PARTNERSHIP FOR TRANSPARENCY FUND
ANNUAL REPORT 2015

**PARTNERSHIP FOR
TRANSPARENCY FUND**

TABLE OF
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DONORS

95

MEMBERS

43

VOLUNTEERS

107

INTIATIVES UNDER IMPLEMENTATION

5

ACTIVE CSO PARTNERS

35

TARGET COUNTRIES

15

SUB-GRANTS TO LOCAL CSOS

$42,095

NEW PUBLICATIONS

3

PRESENTATIONS & EVENTS

10

2015 BY THE NUMBERS

LETTER FROM THE CHAIRMAN

Fifteen years ago, a group of senior global development professionals founded the Partnership for Transparency Fund to address a severe problem that they observed frequently during their service in developing societies--widespread and systemic local corruption. Since then, we've worked to advance citizen action to identify, address, and prevent corruption in communities suffering from corruption and the abuse of power.

During this time we've worked with more than 160 truly excellent local partners in 53 countries who have proved conclusively that almost any government can be made more transparent and accountable when citizens effectively demand good governance. Our institutional purpose, and our personal motivation to volunteer, lies in these incredible partners. Our heart lives in their communities. We are driven to help them achieve their ambitions. We are motivated by their undeniable success.

In 2015, we concentrated our efforts where we knew we could help the most. This year implemented six initiatives in eight countries where our partners and experience were strongest. We lent our CSO partners specialist know-how and advice to spark innovative new ideas. We provided tools and resources to support their initiatives and we celebrated their successes across the global stage.

Our refined focus has meant fewer, but more impactful, interventions that have revealed important international implications. As a result, knowledge, learning, and networking activities have become increasingly critical components of our value added. We are now using experiences to assist donors in operationalizing their own citizen engagement strategies and advance the practice more generally.

As we look forward to 2016, we are well poised to build on our successes. We now have the opportunity to change the futures of not just 1,000 villages, but 100,000 villages--and to help those 100,000 villages lead a groundswell for systemic and sustainable change.

Sincerely,

John Clark
Chairman of the Board
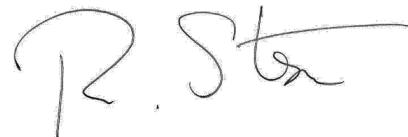
Richard Stern
President

IN 2015 ALONE, WE SUPPORTED

35 LOCAL CSO LEADERS

CONTENTS

SUPPORTING LEADERSHIP FOR SOCIAL CHANGE

Our donors, volunteers, and partners are critical to the success of our organization. Their support ensures our programs and initiatives will continue to advance citizen led initiatives against corruption.

SUPPORTING LEADERSHIP FOR SOCIAL CHANGE

The Partnership for Transparency Fund advances innovative citizen led action to improve governance, promote transparency, and reduce corruption in developing and emerging countries.

PTF was established in 2000 to help civil society organizations (CSOs) in developing countries press for good governance, transparency, and accountability. Fifteen years later, the underlying premise for its establishment remains as valid as ever. Corruption is one of the most critical obstacles to overcoming poverty in developing and emerging countries.

Instituting a sound legal and regulatory framework, efficient and fair judicial systems, effective institutions, and responsive enforcement mechanisms are critical steps for fostering good governance. The responsibility for these steps lies with governments. However, in many countries, the laws are deficient, governments are corrupt themselves, and institutions do not fulfill their responsibilities adequately.

Experience has shown that a capable, observant, and dynamic civil society – the media, independent research centers, local community organizations, regional and national non-governmental institutions – can have a profound positive impact in bringing

corrupt behavior to light and motivating even recalcitrant governments to do something about it. With PTF support, citizen groups around the world have ensured that public health and education were improved, roads and schools were built to the requisite standards, and food ration cards were provided to poor families.

This year, our Board of Directors approved a revised strategy for the organization to grow its programs, impact, and organizational maturity in partnership with other organizations and government agencies working to fight corruption. We worked to realize these goals by narrowing our focus and increasing our investment where we have the most impact.

We are deepening the impact of development projects on thousands of people and millions of investment dollars in Nepal and Bangladesh through the Citizen Action for Results, Transparency and Accountability (CARTA) program - a unique citizen-led monitoring model that emphasizes capacity building and community empowerment. The program, completed this year, yields important lessons for development project monitoring and social accountability.

