northern Luzon and Northeastern Mindanao to advance the practice of social accountability in conditional cash transfer programs, set-up structures and processes for citizen engagement in local governance at the village (barangay) level, and promote citizen monitoring of road projects.

PTFA is developing learning products and engagement tools based on the implementation experience to enhance the impact of citizen engagement more widely. View the program’s latest knowledge and learning materials on our partner website: <http://ansa-eap.net/projects/enhancing-transparency-impact/>.

Sub-project overviews are listed below.

1. **Enhancing the Impact of Citizen-Led Transparency Initiative for Good Governance**

*CSO: Young Concerned Citizens of Abra for Good Government (YCCAGG) – Amount: $11,050*

This project aimed to increase transparency and accountability through people’s participation in local governance, particularly in the nine barangays of Penarrubia, Abra. Its goals included empowering the barangay residents to engage their barangay government, enabling the barangay officials to partner with their people in governance, and encouraging the barangay governments to form Barangay Development Councils with CSO members.

2. **Strengthening Local Capacities in Good Governance**

*CSO: Kalinga Apayao Religious Sector Association (KARSA) – Amount: $8,600*

This project touched base with the barangays and their constituents through a series of trainings and seminar workshops involving the participation of barangay officials, the local populace, and other key local government officials. It created structures that strengthened citizens monitoring engagement and initiatives. The project shall help the local populace and barangay officials to understand the principles of effective local democracy and good governance and how this relates to local accountability. It will explore practical solutions for developing robust structures, tools to improve local accountability and decision making, and suggest initiatives and projects to help foster and support local democracy within the community.

3. **Applied Social Accountability at the Community Level**

*CSO: RECITE Inc. – Amount: $14,000*

RECITE developed appropriate modules on social accountability and trained selected Parent Leaders of the 4Ps program as community facilitators. These trained Parent Leaders (PL Plus) conducted the Family Development Sessions (FDS Plus) for all beneficiary groups.
within their barangays. Apart from merely attending training sessions, participants were guided through social accountability practices throughout the project including monitoring and evaluating health services delivery, and the process for responsible voting.

Local officials were engaged to participate and support the project from the start, providing the foundation of sustainable constructive engagement even after the end of the project. The trained Parent Leaders provided a core group of active citizens with the skills, knowledge and confidence to pursue social accountability and continue to grow the practice at the community level.

4. Citizen Watchdog for Good Governance

**CSO: Foundation for Growth Organizational Upliftment of People (GROUP) – Amount: $20,500**

This project’s evaluation research strategy focused on seeking out external problems confronting the beneficiaries’ in compliance with CCT conditions and likewise to map out the program gaps especially on the problems cases reported by beneficiaries. The project also examined how current service delivery impacted beneficiaries on immediately relevant indicators of well-being (e.g., maternal and child mortality, effect on academic excellence of children’s in school in target areas), and how the services can be improved. Improvement methods include other 4Ps interventions (like the FDS), encouraging parents to participate in monthly values formation session for family guidance in the growth and development of their children, and other involvement in the community such as attendance on barangay assemblies and community pahina on clean up drive.

5. Building Citizens’ Capacity in Monitoring Road Projects

**CSO: PAKISAMA-Mindanao – Amount: $20,800**

This project built the capacity of ordinary citizens to effectively monitor government road construction projects and thereby created “demand” for quality construction and on-time completion of these infrastructure projects. This was accomplished through a variety of approaches including: establishing a good working relationship the Department of Agriculture and local government; Mobilizing and supporting local CSOs as Community Monitoring Teams; Conducting ground monitoring activities of the FMR construction and facilitated the community validation sessions of the findings of the Community Monitoring Team; and establishing effective feedback and knowledge sharing mechanisms between and among the CMT members, community representatives, project implementers other relevant government agencies, CSOs, the media, and the general public.

**CUTTING EDGE KNOWLEDGE AND LEARNING**

*With local partners, PTF will manage the knowledge and learning (K&L) components of two projects supported by the Global Partnership for Social Accountability (GPSA): i-Pantawid in the Philippines and Transparency and Accountability in Mongolia Education (TAME).*

In 2014, the Partnership for Transparency Fund – Asia (PTFA) prepared to manage the knowledge and learning (K&L) components of two Global Partnership for Social Accountability (GPSA) supported projects – i-Pantawid with partner Concerned Citizens of Abra for Good Government
PTF and PTFA will apply its institutional experience and utilize its Advisers with wide and deep expertise to introduce global best practices and adapt them to local conditions and extract lessons from the project experiences by recording case studies, documenting best practices, and learning through monitoring and evaluation. The resulting knowledge will be shared globally to push the envelope on citizen-led good governance programming.

