

The cover features a solid teal background. A large white circle is centered, containing the main title. To the left of this circle is a smaller dark blue circle. To the right is a larger circle with diagonal teal lines. Below the main circle is a smaller white circle, and to its right is another circle with diagonal teal lines. The text is centered within the white circle.

# ANNUAL REPORT 2018

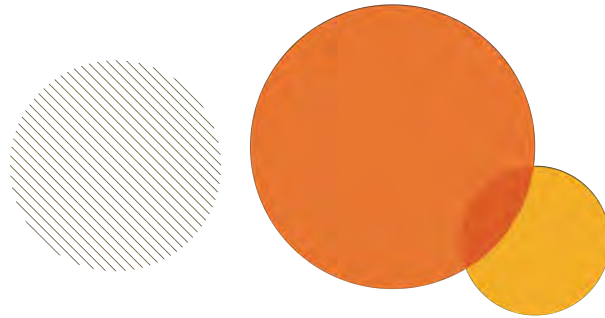
PARTNERSHIP FOR  
TRANSPARENCY

[WWW.PTFUND.ORG](http://WWW.PTFUND.ORG)



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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A group of women are gathered in a classroom or community center. They are looking towards the left side of the frame. The room has posters on the wall and a blue table in the foreground. A large, dark blue circle is overlaid in the center of the image, containing the text "PRESIDENT'S LETTER" in white, bold, uppercase letters. The background shows a group of people, mostly women, standing and looking in the same direction. The lighting is bright, and the overall atmosphere appears to be one of a community meeting or a presentation.

# **PRESIDENT'S LETTER**

## DEAR FRIENDS,

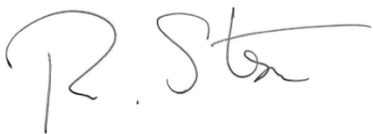
We are pioneering new initiatives and building our project pipeline to establish a robust track record in our strongest areas of expertise. As a small organization, we have emphasized working with co-financiers and other partners to leverage our impact and give weight to our voice.

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,

A handwritten signature in blue ink that reads "R. Stern". The signature is fluid and cursive, with a long horizontal stroke extending from the end of the name.

**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.



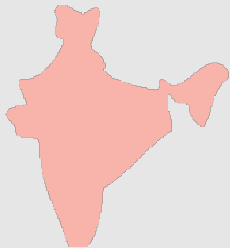
## PTF-EUROPE (e.V.)

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.



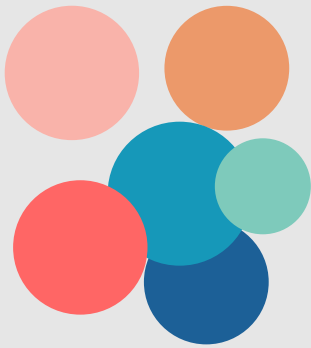
## PTF-INDIA

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.

