

# PARTNERSHIP FOR TRANSPARENCY

2019 ANNUAL REPORT



PARTNERSHIP FOR  
TRANSPARENCY





## ABOUT US

**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 2019, summarizes the impact of our work and demonstrates how we create and sustain value as an organization.**



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# LETTER FROM THE PRESIDENT

Dear friends,

In 2019, we continued to build on the success of past initiatives. PTF's recognized expertise and leadership in citizen engagement allowed us to undertake new projects and connect with new partners.

Building on our considerable experience in enhancing the capacity of citizens to monitor e-procurement, we were able to secure funding from the European Union (EU) for an **infrastructure procurement monitoring project in Malawi**. We also embarked on a new partnership with the **National Endowment for Democracy**. This joint venture aimed to help **enhance the abilities of the Anti-Corruption Coalition the Gambia (ACCG) to promote good governance** in the emerging democracy. Finally, in

India we **partnered with the India Development and Relief Fund (IDRF)** to implement the next phase of our **Health Transparency Initiative**, as well as a new operation to **combat gender-based violence**.

All our operations are implemented in close cooperation with, or under the leadership of our regional affiliates in East Asia, India, Africa, and Europe.

To both complement our operational activities and promote our mission with key actors in the development and governance fields, we continue to expand our knowledge-sharing activities. In the past year these included a major report, ***Expanding Civil Society Contributions to the Governance Agendas of the Sustainable Development Goals and International Financial Institutions***. Our advisers presented their findings at several key forums, including the **Asian Development Bank Annual Meeting**, the **Asian Evaluation Week on Citizen and Civil Society Engagement for Development Effectiveness**, and the **Global Partnership for Social Accountability Global Partners Forum**. We have also maintained an active dialogue with nearly all international financial institutions focused on promoting increased citizen engagement in their own operations.

PTF's total expenditures reached **\$421,130** in 2019. Of this, **\$97,574** was allocated for grants to other organizations. Direct project co-financing totaled roughly **\$240,000**. In addition, PTF's volunteer experts provided **124,000 pro-bono hours** for program services with an estimated value of **\$900,000**.

It is important to emphasize that none of this could have been accomplished without the generous support of our donors and the stellar work of our impressive cadre of professional volunteers. On behalf of our partners and the whole PTF family, we again express our grateful thanks.

Sincerely,

Richard Stern  
President, Partnership for Transparency

# REGIONAL INSIGHTS

**UKRAINE: Improving Transparency and Effectiveness of Public Procurement through Cooperation with Civil Society – *pg. 5***



**INDIA: Building a Coordinated Response to Prevent and Reduce Gender-Based Violence (GBV) – *pg. 11***

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**UGANDA: Health Transparency Initiative – *pg. 7***



**MALAWI: Strengthening the Capacity of CSOs to Promote Transparency and Accountability in Public Infrastructure Projects – *pg. 5***



**MYANMAR: Promoting Equitable, Accountable Civic Engagement – *pg. 8***



**PHILIPPINES: Grassroots Governance Initiative – *pg. 8***



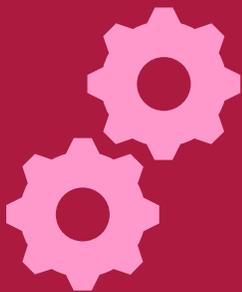
**INDIA: Improving Maternal and Child Health Services through Citizen Engagement – *pg. 6***



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# 2019 PROGRAMS



4

AFFILIATES LEADING AND  
SUPPORTING PROJECTS

- EUROPE
- INDIA
- AFRICA
- ASIA



**\$240,000**

LEVERAGED FOR PTF-  
SUPPORTED PROGRAMS



9 PARTNERSHIPS

IN 7 COUNTRIES



# PUBLIC PROCUREMENT MONITORING

*Completing a \$558,446 procurement monitoring project in Ukraine and beginning a \$830,000 project in Malawi*

**Procurement is particularly vulnerable to corruption through unfair competition and collusion. Couched in technical language and complex regulatory frameworks, public procurement processes appear opaque to civil society organizations (CSOs) who could provide a much-needed check on the power of corrupt companies and authorities. As part of its CSO Procurement Monitoring program, PTF trains CSOs to identify and expose the corruption and waste plaguing public procurement, and supports their efforts to constructively engage with authorities to find solutions.**

**Improving Transparency and Effectiveness of Public Procurement in Ukraine through Cooperation with Civil Society**, started in 2016 and co-funded by EBRD, was completed at the end of 2019. The program has given PTF first-hand experience training CSOs in procurement monitoring. This has allowed us to develop tools that can be used in other countries.