We are supporting innovative new approaches, like the Citizens Action Platform (CAP), an information and communications technology (ICT) tool to help CSOs monitor government service delivery. PTF has piloted this innovative program over the past two years in the Apac District of Uganda, collecting and processing citizen reports of corruption, mismanagement, and maltreatment in public health service delivery, with a number of transformative results. We are now partnering with UNICEF and Transparency International-Uganda to scale-up the program and increase our impact in Uganda.

We are also supporting programs within countries and regions seeking to achieve impact in a sector that faces particular corruption risks. For example, the Barry

Metzger Rule of Law Initiative launched a network in the Western Balkans this year to "Support the Rule of Law, Judicial Reform, and the Fight against Corruption." Likewise, our local affiliate in Manila, PTF-Asia, continued to implement a program testing new strategies to enhance capacity of local governments and CSOs to constructively engage on budget formulation and execution as well as procurement monitoring and evaluation.

Over 15 years, knowledge, learning, communications, and networking activities have become increasingly critical components of our value added. In Mongolia and the Philippines, PTF is assisting local partners by conducting the learning and knowledge activities in the Global Partnership for Social Accountability (GPSA) programs – Transparency and Accountability in Mongolian Education (TAME) and Ensuring the Integrity of the Philippines Conditional Cash Transfer Program (i-PANTAWID).

We are becoming a more visible and active member of the anti-corruption community through our website, social media, working papers, videos, conferences, and workshops. In addition to our own research, we also won competitive bids to conduct research for the Open Government Partnership (OGP) on operationalizing Sustainable Development Goal #16 to promote good governance and Management for Sciences for Health (MSH) to evaluate citizen engagement components of health service delivery projects.

In our first 15 years, we've proved that citizen-led transparency movements can succeed in improving public accountability. The generosity of our volunteers and friends has enabled this important work to continue. Together, we are expanding the scope and depth of our support to our civil society partners, who with courage and skill, are working to strengthen governance and reduce poverty every day.

2015 HIGHLIGHTS

Program Accomplishments

CARTA program completed, yielding important lessons on social accountability for gerater development program impact

CAP program partnership with UNICEF and Transparency International; to increase citizen participation by 60%

CSO network established by the Metzger Initiative to monitor criminal corruption proceedings in the Western Balkans

Report produced on social accountability in conditional cash transfer programs under GPSA-funded program in the Philippines

Replicable models for community mobilization and constructive engagement with local governments developed in the Philippines

Operational Accomplishments

66% of our estimated assistance provided pro-bono

55% of volunteers also made individual donation

68% of expenses go directly to programs in developing countries

GLOBAL AFFILIATES

STRATEGIC ALLIANCE

Recognizing the importance of physical presence in the regions in which we work and where our potential partners reside, PTF has established two affiliates: PTF e.V., based in Germany, and PTF Asia, based in the Philippines. PTF is in the process of establishing a third in India. We aim to establish additional affiliates in Africa and Latin America. These affiliates are legally independent but closely integrated arms of PTF and enable us to better understand local cultures, issues and other organizations working on similar issues.

PARTNERSHIP FOR TRANSPARENCY FUND (PTF E.V.)

PTF e.V. is incorporated as a not-for-profit association in the Munich court registry. In 2015, PTF e.V., with senior partner PASOS, Policy Association for an Open Society, won a tender of the EU sponsored Eastern Partnership Civil Society Facility. The Partners in Empowerment (PiE) program supports CSOs in Eastern Europe that engage citizens in public budget and public procurement monitoring. PTF e.V., also provided advisory services to the German Development Corporation (GIZ) in Bosnia and Herzegovina in cooperation with other leading CSOs, is also in advanced discussions with the European Commission concerning EU funded programs for a Western Balkans Rule of Law program, a CSO capacity building program in Myanmar as well as other programs responding to the overall PTF agenda. PTF and PTF e.V. will soon sign a contract with the European Bank for Reconstruction and Development (EBRD) to conduct a training program in procurement monitoring for CSOs in Ukraine. The program has been in preparation since early 2015. The training will focus on using the Eeprocurement system being adopted in Ukraine as a means of monitoring procurement to reduce corruption and increase efficiency.

PARTNERSHIP FOR TRANSPARENCY FUND ASIA (PTFA)

PTFA is an independent non-profit organization registered with the Philippines Security and Exchange Commission. In 2015, PTFA supported PTF in implementing CSO anti-corruption projects to constructively engage with local governments through the generous support of the Australiian Agency for International Development and the Asian Development Bank (ADB).

