2016 ANNUAL REPORT
Partnership for Transparency Fund

Supporting citizens against corruption

ADVANCING INNOVATIVE CITIZEN-LED APPROACHES TO IMPROVE GOVERNANCE, INCREASE TRANSPARENCY, PROMOTE THE RULE-OF-LAW AND REDUCE CORRUPTION IN DEVELOPING COUNTRIES
POOR GOVERNANCE IS ONE OF THE GREATEST OBSTACLES TO DEVELOPMENT

Crime, corruption, waste and tax evasion have cost the developing world nearly $6 trillion over the past decade with devastating impacts on ordinary people. At PTF, we encourage citizen participation and monitoring in government services and development programs. This approach has proven to be overwhelmingly effective in reducing both corruption and poverty.
ABOUT US

Poor governance is one of the most critical obstacles to overcoming poverty. Sustainable development is unlikely to be achieved when governments are not effectively held accountable for using resources effectively and honestly.

The Partnership for Transparency Fund (PTF) works to promote transparent, accountable, and effective governments through citizen-led action. Our goal is to pilot and scale-up innovative approaches and tools with demonstrated impact. We draw important lessons from each of these experiences and share the resulting knowledge widely to advance good governance around the world.
To advance citizen-led approaches that improve governance, increase transparency, promote the rule-of-law and reduce corruption in developing and emerging countries.

Over the past 16 years, we’ve supported 162 civil society partners in 66 countries to complete more than 260 projects. This experience, combined with the support and advice of our expert Advisers, provides great insight into fighting for greater transparency and accountability in difficult circumstances.

We support projects that are action-oriented and directly address identified governance problems through interaction between citizens and their governments. Most of our projects have been independently evaluated and overwhelmingly they have been deemed successful and replicable.
WHAT WE DO

OUR SERVICES

Our goal is to promote transparent, accountable and effective government through citizen-led action. This underlies every service we provide. We work with civil society, governments and development agencies to improve public services and enforce the rule of law. By financially supporting local organizations, disseminating lessons learned, and sharing our experience to promote more effective development policies - we’re making a difference.

Technical Assistance
Assist in developing project plans, monitoring implementation and evaluating impact

Capacity Building
Strengthen the capacity of grassroots organizations to undertake social accountability activities

Networking Services
Link organizations with common goals and challenges to promote mutual support networks

Our Services Incubate Innovation:
CSOs we support address issues of governance and corruption by employing a wide range of tools, exploring the effectiveness of different approaches, tailoring their interventions to the situations they encounter, and sharing their experience. This approach has helped our partners create effective new models for social accountability.

Financial Support
Provide small grants to CSOs for action-oriented, grassroots projects addressing good governance

Strategic Advice
Provide services to strengthen citizen engagement in the operations of aid agencies and international financial institutions. We have produced reports 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 project, strategic and analytical work.

Knowledge & Learning
Introduce global best practices for adaptation to local conditions and extract lessons for worldwide knowledge sharing
In 2000, a group of senior global development professionals founded the Partnership for Transparency Fund (PTF) to address the severe and widespread problem they encountered during their service —namely widespread and systemic corruption. In response, our founders encouraged their network of colleagues to commit time and expertise to helping empower some of the world's most vulnerable people to improve their societies by advancing transparency, public accountability, good governance, and rule-of-law. Since then, we've supported more than 260 citizen-led projects to demand improved governance in 66 countries. In the process, we've proved that civil society movements can succeed in improving public accountability, with more than 85% of the projects we support achieving their intended objectives.
I am pleased to report that PTF has continued its high-achieving programs and started new initiatives this year. In 2016 alone, we helped citizens in the Philippines, Uganda, Serbia, Croatia, Bosnia, Albania, Bosnia & Herzegovina, Kosovo, Macedonia, and Mongolia get the tools, assistance and resources they need to hold their governments accountable.

Despite our success, it’s easy to be disheartened by increased levels of corruption worldwide. Transparency International’s 2016 Corruption Perceptions Index notes “over two-thirds of the 176 countries and territories fall below the midpoint of the scale of 0 (highly corrupt) to 100 (very clean)” and “more countries declined than improved showing the urgent need for committed action.”

While poor governance impacts all of us, the situation is most severe for the poor in developing countries who feel the tangible impact of corruption on a daily basis. In Africa, up to 44% of parents report being forced to pay illegal fees for their children to attend public schools. An estimated 10%–30% of medicines sold in developing countries are counterfeit, most of them with no active ingredients at all.