The small pilot, managed by Donald Bowser in Ukraine, also gave PTF experience in designing and executing monitoring through e-procurement systems, useful for future operations in Moldova, Malawi, and elsewhere.

In December 2019, the **European Union** confirmed funding to PTF as the lead on a program in Malawi to enhance the capacity of

CSOs to monitor public infrastructure procurement. Implementation has so far been delayed due to the pandemic, and PTF is now working with the EU to determine an appropriate new starting date.

| 2019 Expenditures                |                   |
|----------------------------------|-------------------|
| Improving Procurement in Ukraine | \$ 111,747        |
| <b>Total</b>                     | <b>\$ 111,747</b> |

**PHOTO:** Procurement Training in Kiev. Courtesy KSE.



## MONITORING PUBLIC HEALTH SERVICES

*Supporting three citizen-led public health service monitoring projects in India and Uganda totaling over \$100,000*

**PTF's Health Transparency Initiative (HTI) provides support to civil society organizations (CSOs) in developing countries to improve health outcomes. Its projects aim to increase citizen engagement with government officials and service providers, thereby controlling corruption and improving health sector performance.**

In Kerala, India, **Jananeethi** is implementing a three-year project (2018-2020) to systematically address the shortcomings in the public health system by generating greater citizen engagement to encourage accountability. The project, implemented in cooperation with **PTF India**, and funded by the **Indian Development and Relief Fund (IDRF)** has faced challenges, notably disruptions caused by the country's general elections in May 2019. However, Jananeethi still managed to satisfactorily complete its first year of operations. They have cultivated successful engagement with local government officials, leading to the establishment of a community-

**PHOTO:** Citizens participate in an exercise supported by the PTF-sponsored Health Transparency Initiative in Kerala, India. Courtesy of Jananeethi.

based body to advocate for citizens' rights and monitor public health services.

In March 2019, PTF and **PTF India** signed a grant agreement to co-fund a project with **IDRF** in Odisha, India. The project addresses widespread corruption in the public health sector that undermines accountability and efficiency, ultimately contributing to poor maternal and child health (MCH).

Through the project, the implementing civil society organization, **Youth for Social Development (YSD)**, aims to: (a) enable beneficiaries to constructively engage with authorities and demand improved access, better quality of MCH services, and hold them accountable when those services are lacking; (b) to improve access to and quality of MCH services through the use of community score card process and other social accountability tools; and (c) to collaborate with researchers to contribute to evidence on improving outcomes through citizen engagement. In 2019, the program focused on setting up the project's baseline survey, undertaking data collection, preparing materials, and training the project team.

In November 2019, PTF approved funding to take lessons learned from the Citizen Action Platform (CAP) program in Uganda and, with the help of **PTF Africa**, apply them to the **Health Transparency Initiative (HTI)** in Africa. The pilot HTI-Uganda program, implemented by the **Anti-Corruption Coalition Uganda (ACCU)** and the **Kasangati Rotary Club**, is designed to measure the influencing factors of context, incentives, and decisions surrounding the management of public health systems and supply chains. Taken together, these factors affect the availability and quality of public health services.

### 2019 Expenditures

|  |                  |
|--|------------------|
| Health Transparency in Kerela, India       | \$ 6,000         |
| Maternal and Child Health in Odisha, India | \$ 14,000        |
| Health Transparency in Uganda              | \$ 21,415        |
| <b>Total</b>                               | <b>\$ 41,415</b> |

**PHOTO:** Monitoring the public medicine store as part of the Health Transparency Initiative in Kasangati, Uganda. Courtesy of the Anti-Corruption Coalition Uganda.





# PROMOTING CITIZEN ACTION FOR DEVELOPMENT

*Focusing on the nexus between development agencies and civil society to improve development outcomes in Myanmar and the Philippines*

**PTF's relationships with development agencies and CSOs place us at a unique juncture to support CSOs by participating in the design and implementation of projects funded by international donors. We provide capacity building and support for citizen groups seeking to bridge the gap between development institutions and communities.**

The EU-funded, €2.1 million **Promoting Equitable, Accountable Civic Engagement in Myanmar (PEACE)** project, initiated in 2016, ended in June 2020. The implementing consortium for this project consisted of Helvetas-Myanmar, the Local Resource Centre (LRC), and **PTF Europe** (PTFeV). Over the course of the four-year project, almost one thousand individuals were trained on topics such as advocacy, conflict-sensitive project management, and budget transparency. Putting the trainings into practice, 179 grants were successfully distributed to 139 grantees. These numbers exceeded the proposed targets.