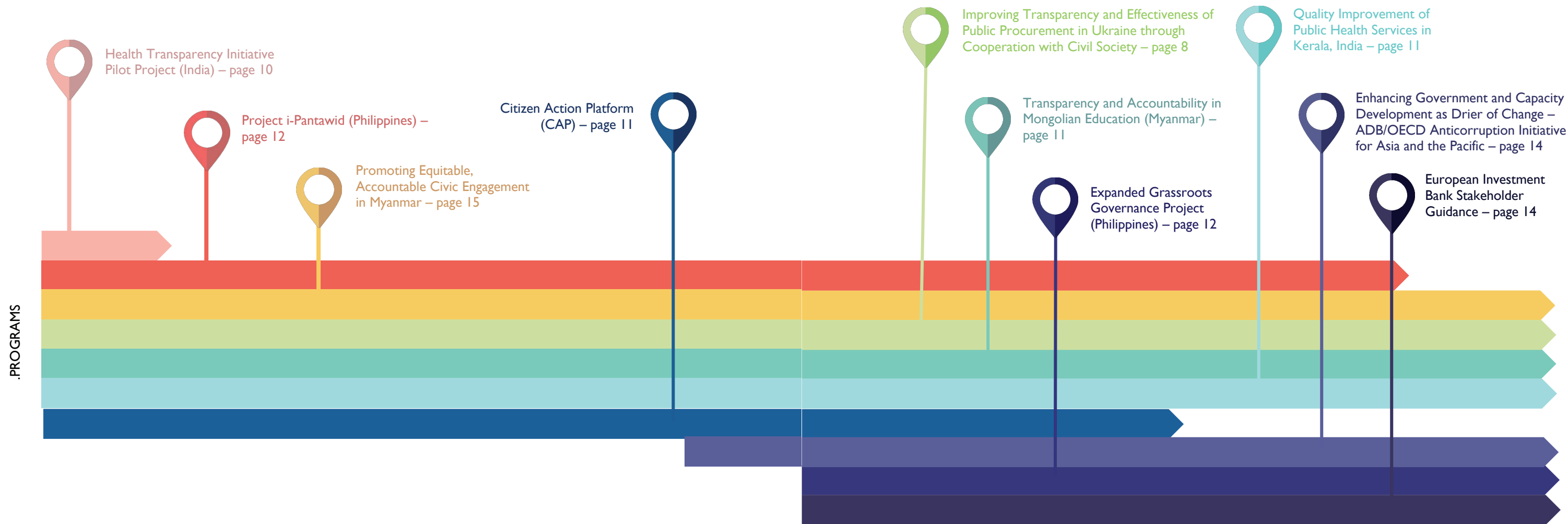


## CIVIL SOCIETY PARTNERS

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.



# milestones



JAN FEB MAR APR MAY JUN JUL AUG SEP OCT NOV DEC





**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 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

2017 • നവംബർ 8 • മധ്യഭാഗം  
www.maltrubhumi.com/localnews

## സർക്കാർ ആസ്വത്രിയെ ഇങ്ങനെയൊക്കെ ആക്കാം - ഡോ. ഷാഹിർഷാ

സർക്കാർ ആസ്വത്രിയെ ഇങ്ങനെയൊക്കെ ആക്കാം - ഡോ. ഷാഹിർഷാ എന്ന് ഡോ. ഷാഹിർഷാ പറഞ്ഞു. സർക്കാർ ആസ്വത്രിയെ ഇങ്ങനെയൊക്കെ ആക്കാം - ഡോ. ഷാഹിർഷാ എന്ന് ഡോ. ഷാഹിർഷാ പറഞ്ഞു.

ആസ്വത്രിയെ ഇങ്ങനെയൊക്കെ ആക്കാം - ഡോ. ഷാഹിർഷാ എന്ന് ഡോ. ഷാഹിർഷാ പറഞ്ഞു. സർക്കാർ ആസ്വത്രിയെ ഇങ്ങനെയൊക്കെ ആക്കാം - ഡോ. ഷാഹിർഷാ എന്ന് ഡോ. ഷാഹിർഷാ പറഞ്ഞു.



അന്തിമ നടത്തിവന്ന സെമിനാർ ഡോ. ഷാഹിർഷാ സംസാരിക്കുന്നു

### പുനലൂർ ആസ്വത്രിയിലെ സൗകര്യങ്ങൾ

- 24 മണിക്കൂറും പ്രവർത്തിക്കുന്ന ഒ.പി. യെൻ, ഫാർമസി.
- കാൻസർ സെൻറിൽ മിസോസൺ 500 കിടപ്പ് കോട്ടിക്യൂട്ടൻ സൗകര്യം
- ഇന്റർവെൻഷൻ നെവറോളജി മേസാർ സയൂട്ടുകൾ, ഗുണമേന്മയുള്ള മിസോസൺ നോ സെസ്യൂവിനോ ക്ലാസ്സിക്സാണുള്ള സൗകര്യം
- മോസോം 70 മേർക്ക് ഡയാലിസിസിൻ സെമിനാർ യൂണിറ്റ്
- പാലിയേറ്റീവ് ചീക്ക് അപ്പ് നെബാൻ സെൻറിൽ 500 മേർക്ക് കോട്ടിക്യൂട്ടൻ ക്യാബിൻ പകിട്ടി
- സൗജന്യവും സർക്കാർ പദ്ധതി സഹിതം വിന്യായം എത്തിയ സൗജന്യ സൗകര്യം വികാസം
- ബോർഡ് അല്ലെങ്കിൽ സൗജന്യകോണം സൗകര്യങ്ങൾ ഉണ്ടായിട്ടുള്ള മെമ്പർഷിപ്പ് വൈകാരികാർക്ക് കൂടുതൽ സൗജന്യവും സൗകര്യവും ഉണ്ടായിട്ടുള്ള പാലിയേറ്റീവ് അറ്റോമിംഗ് വുണ്ഡ്