In 2016, we supported programs that ensure people in Uganda get corruption-free healthcare, that gender-based violence (GBV) victims in the Balkans have access to fair legal recourse, that minority children in Mongolia have access to a quality education and that qualified beneficiaries get fair access to livelihood assistance throughout the Philippines’ Conditional Cash Transfer Program.

These initiatives directly improve the lives of the most vulnerable. The common aim is to ensure they get the resources that are intended for them by improving the management transparency and accountability of development and aid programs. Over the long term, these activities produce stable and thriving communities. Citizen engagement translates community frustration into productive actions that not only thwart corruption, but aid in the integrity and efficiency of government services and expenditures.

We will continue to celebrate our successes and push for more effective methods to improve governance in developing countries from the bottom-up. I am proud of how PTF is shaping and guiding the movement towards better, citizen-centered governance. We are committed to doing everything in our power to support programs and innovations that aid people who are suffering from the abuse of power.

John Clark, Board Chair
INSPIRING LOCAL PARTNERS

Our local partners are brave men and women who stand up and speak out against corruption in their home countries. Their perspectives, knowledge, creativity and leadership can turn the tide on corruption that so profoundly damages developing countries and their citizens. Despite the great personal risk, they rise above their personal interest and inspire countless others to do the same. Their accomplishments have proven that citizens can succeed in improving government transparency and accountability.
Public services the poor depend on, from clean water to health clinics, end up woefully insufficient when resources are diverted for private gain. Our programs substantially improve the lives of the most vulnerable by increasing access to quality, reliable public services.

76% OF DRUGS DISAPPEAR BEFORE REACHING PATIENTS IN UGANDA

Corruption often means the poorest are denied access to health care. Child mortality rates in countries with high levels of corruption are about one-third higher than in countries with less corruption, and infant mortality rates are almost twice as high. This year, the Citizen Action Platform (CAP) in Uganda, reduced the number of bribes paid to public hospitals in the pilot district by 15%. Today, approximately 55,000 additional children and adults now have access to the care they need to lead healthy lives.

27% OF WOMEN IN EASTERN EUROPE REPORT EXPERIENCING GENDER BASED VIOLENCE (GBV)

Few victims seek legal recourse, and when they do, they’re often disappointed. In Serbia, for example, UNDP reports prosecutors failing to interview the victim or the perpetrator 79.5% of the time and 66.7% of criminal charges are dismissed, citing lack of evidence. The Barry Metzger Rule of Law Initiative supported a program with the American Bar Association and law firm, Hogan Lovells, to train lawyers, CSOs and other advocates to represent clients in GBV and discrimination cases in Macedonia, Albania, Serbia and Bosnia.
Etiam sapien bibendum congue rutrum odio. Integer maximus eros urnai class aptent taciti sociosqu ad litora torquen per conubia nostra per inceptos himenaeos ulam tempus lectus erat sit amet mollis neque congue eget. Aliquam id metus etetes libero placerat pharetra nec ac lectus torquent per conubia.
2016 OVERVIEW

FROM THE PRESIDENT

In 2016, we increased our focus on knowledge outputs that strengthen civil society approaches to improve governance, increase transparency and promote the rule of law. We worked at the grassroots, piloting innovative civil society approaches, and at the international level, research papers and provided consulting advice on best practices for engaging civil society. This evolution is both consistent with our goals and exploits our cadre of advisers and consultants.

Over the last 12 months, we have developed new program concepts; pursued partnership initiatives; taken steps to establish and strengthen our regional offices; and deepened our knowledge and learning efforts. Our Advisers have also made stellar efforts to implement our on-going programs.

Thanks to the generosity of our Advisers, Members and Board, as well as the continued support of the Overlook International Foundation, our operational resources remain solid. Indeed, the 2015 private fundraising campaign was our best ever. This gives us the needed basis for program development including soliciting project funding and pursuing joint ventures with suitable partners.

We have made significant progress in establishing potentially strong and long-term partnerships with UNICEF, multilateral development banks (MDBs), the American Bar Association and law firms, as well as prominent international NGOs such as HELVETAS. We also completed a consulting contract for Management Systems for Health (MSH) and are currently executing a contract with the African Development Bank (AfDB) on their citizen engagement strategy.

This has resulted in some significant gains over the past year. The impact of the CAP program in Uganda has expanded dramatically as a result of the significant increase in “citizen grievances” received through our joint venture with UNICEF’s U-Report.
mechanism. A new Western Balkan network of civil society organizations (CSOs) designed to promote citizens’ rights in the context of EU accession is now operational with significant technical assistance from the Metzger Rule of Law Initiative. Our largest program to date, Citizen Action for Results, Transparency and Accountability (CARTA), was also completed and produced a final report on the lessons learned.