The **Grassroots Governance Project** has been a collaboration between **PTF Asia** and the **LifeBank Foundation (LBF)** since 2018. It focuses on improving basic barangay (local

government) governance literacy and increasing opportunities for community participation in the Philippines. In 2019, the project mobilized and trained a total of 180 Ikabuhi Microfinance Program member beneficiaries of LBF in various training modules consisting of (a) four modules on governance education and application of the community scorecard process, (b) three modules on barangay governance, budgeting, and monitoring, and (c) five modules on entrepreneurial development.

| 2019 Expenditures                                |                         |
|--|-------------------------|
| PEACE Project in Myanmar                         | \$ 47,399               |
| Grassroots Governance Project in the Philippines | \$ 54,500               |
|  | <b>Total \$ 101,899</b> |

**PHOTO:** A training program in Myanmar, part of the PEACE program. Courtesy of the Local Resource Centre.



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## ANTI-CORRUPTION AWARENESS RAISING

*Supporting anti-corruption awareness raising at the outset of the democratic transition in the Gambia*

**CSOs have an especially crucial role to play in raising the electorate’s political awareness and fighting corruption in state institutions. PTF partners with organizations poised to affect the greatest impact in societies poised on the cusp of democracy, and empowers citizens to participate in the political process.**

In September 2019, the **National Endowment for Democracy (NED)** granted funding to the **Anti-Corruption Coalition Gambia (ACCG)** in partnership with PTF and **PTF Africa** to raise awareness of actions that the public can take to demand institutional reforms to reduce corruption and improve the quality of public service delivery. While direct costs for the project were funded and reimbursed by NED, PTF provided input through volunteer project advisers. There are two intended outcomes of this project. First, the project will enhance the capacity of the ACCG as a national institution focused on fighting corruption by strengthening its relationships with national anti-corruption actors and international advisory organizations, such as PTF.

Second, the project will establish a cascade model, directed by the ACCG, of national and local anti-corruption champions and community organizers. These actors will raise awareness of corruption and public accountability among Gambians, especially youth and women. It will then educate citizens on the available avenues to exert pressure on public officials and bring about institutional reforms.

### 2019 Expenditures

|  |                  |
|--|------------------|
| Corruption Awareness Raising in the Gambia | \$ 52,000        |
| <b>Total</b>                               | <b>\$ 52,000</b> |

**PHOTO:** Thukuk / CC BY-SA



## PROMOTING THE RULE OF LAW

*Continuing the Barry Metzger Rule of Law Initiative by supporting a pilot program to prevent gender-based violence in India*

**PTF supports CSOs in their efforts to track the design and implementation of legal processes, identify irregularities, and follow up with officials to bring citizens justice. Most recently, our operations in this area have focused on policies and programs to prevent gender-based violence (GBV). These efforts have typically been constrained due to a lack of knowledge, skills, and the appropriate attitudes to promote gender sensitivity, leadership, advocacy, planning, budgeting, monitoring, and GBV-related laws among public officials and communities.**

After an intensive and extended period of preparation with the **Center for Research and Advocacy (CfAR)**, in December 2019 PTF, **PTF India**, and IDRF approved a twenty-six-month project, **Building a Coordinated Response to Prevent and Reduce Gender-Based Violence (GBV)**, in Ajmer, Rajasthan. This project not only addresses this sensitive and difficult issue, but will focus on identifying key barriers to implementing solutions. In the first year of the project, CfAR will coordinate a study to (i) analyze the problem, (ii) identify the resources available, and (iii) take stock of the laws

applicable to different aspects of the subject. The study findings will help determine future project activities. CfAR's draft study outline was reviewed by PTF and IDRF and then finalized.

| <b>2019 Expenditures</b>                           |                  |
|--|------------------|
| Reducing Gender-Based Violence in Rajasthan, India | \$ 12,700        |
| <b>Total</b>                                       | <b>\$ 12,700</b> |