STRENGTHENING CITIZEN ENGAGEMENT IN LOCAL GOVERNMENT

Strengthening Citizens Involvement in Mitigating Governance Risks in Local Government Units (LGUs) in the Philippines seeks to improve the capacities of stakeholders for effective constructive engagement in budget formulation and execution plus procurement monitoring and evaluation.


In 2014 PTFA began implementation of “Strengthening Citizens Involvement in Mitigating Governance Risks in Local Government Units in the Philippines,” supported by the [Asian Development Bank (ADB)](http://www.adb.org). The over-arching goal of the project is to enhance the capacities of local government units (LGUs) and civil society organizations (CSOs) for effective constructive engagement with a particular focus on budget formulation, execution and procurement monitoring and evaluation. The key component of the project is the provision of small grant and technical support to qualified CSOs to develop and pilot models of effective citizen-LGU engagement using social accountability processes to enhance service delivery to the poor.

The program is currently supporting five sub-projects implemented by local CSOs Northeastern Mindanao. All sub-projects (below) are scheduled to be completed by December 2015.

1. **Providing Social Accountability Interventions to Foster Constructive Engagement of Stakeholders in Local Government Affairs of Cagayan de Oro**

   *CSO: Xavier University, Ateneo de Cagayan, Research and Social Outreach – Amount: $29,555*

   This subgrant consolidates and strengthens various initiatives of civil society organizations in Cagayan de Oro to engage the Local Government towards transparent, participatory, and good governance of the city through a Citizen-led People’s Council. The CSOs’ primary goals are to mobilized and develop an ELA proposal that bridges the political impasse and initiate creation of a People’s Council for CSO participation in local governance.


   *CSO: PhilDHRRRA Mindanao – Amount: $30,000*

   This project seeks to mobilize, organize, and strengthen the capacities of Turbod municipality’s volunteer citizens groups to monitor and report on the implementation of government-funded infrastructure projects to ensure that projects are implemented according to the approved Terms of Reference (ToR) and work program. The project will
institutionalize a mechanism that adopts transparency and accountability measures in the implementation of national government programs and projects while developing and strengthening the capacities of LGU and Volunteer Citizens Groups towards institutionalization of a local-based M&E system for government programs and projects implemented in Tubod municipality.

3. Piloting the DBM Handbook on Civil Society Organization’s Participation in the Budgeting Process thru a Tripartite Approach in Participatory Governance in Surigao City

CSO: Surigao Economic Development Foundation – Amount: $29,648

The project’s specific objective is to make the Handbook on Civil Society Organizations Participation in the Budgeting Process more accessible to the masses and transform it into an illustrated (comics format) version so citizens can readily understand their rights and how they can participate in the budget process. This handbook will serve as a practical guide for LGUs and CSOs/citizen collaboration in the preparation of LGU budget in Surigao City.

4. Assessment of the Implementation of Conditional Cash Transfer (CCT) in the Municipality of Nasipit and Involvement of Stakeholders in BUB Livelihood Project for Food Security and Self-sufficiency

CSO: Culit Multi-Purpose Cooperative (Culit MPC) – Amount: $29,228

This project establishes a mechanism to mainstream CCT beneficiaries into the socio-economic development of the municipality characterized by Participatory Local Governance. The project will train volunteers on third party monitoring, strengthen the Family Development Session component, and focus on providing beneficiaries post-project assistance in terms of livelihood, employment with private sector, and to pilot the interphase between the CCT program and the Bottom-Up Budgeting Program (BuB is a special program where national agencies provide annual budgetary allocation to anti-poverty projects proposed by communities).

5. Strengthening Capacities of Duty Bearers and Empowering Rural Women and Children Against Gender-Based Violence

CSO: PhilDHRRA-Mindanao – Amount: $29,931

The objective of the sub-project is to reduce incidence of Gender-Based Violence in the Province of Agusan del Norte by strengthening capacities of “duty bearers” and empowering women and children “rights holders”. The high rate of gender-based violence is due to the low prioritization of the issue by local government agencies; and due to the lack of knowledge, skills and attitude on gender sensitivity, leadership, advocacy, planning, budgeting and monitoring and human rights laws (esp. gender-related laws) among women, men and children rights holders, duty bearers and moral bearers.

IV. Greatest Asset in 2014: Our Volunteers

PTF is run almost entirely by volunteer international development specialists. We asked one of these volunteers, A. Edward Elmendorf, to share what inspires him to do what he does.
I care deeply about human development around the world, but after a career of working in the field, I’ve come to find that many resources are poorly used. That’s what first drew me to PTF – it was an opportunity to draw upon my experience to tackle the acute but pervasive issues of corruption, mismanagement and poor governance.