Looking ahead to our expanding portfolio, this year we initiated a program funded by the EU to implement the PEACE project in Myanmar, where PTF e.V. and PTF will provide technical assistance to help strengthen the capacity of local CSOs, and signed a contract with the European Bank for Reconstruction and Development (EBRD) to train Ukrainian CSOs to monitor the implementation of the government’s new e-procurement system.

Our knowledge and learning (K&L) efforts are also expanding considerably. This includes the implementation of the K&L components of the Global Partnership for Social Accountability (GPSA) supported projects in Mongolia and the Philippines as well as freestanding knowledge products such as Civil Society and Development: Global Trends, which analyzes several global trends concerning civil society’s role in development and their implications for the 2030 Agenda, and A Decade of Helping Civil Society Fight Corruption in the Philippines, which reviews results and lessons learned of our extensive work there. In February, we also organized a successful, and well attended, high profile panel discussion on “What’s Next for the Anti-Corruption Agenda,” that brought together Nancy Birdsall, founding President of the Center for Global Development, Robert S. Mueller, former Director of the U.S. Federal Bureau of Investigation (FBI), and Ngozi Okonjo-Iweala, who served two terms as the Minister of Finance in Nigeria to share their experiences on the impacts of corruption, challenges combating it and future directions for the anti-corruption agenda.

Our regional offices in Europe (PTF e.V.) and the Philippines (PTF-Asia) remain very active and continue to pursue numerous initiatives. We officially established an affiliate in India in May and are optimistic that an active program will emerge building on our past successes in the sub-continent.

Overall, we have made great progress on our strategic objectives set just one year ago. We have increased partnerships, developed innovative program concepts, diversified our funding base and have become a more visible and active member of the anti-corruption community. These achievements are accomplishments of our Advisers. I am hugely grateful for their dedication to PTF which has fully supported the organisation throughout this year and into 2017.
We are truly a global organization. Over 70 expert advisers serve as volunteers and consultants around the world who undertake assessments, conduct trainings and provide advice to aid agencies. Likewise, our network of CSO partners in developing countries go beyond analysis to produce concrete results through constructive engagement with their government. These dual networks enable us to simultaneously be grounded in grassroots realities and track global trends, effectively connecting global practices and the local context. 

64 partners in 17 countries

70 advisers in 12 countries
Establishing a presence around the world

Our expanding regional affiliate model has produced major benefits. The regional offices in Europe (PTF e.V.) and the Philippines (PTFA) remain very active and continue to pursue numerous initiatives. Now that the Partnership for Transparency Foundation India (PTF-India) is formally established we are optimistic that an active program will emerge which builds on our past successes in the sub-continent. It is becoming increasingly clear that “boots-on-the-ground” and dedicated and focused attention greatly benefits our regional programs. In this spirit, we are in the process of establishing an African affiliate.

PTF e.V. (Germany)

PTF e.V. is eligible to participate in calls for proposals from the European Union (EU) which correspond to the PTF agenda. To date, PTF e.V. has been successful in winning two grants from the EU for programs in Eastern Europe and in Myanmar. In close cooperation with PTF, PTF e.V. advisors play an increasing role in fostering the PTF agenda and reaching out to potential European partners.

PTF Asia (Philippines)

The implementation of the two GPSA-funded projects, i-Pantawid in the Philippines and Transparency and Accountability in Mongolian Education (TAME), remained the focus of PTFA operations in 2016. PTFA also published a paper detailing the results and lessons of decade-long (2003-2013) support to Filipino CSOs, celebrating successes and reflecting on challenges moving forward.

Partners for Transparency (India)

PTF-India was officially registered on May 13, 2016. The Board of Directors are: Santosh Bhargava, Rathi Jha, Sudipto Mundle, Rajat Nag, Rahul Raturi, and Indira Sandilya. This year PTF-India helped manage a project that introduces participatory and transparent procurement and distribution of drugs and medical equipment as well as social audits of basic health service delivery in Kerala.
PTF instituted a partnership with UNICEF to collect and resolve citizen reports of malpractice and mistreatment in Uganda’s public health care system. Through the Citizen Action Platform (CAP), messages received by UNICEF’s U-report program are filtered and forwarded for investigation and resolution by the Anti Corruption Coalition Uganda (ACCU) and its local affiliates. This arrangement helps these local organizations with modest resources overcome the limitations of expensive technology development to enact real change on the ground.
We reach communities by partnering with local CSOs in piloting and growing projects that advance transparency, public accountability, good governance and rule of law. We provide our partners access to the resources they need—technical expertise, program tools, and project-specific grants—to catalyze successful citizen-led change in communities suffering from corruption and the abuse of power. 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.