PTFA is managing a collection of small grants in the Philippines with funding under the ADB RETA 6445 program to engage CSOs in the mitigation of country level governance risks now under implementation and scheduled to be completed by December 2015.

PTFA also continues to provide technical and management support to maintain PTF's active partnerships with local CSOs to complete the knowledge and learning (K&L) components of two World Bank-supported Global Partnership for Social Accountability (GPSA) projects in Mongolia and the Philippines. Specifically PTFA is implementing the K&L component of the GPSA supported i-Pantawid project in the Philippines, and providing significant support to PTF in the K&L component of the Transparency and Accountability in Mongolia Education (TAME) project, also supported by the GPSA.

In February 2015, PTFA concluded its re-granting program with Australiian Agency for International Development, which supported five CSOs in implementing citizen-led transparency initiatives in the Philippines.

PARTNERS FOR TRANSPARENCY FOUNDATION (PTF-INDIA)

PTF-India was in the process of being registered as a Section 8 Nonprofit Company in 2015 (since registered in May 2016). In 2015, PTF-India was in the process of being formally registered as a Section 8 Nonprofit Company (since registered in May 2016). The organization will support CSOs and others in India to promote and advocate good governance, accountability and transparency by encouraging participation of citizens and civil society based on PTF's vast experience in the country and elsewhere.

6 BILLION

PEOPLE LIVE IN COUNTRIES WITH A SERIOUS CORRUPTION PROBLEM

CONTENTS

2015 PROGRAMS & INITIATIVES

Corruption is one of the most critical obstacles to overcoming poverty in developing countries. Throughout 2015, PTF has piloted and scaled-up innovative approaches and tools dedicated to help citizens meet this challenge.

GLOBAL IMPACT

Barry Metzger Rule of Law Intiative

The Metzger Intiatives encourages citizen engagement to promote systems of justice that respect individual rights, equality, dignity, and respect for all before the law. In 2015, PTF supported a regional network for monitoring criminal corruption proceedings in the Western Balkans.

Citizen Action Platform (CAP)

The CAP is an online tool to help citizens more effectively and efficiently monitor government service delivery. It utilizes existing technology from international organizations to help local organizations overcome the limitations of expensive technology development.

Citizen Action for Results, Transparency & Accountability (CARTA)

CARTA is a unique model that aims to provide donors and development agencies with more specific and real-time information on the impact of their projects by building the capacity of CSOs to engage citizens in monitoring their implementation.

Transparency & Accountability in Mongolian Education (TAME)

PTF is managing the knowledge and learning (K&L) component of TAME with implementing partner, Globe International. TAME aims to help resolve the governance issue of corruption and address the development challenge of education reform to provide the disadvantaged ethnic minorities of Mongolia access to better education services.

Guarding the Integrity of the Philippines Conditional Cash Transfer Program (i-Pantawid)

PTF is managing the K&L component of i-Pantawid with the Concerned Citizens of Abra for Good Government. i-Pantawid aims to develop a model for civil society-government partnership for transparent and accountable implementation of the Patanwid Pamiliyang Pilipino Conditional Cash Transfer Program of the Government of the Philippines.

Strengthening Citizen Involvement in Local Governments in the Philippines

The goal of this PTFA implemented project is enhance the capacities of local government units (LGUs) and CSOs effective constructive engagement with a particular focus on budget formulation, execution and procurement monitoring and evaluation.

CITIZEN ACTION PLATFORM (CAP)

The CAP is an ICT tool to help CSOs monitor government service delivery. It capitalizes on the high-value, but historically high-cost of public participation by systematically recording, aggregating, mapping and tracking citizen reports to their resolution. As most community-based organizations in developing countries have modest resources, the CAP utilizes existing communications frameworks to overcome the limitations of expensive technology.

Over the last two years, PTF has piloted this innovative program with the Anti Corruption Coalition Uganda (ACCU) and The Apac Anti Corruption Coalition (TAACC) in Uganda, collecting and processing citizen reports of corruption, mismanagement and maltreatment in public health service delivery. Reports are forwarded to the CAP platform from UNICEF's SMS based Ureport program and Transparency International-Uganda's telephone hotline.