**PHOTO:** Beneficiaries of PTF-supported programs in Rajasthan. Courtesy of the Center for Research and Advocacy.



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Supporting Citizen Action for Better Governance



INTERNATIONAL PRIVATE ENTERPRISE CENTER FOR



INTERNATIONAL PRIVATE EN

CIPE



PRIVATE ENTERPRISE CENTER FOR



# KNOWLEDGE & LEARNING

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**33.4k**  
WEBSITE  
VISITORS  
IN 2019



**4**  
EVENTS AROUND  
THE GLOBE



**1**  
LANDMARK  
REPORT

## KNOWLEDGE SHARING, LEARNING, AND ADVOCACY: FOCUSING ON GOOD GOVERNANCE IN THE 2030 AGENDA

In July, PTF released ***Expanding Civil Society Contributions to the Governance Agendas of the Sustainable Development Goals and International Financial Institutions***. The report examines the various roles CSOs play in improving government transparency, accountability, and inclusiveness, and controlling corruption by reviewing the evidence on what works and what does not. The report draws heavily on recent research studies as well as PTF's own operational experience. It presents analysis and evidence-driven recommendations to accelerate progress. One particular focus of the report is the role that international financial institutions (IFIs) such as the World Bank can play in accelerating progress towards SDG16 governance goals through the expansion of CSO-led good governance programs.

The report served as the focus of PTF's participation in several events throughout the year:

On May 3, PTF Chief Technical Adviser Vinay Bhargava made a presentation at the 2019 **Asian Development Bank Annual Meeting Civil Society Program** in Fiji: "Myths and Realities of CSOs Promoting Transparent and Accountable Government Institutions."

Bhargava's presentation consisted of five main points based on the draft report: (1) the demand for more transparency and accountability (T&A) in government is rising and governments have committed to respond; (2) true government T&A requires input from both supply and demand sides; (3) myths of CSOs working to promote T&A; (4) the realities of CSO roles, impact and success factors in promoting T&A; and (5) suggestions for the ADB to promote greater government T&A through CSO engagement.



**PHOTO:** Vinay Bhargava delivers a presentation at the ADB Annual Meeting in Fiji.

In September, Bhargava delivered a presentation in Kunming, China at the 2019 **Asian Evaluation Week** on citizen and civil society engagement for development effectiveness: state and quality of evaluation. The presentation covered: (1) civic engagement, governments, IFIs, and Agenda 2030; (2) the state and quality of evaluation reports of civic engagement programs

reviewed by the PTF in the SDG16 report; and (3) six key findings for policy makers, public service providers, IFIs, and practitioners. It left participants with key takeaways highlighting the need for more and better evidence on the impact of civic engagement.



PTF also participated in the third and final **Rethinking Corruption** workshop in Accra, Ghana in February 2019. These workshops convened anti-corruption researchers and practitioners as part of the Anti-Corruption Evidence Research Program administered by the Global Integrity with funding from the United Kingdom’s Department for International Development. Bhargava participated on behalf of PTF.

**PHOTOS:** (top) Participants engage in discussion between sessions at the ADB Annual Meeting. (bottom) PTF hosted USAID-sponsored participants from South Asia to exchange views on governance and anti-corruption



A PTF-sponsored “lunch and learn” at the **GPSA Global Partners Forum** in November, 2019 presented the paper and specific ideas to maximize CSO engagement and accelerate progress toward SDG16 in operations funded by IFIs. Similarly, in October 2019, PTF and the World Bank’s Global Governance Practice (GGP) held an event on changing the trajectory of the fight against corruption through expanded civil society engagement. The premise of PTF’s presentation centered around the lack of progress in controlling corruption, and the emerging recognition that governments operating alone cannot fulfill their promises for corruption-free and inclusive institutions. The crux of the discussion elaborated the ways the World Bank and other multilateral development banks (MDBs) can better integrate and expand civil society engagement programs in the operations they fund. These operations should focus on controlling corruption, making institutions more transparent and accountable, and enhancing the effectiveness of development projects. PTF speakers provided ideas to scale up civil society engagement in MDB (especially the International Development Association)-funded projects and programs.



## ANTI-CORRUPTION FORUM

The Anti-Corruption Forum seeks to enhance public awareness of the challenges caused by corruption. To achieve this end, the forum gathers expert speakers and panelists, as well as audiences drawn from civil society, government, business, and academia. The Forum focuses on strengthening awareness and understanding of today's most pressing corruption issues in the United States and around the world.