Public officials everywhere need to be held accountable to local taxpayers and program beneficiaries. True accountability only takes place when citizens are engaged, capacitated and organized. PTF facilitates that. And, it’s not just rhetoric, it’s practice. We support leaders who are making development happen in their own communities.

This year, my wife and I met with Jananeethi, an NGO in Kerala, India. PTF supported Jananeethi in monitoring externally sponsored drug trials. Thanks to a whistleblower, they found that 5 people had died in consequence of abuses that occurred under these trials. Few, if any, patients had given informed consent, and many didn’t even know they were participating in a drug trial. Jananeethi not only surfaced the issue: They successfully generated public inquiry. As a result, hearings were held, the pharmaceutical trials in Kerala were suspended, and new ground rules are being considered for the future. The substantial changes in the progress and practice of India’s drug trials will be a serious contribution to India’s development, thanks in part to the work of Jananeethi.

Throughout my career, I had a serious and substantial engagement in the intellectual aspects of development – the economics, the politics, every aspect. As a retiree, I cherish the opportunity to continue engagement in a new and different way. PTF is a first-class collection of development specialists. We challenge our partners – and ourselves – to find solutions to issues of poor governance in local communities and in good international practice. As a result, time and again, we see citizens take development into their own hands and make it work for them.

Why do I volunteer for PTF? In short, because it makes a real impact.

V. Financial Summary

2014 Expenses:

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<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
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<tr>
<td>Grants</td>
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<tr>
<td>Salaries &amp; Professional Fees</td>
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<td>Capacity Building &amp; Technical Assistance</td>
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<tr>
<td>General &amp; Admin</td>
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<td>Fundraising</td>
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<tr>
<td><strong>Total Expenses</strong></td>
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New Revenue in 2014
Asian Development Bank $5,000
Global Partnership for Social Accountability $164,000
Overlook International Foundation $250,000
Individuals $61,222
Total New Revenue $480,222

Cash received from pledges from previous years
UK Department for International Development $15,885
Japanese Social Development Fund $170,396
Total Contributions $186,281

VI. News and Accomplishments

Richard Stern Becomes President and CEO
January 6, 2014

Interview with Frank Vogl on Anti-Corruption and PTF
January 7, 2014

PTF Book Review in Top 10 World Bank Blogs of 2013
January 13, 2014

PTF Celebrates International Women’s Day
March 10, 2014
http://ptfund.org/ptf-celebrates-international-womens-day/

Education project becomes GPSA finalist
March 22, 2014
PTF Strives to Improve Health Services in the “Most Malarial Town on Earth”
April, 17, 2014

PTF Wins “Making All Voices Count” Grant Award for CAP Program
April 21, 2014
http://ptfund.org/ptf-wins-making-all-voices-count-grant-award-for-cap-program/

World Bank promotes citizen action to help fight corruption and poverty
April 22, 2014

PTF Launches Barry Metzger Rule of Law Initiative
May 16, 2014

New Report on PTF-Supported Anti-Corruption Interventions in Education
May 30, 2014

PTF Urges World Bank President to Scale-up GPSA
June 18, 2014

Dr. Vinay Bhargava Shares Lessons on Citizen Engagement in Education Administration
July 7, 2014

PTF Urges Increased ADB Support for Citizen-led Programs to Improve Governance
July 21, 2014
http://ptfund.org/ptf-urges-increased-adb-support-for-citizen-led-programs-to-improve-governance/

PTF Shares Experience on Constructive Engagement in East Asia
July 21, 2014

PTF Leads Call for New Multilateral Governance and Accountability Program in the UK
July 31, 2014

We’ve Moved! PTF Joins the OpenGov Hub
July 31, 2014
PTF Celebrates the International Day of Democracy
September 15, 2014
http://ptfund.org/ptf-celebrates-the-international-day-of-democracy/

Citizens Drive Innovative Ways to Fight Corruption but Donor Support Lags Behind
September 19, 2014

PTF Releases Two New Working Papers on Controlling Corruption in Social Safety Nets
September 25, 2014

PTF at the 2014 World Bank Youth Summit
October 10, 2014

Effective People-Powered Accountability: Lessons from PTF Experience
October 14, 2014

VII. Special Thanks

2014 Institutional Donors
· Asian Development Bank
· Global Partnership for Social Accountability
· Japanese Social Development Fund
· Overlook International Foundation
· UK Department for International Development

2014 Individual Donors
Adriana De Leva
Alexander Shakow
Ann O. Hamilton
Arif Zulfiqar
Arthur Bruestle
Barbara Kafka
Betty Harrold
Bhuvan Bhatnagar
Christiaan Poortman
Daniel Morrow
Daniel Ritchie
David Hale
David Steel