The program has achieved a number of transformative results in 1 district over 2 years:

1) More accountable and transparent operations introduced to receive and distribute medicine and medical supplies. Just over 25% of reports received concerned medicine and medical equipment, including bribe taking, theft, and availability. In response, the District Health Office (DHO) has redirected supply lines and oversees new deliveries, eliminating much of leakage of essential medicines and "mama-kits."

2) New, or newly functioning, disciplinary mechanisms for malpractice and unprofessionalism. Due to public pressure and a better understanding of their role, local disciplinarily committees are starting to function, addressing issues like staff absenteeism, late coming, drug stock outs, and corruption. At the administrative level, simple solutions have been introduced to improve health worker conduct, like arrival books to record and track late arrivals and absences.

3) Improved adherence to cleanliness and health standards and best practices. The empowerment of citizens to report dramatically changed the way health workers operate. Interestingly, many reports received by CAP come from health workers themselves, who had already tried, or were afraid to try, official avenues to report coworker misconduct. As a result, the 62% of the public surveyed reported improved health service delivery overall.

4) Funding and resource gaps filled by local and national governments. The health facilities in the Apac district have been in such disrepair for so long that most citizens accepted their condition as an unavoidable reality. Awareness raising and, in some cases, media coverage of reports, brought much needed attention and prompted quick reactions from local and national politicians and government agencies. As a result, facilities have been renovated and fumigated as needed, water and power has been restored to those who had gone without, and new staff quarters are under construction.

Moving forward, we will continue to support the program in Uganda to build on our successes and are exploring the expansion of our partnership with UNICEF to apply the CAP to new countries.

CITIZEN INPUTS

UREPORT (SMS)

Subscribers communicate with UNICEF on a wide variety of issues through the Ureport program. Complaints concerning health care in the target district are automatically filtered to the CAP system.

TOLL-FREE HOTLINE

Citizens call Transparency International-Uganda's toll-free hotline to report corruption. Reports related to health services in the target district are forwarded to the CAP system.

COMMUNITY MONITORS

Trained volunteers seek and verify reports of corruption and mismanagement in their communities. Citizens verbally submit complaints directly to monitors and during public events.

CITIZEN REPORTS ARE CATEGORIZED, CONSOLIDATED, TRACKED AND VISUALIZED THROUGH THE CAP ICT APPLICATION.

The CAP utilizes ICT to gather, track and follow-up on time and location stamped data from the grassroots. This information supports CSOs with a better understanding of where, when, and what issues citizens are most concerned about.

SYSTEM PROCESSING

CONSTRUCTIVE ENGAGAMENT

NATIONAL LEVEL WORKING GROUP

PRESS COVERAGE

PUBLIC FORUM

ONE-ON-ONE CONSULTATIONS

The data captured by CAP provides highly valuable evidenced based information on the health system's functioning. CSOs and government officials work together to resolve individual grievances, reduce opportunities for corruption and improve management. The relationship between citizens and their government improves as they constructively discuss and resolve issues of concern.

TRANSPARENCY & ACCOUNTABILITY IN MONGOLIAN EDUCATION (TAME)

In Mongolia, public education must be improved across the board in order to provide students with critical skills to effectively participate in the labor market. Rural areas are characterized by low students performance in learning outcomes and suffer from disparities in access to education. Furthermore, relevant government authorities have limited data available on education performance and budgets from provincial and district levels.

TAME is a project funded by the Global Partnership for Social Accountability (GPSA) to improve the quality of public education by strengthening citizen engagement to ensure transparency and accountability. Globe International, the project's implementing partner, plans to accomplish this by: 1) forming and training Parent Teacher Associations (PTAs) to monitor school performance; and 2) training CSOs and media to monitor education budgets and procurement processes. The reforms aim to directly benefit 90% of Mongolia's ethnic minorities who will have better access to quality education services by the end of the project's implementation period.

PTF is managing the knowledge and learning (K&L) components of this project to capture knowledge from implementation and lessons learned to inform education reform in Mongolia and other countries around the world.

PHOTO COURTESY OF THE ASIAN DEVELOPMENT BANK

CITIZEN ACTION FOR RESULTS, TRANSPARENCY & ACCOUNTABILITY (CARTA)

The Citizen Action for Results, Transparency and Accountability (CARTA) program was an independent monitoring system built on 11 World Bank initiatives (6 in Nepal and 5 in Bangladesh) aimed at engaging citizens and citizen groups to strengthen the accountability of governments to poor people.