On October 2, 2019, the Anti-Corruption Forum sponsored an event hosting **Vitor Gaspar**, director of the International Monetary Fund Fiscal Affairs Department, presented the Fund's Fiscal Monitor report on corruption. The event, co-sponsored by the Center for Private International Enterprise (CIPE), attracted a large audience from civil society, academia, business, and politics.

In 2018, PTF co-sponsored an Anti-Corruption Forum event with the Brookings Institution, featuring then-IMF Managing Director Christine Lagarde, who presented the Fund's new Anti-Corruption Framework. The first detailed IMF report on corruption since the passage of the new framework, developed by Vitor Gaspar and his team, details the ways in which governments misuse many features of fiscal policy and management to enrich

themselves at the expense of the citizens they are entrusted to serve.

Vitor Gaspar's compelling presentation was followed by a panel discussion that included **Brian Levy**, a professor at Johns Hopkins School of Advanced International Studies, who stressed civil society engagement in countering corruption in fiscal management, including the management of state-owned enterprises. He noted that it is vital to build on experience and best practices and to be highly specific with regard to the context and problems to be addressed. Levy also noted that achieving progress through small steps may be necessary to ultimately attain the best, most sustainable outcome for all stakeholders.

**PHOTO:** Panelists at the PTF-sponsored Anti-Corruption Forum featuring Vitor Gaspar.

# FINANCIALS & DONOR SUPPORT



**\$240,000**

LEVERAGED FOR PTF  
PROJECTS FROM  
INSTITUTIONAL DONORS



**\$711,500**

RECEIVED FROM  
FOUNDATIONS  
AND  
INDIVIDUAL  
DONORS

The total received through private donations in 2019 was considerably higher than previous years, due to the way the World Bank Community Connections Campaign (WBCCC), a significant source of fundraising for PTF, was organized for 2020. As a result, PTF received most of the 2020 WBCCC funds in November and December of 2019.

# FINANCIAL SUMMARY AND DONOR SUPPORT

PTF's financial position improved significantly in 2019 due to the increased contributions from the World Bank Community Connection Campaign's (WBCCC) new platform. As a result, PTF received most of the 2020 WBCCC funds in November and December of 2019. Total revenue and support in 2019 amounted to roughly \$733,000. This amount includes about \$635,000 received from individual donors through the WBCCC; \$76,500 in generous support from the Lawrence Family, the Arthur Winter Foundation, and other private donors; and income received from the European Bank for Reconstruction and Development (EBRD) for PTF's project in Ukraine.

Total expenditures amounted to \$421,000, slightly less than the amount spent in 2018. This is because two major projects in Ukraine and Myanmar were winding down in 2019. Nearly \$176,000 of total expenditures was used for support services, including management and fundraising, and about \$245,000 was allocated for program services. The latter amount includes about \$98,000 in grants to other organizations and support to PTF's affiliates for project development and implementation.

The total amount leveraged by PTF from other donors in 2019 amounts to roughly \$240,000. This amount includes \$64,500 from the Indian Development and Relief Fund (IDRF); \$21,818 from the EBRD for the Procurement Monitoring Project in Ukraine; \$52,000 for support to the Anti-Corruption Coalition Gambia funded by the National Endowment for Democracy; \$47,399 for the PEACE Project funded by the European Union implemented through PTF eV; and about \$54,500 for the Grassroots Governance Project funded by the Life Bank Foundation and implemented by PTF Asia.

*We thank all of our donors for their generous support of PTF's programming. Without the help of those listed below, and those who have supported anonymously, our work would not be possible. Below is a list of those whose contributions have furthered PTF's mission of promoting citizen engagement to counter corruption.*

## **Institutional Donors**

The Arthur Winter Family  
Foundation

Richard and Dee Lawrence

Network for Good

## **Individual Donors**

Haleh Adib-Samily  
Elizabeth Adu  
Theodore Ahlers  
Claudia Alderman  
Harold Alderman  
James Anderson  
David Berk  
Vinay Bhargava  
Bhuvan Bhatnagar  
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Mari Shojo  
Ayat Soliman  
Jamil Sopher  
David Steel  
Richard Stern  
Tjaarda Storm van Leeuwen  
Willem Struben  
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