**FEATURED PARTNERS**

**AMERICAN BAR ASSOCIATION BALKANS REGIONAL RULE OF LAW NETWORK (BRRLN)**

Since 1991, the ABA has been supporting justice sector development in the Balkans through a range of legal reform programs. Their Balkans Regional Rule of Law Network (BRRLN) was launched in 2013 to encourage the region's bar associations and CSOs to collaborate and to share knowledge, best practices and tools. This year, the Metzger Initiative partnered with the BRRLN, and international law firm, Hogan Lovells, to increase the capacity of advocates to represent clients in gender-based violence and discrimination cases in Serbia, Macedonia, Albania, Kosovo and Bosnia-Herzegovina.

**LOCAL RESOURCE CENTER (LRC) - MYANMAR**

LRC was established by a broad network of organizations after Cyclone Nargis to better coordinate local and international organizations and advocate on behalf of local groups. Since then, LRC has shifted its focus from disaster response to the holistic development of CSOs in Myanmar. PTF e.V., HELVETAS and LRC entered into the agreement in 2016 to carry out the European Union-funded program to strengthen the capacity of LRC to support the participation of 1,000 local CSOs in the planning, implementation, and review of development projects, public services delivery and government policies.

**GLOBE INTERNATIONAL CENTER - MONGOLIA**

Globe International Center was awarded a grant from the Global Partnership for Social Accountability (GPSA) to improve the quality of service delivery in the education sector by strengthening citizen engagement in the monitoring of budgets and procurement processes in order to ensure transparency and accountability. PTF is managing the knowledge and learning (K&L) component of this project and another GPSA-supported project in the Philippines.

**KIEV SCHOOL OF ECONOMICS (KSE) - UKRAINE**

KSE is among the top schools in Central and Eastern Europe. PTF has selected KSE as its local partner to implement a two-year program to strengthen the capacity of Ukrainian CSOs to monitor public procurement of goods and services. It will 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 Ukraine's e-procurement system, Prozorro.
Beyond our innovative programs, we’re becoming a more visible and active member of the anti-corruption community.

YEAR IN REVIEW
OUR REACH

Beyond our innovative programs, we’re becoming a more visible and active member of the anti-corruption community.
Our Advisers shared the knowledge gained from our programs and their vast professional experience at a variety of events, workshops and training programs in London, Delhi, Frankfurt, Yangon, Manila, New York, and Washington, D.C. We hosted 12 events in 2016 in partnership with the World Bank, Global Partnership for Social Accountability, Center for Global Development, United Nations Association, Asian Development Bank, MIT and many more.

Our operational resources remained solid in 2016 thanks in large part to 125 donations we received from individuals. All funds entrusted to PTF go towards our mission of reducing corruption and improving public service delivery in developing and emerging countries.

The experiences gained, lessons learned, and knowledge developed from our programs are prominent in our publications. We showcase how CSOs take action, share interventions that have produced impacts, and provide how-to advice. This year, we published five reports, ranging in topic from citizen engagement in the delivery of health services to analyzing civil society’s global trends in the context of the 2030 Agenda for Sustainable Development.
OUR TEAM

WHO WE ARE

PTF has accomplished its unique work with a unique approach. We are essentially a volunteer organization of highly experienced professionals who have spent their careers working mainly on international development but also in law, the financial sector and other fields. These professionals build close supportive relationships with our clients providing support throughout the project cycle and even beyond.
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 strategic issues.

John Clark, Board Chair
Vinay Bhargava
Fayezul Choudhury
Cyprian Fisiy
Anupama Jha

Pierre Landell-Mills
Reuben Lifuka
Rajat Nag
Mary-Jane Ncube
Aloysius Ordu

Christiaan Portman
Daniel Ritchie
Richard Stern
Eyasu Yimer
Vinay Bhargava

PRESIDENT’S COUNSEL

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

Frank Vogl
Pierre Landell-Mills

STAFF MEMBERS

We maintain a small team of staff to support program development, financial management, communications strategies and more.

Lorena Curry, Grants & Finance Manager
Sarah Little, Programs & Communications Manager
Ariel Shaker-Brown, Operations Officer

MANAGEMENT TEAM

Members of our Management Team volunteer their services. They are seasoned experts with diverse backgrounds who oversee all aspects of our operations.

Richard Stern, President
Vinay Bhargava
William Corcoran
Lars Jeurling

Barbara Kafka
Jeff Kass
Daniel Ritchie
Ellie Schrieber
Eluned Schweitzer

Jane Schubert
Leen Solleveld
Roger Sullivan
Tjaarda Storm van Leeuwen

FELLOWS & INTERNS

Our interns and fellows are students and young professionals who take on independent projects under the guidance of our Advisers.