Donal T. O’Leary
Edward V. K. Jaycox
Eleanor Schreiber
Elizabeth Adu
Evangeline Javier
Frank Family Foundation
Frank Vogl
Franz Kaps
Heidi Henrich-Hanson
Henry P. Gassner
Indira Sandilya
Jagadish Upadyay
Jamil Sopher

Jane Schubert
Janmejay Sign
Jeff Kass
Jeffrey Kats
John Clark
John Nellis
Jonathan Ettinger
Judy Edstrom
Kreszentia Duer
Kristie Martin Zedler
Lars Jeurling
Leendert Solleveld
Margret Thalwitz
Muriu Muthoni  
Nancy Birdsall  
Natalie Lichtenstein  
Norman L. Hicks  
Peter C. Harrold  
Peter Eigen  
Pietronella van den Oever  
Praful Patel  
Prem Garg  
Qimiao Fan  
Richard A. MacEwen  
Richard S. Gregory  
Richard Stern  
Richard Whitten  
Rifat Hasan  
Robert Panfil  
Roger Sullivan  
Saki Kumagai  
Sanjay Pradhan  
Shyamadas Banerji  
Simon B. Chenjerani Chirwa  
Thomas Blinkhorn  
Thomas Columkill Garrity  
Tjaarda Storm van Leeuwen  
Tracey M. Lane  
Vinay Bhargava  
Willem Struben  
William Friar  
Wolfgang Fengler

2014 Volunteers
Achilles Adamantiades  
Adriana De Leva  
Albert Wright  
Aloysius Ordu  
Arif Zulfiqar  
Barbara Kafka  
Betty Hanan  
Bill Corcoran  
Bill Friar  
Birgitta Nygren  
Bjorn Wellenius  
Brendan Horton  
Bruce Murray  
Carola Kaps  
Cathy Stevulak  
Cesar Queiroz  
Chip Brian  
Chris Hoban  
Chris Redfern  
Christiaan Poortman  
Christine Wallich  
Christoph Kowalewski  
Cynthia Walker  
Daniel Ritchie  
Dante Delos Angeles  
Dondon Parafina  
Ed Elmendorf  
Elizabeth Adu  
Ellie Schreiber  
Eluned Schweitzer  
Eugene Murray  
Evangeline Javier  
Frank Vogl  
Franz Kaps  
Fred Temple  
Geert van der Linden  
Giulio de Tommaso  
Jonathan Rose  
Hadeel Ibrahim  
Hady Fink  
Hans Werner Wabnitz  
Horst Feuerstein  
Indira Sandilya  
Ingrid Mollard  
Jagadish Upadhyay  
Jane Schubert  
Javeline Chansa  
Jean-Paul B Theroux  
Jeff Gutman  
Jeff Kaas  
Jeff Lovitt  
Johannes Tonn  
Juanita Olaya  
Judith Edstrom  
Karen Telis  
Karti Sandilya  
Khalid Siraj  
Robert Liebenthal Knud Kjaer Nielsen  
Lars Jeurling  
Laurence Peters  
Leen Solleveld  
Leonard Ginocchi  
Linda Bruce  
Margaret Thalwitz  
Marie-Carin von Gumppenberg  
Marie-Hélène Genzano  
Mathieu Tromme  
Meei Shi Child  
Michael Wiehen  
Naimur Rahman  
Nico Nissen  
Nigel Roberts  
Norman Hicks  
Pietronella van den Oever  
Prem Garg  
Rajesh Vidyasagar  
Ralph Hanan  
Ram Janakiram  
Rebecca De Los Rios  
Richard Holloway  
Richard Stern  
Roberto Laver  
Roger Sullivan  
Roslyn Hees  
Santiago Friedmann  
Shyamadas Banerji  
Stephanie de Chassy  
Tay Keong Tan  
Ted Thomas  
Tjaarda Storm van Leeuwen  
Vinay Bhargava  
Willem Struben

2014 Board of Directors
John Clark (Chair)  
Aloysius Ordu  
Anabel Cruz  
Anupama Jha  
Christiaan Poortman  
Daniel Ritchie  
Fayezul Choudhury  
Frank Vogl  
Muthoni Muriu  
Peter Eigen  
Pierre Landell-Mills  
Richard Stern  
Vinay Bhargava
2014 MANAGEMENT TEAM
Richard Stern (President)
Barbara Kafka
Daniel Ritchie
Eleanor Schreiber

Daniel Ritchie
Jane Schubert
Jeff Kass
Leendert Solleveld

Pietronella van den Oever
Tjaarda Storm van Leeuwen
Roger Sullivan
Vinay Bhargava

2014 STAFF
Ariel Shaker Brown
Lorena Curry
Sarah Little