പ്രതിനിധികളും സൗജന്യവും സൗകര്യവും ഉണ്ടായിട്ടുള്ള മെമ്പർഷിപ്പ് വൈകാരികാർക്ക് കൂടുതൽ സൗജന്യവും സൗകര്യവും ഉണ്ടായിട്ടുള്ള പാലിയേറ്റീവ് അറ്റോമിംഗ് വുണ്ഡ്

### SPELLING OUT SUCCESS MANTRA



Superintendent of Punalur taluk hospital Dr. Shahirsha speaking at a session at the Sahithya Akademi on Tuesday.

## Doctors to adopt Punalur model

IDENTIFIED  
Punalur hospital superintendent Dr. Shahirsha explained the concept at a session conducted for the people's representatives and government doctors at the Sahithya Akademi Hall here on Tuesday.

The basic concept about the Punalur model is that of doctors, hospital management committee (HMC) and the people's representatives working with commitment in developing the hospitals under civic bodies in Thrissur to upgrade their hospitals by following the Punalur model.

## Survey shows none follows Indian Public Health guidelines PHCs low in standards

**NIDHIN T.R. | DC THRISSUR, FEB. 6, 2018**  
The public health and community health centres are not following the Indian public health standards 2012. This has been found by a sample survey conducted by the civil society organization 'Jananeethi' here.

The survey by Jananeethi, conducted at five PHCs of Vaniyampara, Pambur, Manalur, Ayyanthole and Avanur and CHCs at Tholur, Alappad and Vellanikkara found that none of the health centres were meeting the norms regarding infrastructure, beds, staff pattern and other services to the patients.

taluk hospital in Punalur which has achieved international standard by raising funds from both government and private sources.

Dr. Shahirsha, hospital superintendent and the man behind its success story, explained the concept at a session conducted for the people's representatives and government doctors at the Sahithya Akademi Hall here on Tuesday.

After the interactive session in the morning at the akademi hall, Dr. Shahirsha took part in a session for nearly 150 government doctors at the conference hall at DMO office in the afternoon.

# 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.

## 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 4P 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 Department of Social Welfare and Development would like to introduce see elements of the project nation-wide and is pursuing the funding to do so.

## LOCAL GOVERNMENT SERVICES

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 Progra 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.

# MIT GOVERNANCE LAB RESEARCH STUDY OF THE I-PANTAWID PROGRAM

## FROM THE REPORT:

“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.



RESEARCH BRIEF / 2018

## Examining the Impact of Civic Leadership Training in the Philippines

What impact does civic leadership training have on community leaders from poor, marginalized groups? On the one hand, training could ideally increase leaders’ participation in government and prompt government officials to be more responsive to people’s needs. On the other hand, trained community leaders might be co-opted by local politicians and leveraged for political gain. Over four years (2013-2017), MIT GOVLAB explored the effects of civic leadership training on citizen engagement<sup>1</sup> with a network of civil society organizations in the Philippines, led by Concerned Citizens of Abra for Good Governance (CCAGG), Responsible Citizens, Empowered Communities and Solidarity towards Social Change (RECITE, Inc.), and Partnership for Transparency Fund (PTF).<sup>2</sup>

This research brief provides a summary of MIT GOVLAB research results for practitioners and policy-makers. Results have been internally-validated, but may undergo further revisions. MIT GOVLAB releases all rights over data, methods, and results for publication.

Suggested Citation: MIT GOVLAB Research Brief, 2018: “Examining the Impact of Civic Leadership Training in the Philippines.” Cambridge, MA: Massachusetts Institute of Technology Governance Lab.

<sup>1</sup> The detailed research results are available in the Making All Voices Count report “The effect of civic leadership training on citizen engagement and government responsiveness: experimental evidence from the Philippines” Tsai et al. (2018).  
<sup>2</sup> Local civil society organizations including Concerned Citizens of Abra for Good Governance, Project 101, Caritas Nueva Segovia, Mula Kita, Northern Luzon Baptist Pastors and Preachers Fellowship, Inc., and Kanyaguan Center.

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**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).





# BUILDING THE CAPACITY OF CIVIL SOCIETY



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.