Joseph Asfour
Amogh Srinivasan
Lola Easter
Wilson Gallagher
Richa Bhattarai
WHO WE ARE

ADVISERS

A distinctive feature of PTF is our network of highly experienced development professionals, drawn from multi-lateral development banks (MDBs), bilateral aid agencies, foundations, private sector firms and non-profit organizations. Over 70 Advisers serve as volunteers and consultants with specialized skills in the design, implementation and evaluation of CSO partner good governance projects over a wide range of countries, sectors and thematic areas.

Hadi Abushakra
Achilles Adamantiades
Elizabeth Adu
Shyamadas Banerji
Janina Berg
Vinay Bhargava
Frédéric Boehm
Linda Bruce
Fayezul Choudhury
John Clark
Bill Corcoran
Anabel Cruz
Stephanie de Chassy
Adriana De Leva
Jacomina de Regt
Dante Delos Angeles
Judith Edstrom
Peter Eigen
Ed Elmendorf
Sabine Engelhard
Horst Feuerstein
Hady Fink
Bill Friar
Prem Garg
Marie-Hélène Genzano
Leonard Ginocchi

Jeff Gutman
Betty Hanan
Ralph Hanan
Roslyn Hees
Norman Hicks
Richard Holloway
Hadeel Ibrahim
Philipp Jahn
Ram Janakiram
Evangeline Javier
Lars Jeurling
Barbara Kafka
Carola Kaps
Franz Kaps
Jeff Kass
Akbar Khawaja
Jenny Kiessling
Knud Kjaer
Halyna Kokhan
Christoph
Kowalewski
Pierre Landell-Mills
Roberto Laver
Robert Liebenthal
Jeff Lovitt
Jonas Mbwangue
Frank McNerney
Maxie-lina Mehling

Karin Millett
Lelia Mooney
Muthoni Muriu
Rajat Nag
Mary-Jane Ncube
Nico Nissen
Nnamdi Nwachukwu
Birgitta Nygren
Donal O’Leary
Wale Omoniyi
Geoff Opiyo
Aloysius Ordu
Dondon Parafina
Laurence Peters
Christiaan Poortman
Stefen Queck
Chris Redfern
Daniel Ritchie
Nigel Roberts
Jonathan Rose
Nightingale Rukuban-gaiza
Indira Sandilya
Karti Sandilya
Franz Schorosch
Ellie Schreiber
Jane Schubert
Eluned Schweitzer

Alexander Sierck
Khalid Siraj
Leen Solleveld
Olesea Stamate
Richard Stern
Cathy Stevulak
Tjaarda Storm van Leeuwen
Willem Struben
Roger Sullivan
Fred Temple
Margaret Thalwitz
Jean-Paul Theroux
Jagadish Upadhyay
Mariette van Beek
Pietronella van den Oever
Geert van der Linden
Rajesh Vidyasagar
Frank Vogl
Marie-Carin Von Gumppenberg
Hans-Werner Wabnitz
Bjorn Wellenius
Michael Wittig
Wayne Wittig
Arif Zulfiqar
2016 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 PTF’s basic charter.

Vinay Bhargava  Prem Garg  Knud Kjaer Nielsen  Roger Sullivan
Linda Bruce  Norman Hicks  Richard Holloway  Tjaarda Storm van Leeuwen
Fayezul Choudhury  Ram Janakiram  Lars Jeurling  Fred Temple
Bill Corcoran  Jeff Kass  Indira Sandilya  Gopa Thampi
Anabel Cruz  Barbara Kafka  Ellie Schreiber  Pietronella van den Oever
Stephanie de Chassy  Franz Kaps  Jane Schubert  Geert van der Linden
Adriana De Leva  Pierre Landell-Mills  Eluned Schweitzer  Frank Vogl
Dante de los Angeles  Muthoni Muriu  Khalid Siraj  Bjorn Wellenius
Judith Edstrom  Bruce Murray  Leen Solleveld  Cathy Stevulak
Peter Eigen  Emma Murray  Richard Stern  Willem Struben
Ed Elmendorf  William Friar
Funds entrusted to PTF go towards our mission of improving governance in developing countries. Our core funding remained solid in 2016, ensuring that our programs will continue to support innovative community leaders holding their government accountable and the tens of thousands of citizens who join them. In addition to our contracts, grants and contributions from individual donors, PTF international development experts provided 3700 pro-bono hours for program services in 2016, with an estimated value of $164,000.
PRO-BONO CONTRIBUTIONS TO SERVICES DELIVERED

PTF international development experts provided 3700 pro-bono hours for program services.