# NOTES FROM THE FIELD: THE PEACE PROGRAM

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 been 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 2<sup>nd</sup>, 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 20<sup>th</sup>, 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").





## SUSTAINABLE DEVELOPMENT GOALS (SDGs)

The adoption of SDG 16'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 SDG 16 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.

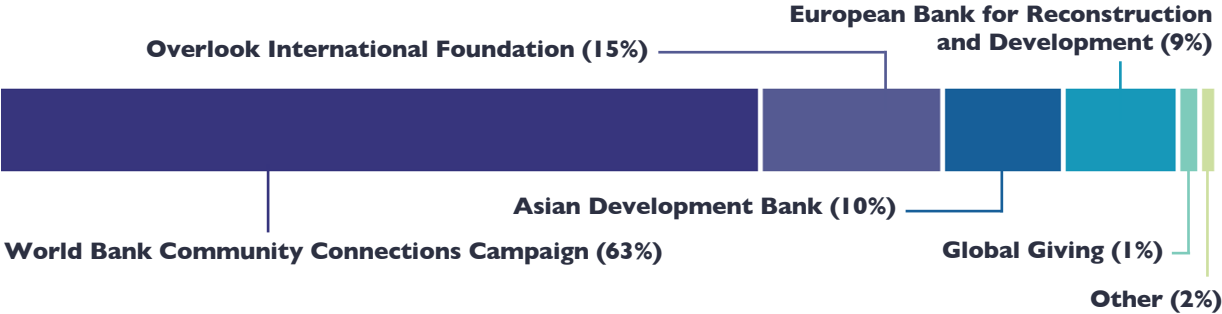
On April 18th, PTF co-hosted a World Bank Civil Society Policy Forum session with Global Integrity to discuss: (a) evidence on the effectiveness of civil society approaches; and (b) how civil society organizations' engagement around governance and development challenges can be strengthened by support 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.

A group of women, many wearing colorful headscarves and saris, are sitting on the floor in a room with large, barred windows. A large, dark blue circle is overlaid in the center of the image, containing the word "FINANCIALS" in white, bold, uppercase letters. The women are looking in various directions, some towards the camera and others away. The room has a simple, institutional feel with light-colored walls and a concrete floor. A smartphone is visible on the floor in the lower-left foreground. The background shows an outdoor area with trees and a building through the barred windows.

# FINANCIALS

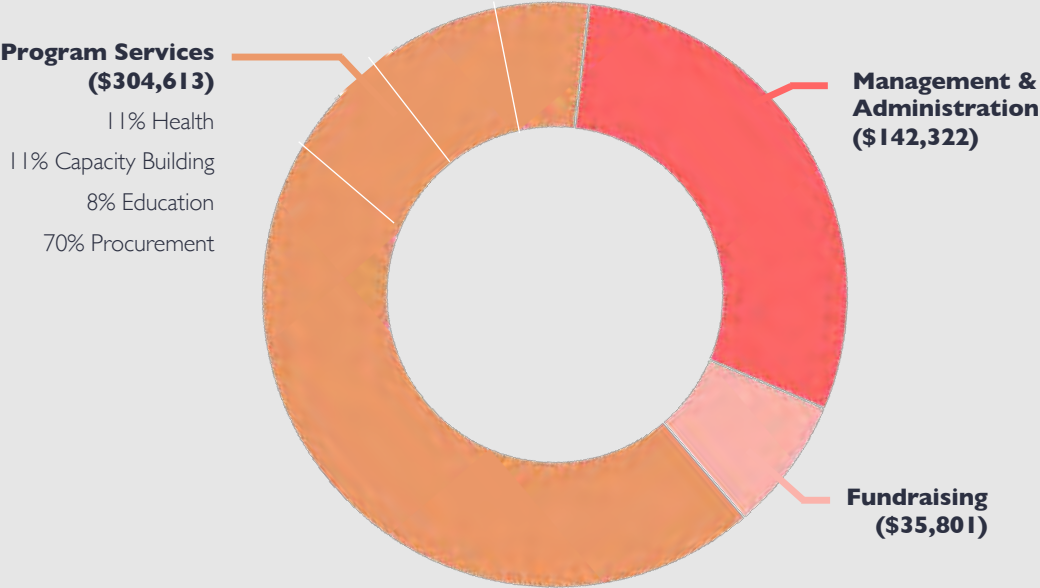
# 2018 REVENUE (\$505,000)

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

## GLOBAL GIVING DONORS

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.

Hadi Abushakra  
Nancy Berte  
Vinay Bhargava  
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John Clark  
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Peter Eigen  
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Tjaarda Storm van Leeuwen  
Dennis Whittle  
Wayne Wittig  
Dennis Whittle  
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## OTHER INDIVIDUAL DONORS

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Wayne Wittig



## COMMUNITY CONNECTIONS CAMPAIGN DONORS

Donors that gave through the Community Connections Campaign have their contributions matched 1:1 by the World Bank. These funds are the primary source of our general operating support.

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Birgitte Berg	Edward Jaycox	Jean-Louis Sarbib
David Berk	Lars Jeurling	Michael Sarris
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Bhuvan Bhatnagar	Franz Kaps	Julian Schweitzer
Thomas Blinkhorn	Jeffrey Katz	Richard Seifman
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Samuel Clark	Richard MacEwen	Willem Struben
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Louise Cord	Katherine Marshall	Frederick Temple
Gabriel Dedu	Eugene McCarthy	Margret Thalwitz
Ousmane Diagana	David Allen Mead	Jeffrey Thindwa
Judith Edstrom	Karen Merszei	Hasan Tuluy
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Henry Gassner	Olufunke Oyewole	Laurence Wolff
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Jeffrey Gutman	Shomikho Raha	
Catherine Gwin	Kenlee Ray	
Ralph Hanan	Christopher Redfern	
Randolph Harris	Peter Riddleberger	
Peter Harrold	Paola Ridolfi	



# TEAM

## 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, Chair**

*Former Lead Social Development Specialist for East Asia, World Bank*

### **Haleh Brindi**

*Former Director for Africa External Communications and Partnerships, World Bank*

### **William Corcoran**

*Former Counsel, United States Senate Select Committee on Ethics*

### **Karin Millet**

*Former Director, World Bank*

### **Rajat Nag**

*Former Managing Director General of the Asian Development Bank*

### **Aloysius Ordu**

*Former Vice President of Operations at the African Development Bank*

### **Christiaan Poortman**

*Senior Advisor, Transparency International, Chair of the Board of the Construction Sector Transparency Initiative*

### **Randi Ryterman**

*Former Director for Innovation and Change Management at the World Bank Institute*

### **Jean-Louis Sarbib**

*Former CEO of Global Integrity and Vice President for Africa at the World Bank*

### **Richard Stern**

*Former Vice President of Human Resources, World Bank*

### **Tjaarda Storm Van Leeuwen**

*Former Adviser and Co-manager of the Africa Energy Unit*

### **Hasan Tuluy**

*Former Vice President, World Bank*

### **Pietronella van den Oever**

*Visiting Scholar, Population Reference Bureau and former*

### **Dennis Whittle**

*Co-founder of Global Giving and President of The Whittle Group*

### **Eyasu Yimer**

*National Technical Advisor, United Nations Office for Project Service*

## PRESIDENT'S COUNCILORS

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

### **Vinay Bhargava**

*Chief Technical Officer and former Member of the Board*

### **Peter Eigen**

*Founder and former Chairman of the Board*

### **Pierre Landell-Mills**

*Founder and former Chairman of the Board*

### **Daniel Ritchie**

*Former PTF President and Member of the Board*

### **Frank Vogl**

*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**

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**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*



# MEMBERS

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

Hadi Abushakra

Betty Adu

Vinay Bhargava

Linda Bruce

Fayezul Choudhury

John Clark

Bill Corcoran

Anabel Cruz

Stephanie de

Chassy

Adriana De Leva

Dante de los

Angeles

Judith Edstrom

Peter Eigen

Edward Elmendorf

Sabine Engelhard

Cyprian Fisiy

Prem Garg

Simon Gray

Norman Hicks

Richard Holloway

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Barbara Kafka

Franz Kaps

Jeff Kass

Mohini Malhotra

Dirk Mattheisen

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Knud Kjaer Nielsen

Rajat Nag

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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*

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**Dirk Mattheisen**

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*Information & Communications Technology*

**Aloysius Ordu**

*Public Sector Management*

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**Chris Redfern**

*Natural Resources*

**Daniel Ritchie**

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**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**

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**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**

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**Frederick T Temple**

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**Margret Thalwitz**

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