CARTA, completed November 2015, was a unique monitoring model that aimed to increase the impact of donor projects through citizen-led monitoring of their implementation. This project was one of the first times the World Bank used independent third party donor monitoring. The sub-projects tested citizen engagement strategies in a variety of sectors and in different implementation structures.

PTF and the Manusher Jonno Foundation (Bangladeshi implementing partner) hosted a national workshop in Dhaka, Bangladesh in June 2015 to review CARTA lessons learned and identify next steps. The workshop brought together more than 100 participants from various sectors, including government officials, donors, non-governmental organizations, and relevant stakeholders to reflect on their experiences on the impact and the potential use of social accountability.

Due to the prevailing political situation in Nepal, PTF undertook a field trip to Kathmandu to disseminate the results, with the Nepali implementing partner, HELVETAS Swiss Intercooperation Nepal, rather than holding a similar workshop.

The outcomes of the CARTA Program included significantly increased community awareness of project objectives, services, and benefits. Beneficiaries were motivated to demand better resource use, service delivery, and grievance resolution and were more articulate in giving feedback and demanding services, and service providers became more responsive to citizens' requests. The results will potentially contribute to the broader MBD citizen engagement approaches and PTF hopes to insert the CARTA approach into new and existing earthquake reconstruction projects in Nepal.

A final program report is available on our website, together with the Independent Assessment Report, videos, workshop reports and detailed reports of each of the sub-projects.

ENGAGING CITIZENS TO IMPROVE THE IMPACT OF WORLD BANK PROJECTS

CARTA employed a wide variety of social accountability methods -- interventions designed to help citizens articulate their needs -- to increase the impact of World Bank projects. The program demonstrated that social accountability can make donor projects function more effectively when combined with community empowerment, as illustrated in the examples below. See *Lessons Learned from the CARTA Program in Nepal and Bangladesh* for more.

participatory performance monitoring

A citizen monitoring group set up under CARTA as an external monitor to the Local Governance Support Project in Bangladesh has become the "most important committee in our [community]... because they keep an eye on what's going on, and report the gaps, so we can make improvements."

data collection & analysis

Nepal's School Sector Reform Project distributes textbooks to primary students in remote districts, however, citizen report cards administered under CARTA showed that only 45% were received on time. Data collected through the sub-project was more reliable, leading to a better understanding of the program's shortcomings.

capacity building

The Poverty Alleviation Fund Project in Nepal relies on community organizations to help improve living conditions and empower vulnerable populations. Before CARTA, 89% of these organizations were classified as "nascent" or "emerging"; after CARTA's interventions, 50% of the organizations were rated "expanded" or "matured."

grievance submission & redress

Lack of accountability was negatively impacting new road quality in Nepal's Rural Access Improvement and Decentralization Project. Yet, only a handful of verbal grievances had been filed. CARTA trained local CSOs to record and submit grievances concerning the quality, safety and environmental impact of new road construction. By the end of the subproject, 187 written grievances had been filed; and most were resolved.

information disclosure & awareness raising

Nepal's Emergency Peace Support Project supports communities after conflict, but an assessment indicated that services were not being delivered as intended. CARTA increased delivery of benefits—80% of entitled beneficiaries received rehabilitation support compared to 21% beforehand. This was likely due to increased awareness levels of benefits—96% of beneficiaries knew about the program compared to 56% before CARTA.

ENSURING THE INTEGRITY OF THE PHILIPPINES CONDITIONAL CASH TRANSFER PROGRAM (I-PANTAWID)

In 2008, the Philippines' Department of Social Welfare and Development (DSWD) started to implement a new Conditional Cash Transfer (CCT) initiative to improve the education and health outcomes of poor households. The initiative was designed to include partnerships with CSOs and activities geared towards involving beneficiary communities. However, in the Northern Luzon region, CSOs had knowledge and skills too limited to develop and apply social accountability tools to monitor the program.

i-Pantawid is a project funded by the Global Partnership for Social Accountability (GPSA) to develop and apply social accountability tools to improve the CCT initiative and share lessons enabling replication of good practices across the country. 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.

PTFA will introduce global best practices and adapt them to local conditions and extract lessons from the project experiences by recording case studies, documenting best practices, and learning through monitoring and evaluation. The resulting knowledge will be used throughout the Philippines and shared globally.

STRENGTHENING CITIZEN INVOLVEMENT IN LOCAL GOVERNMENT IN THE PHILIPPINES

The Philippines is characterized by high corruption risks that, left unmitigated, pose risks to the country's development. The challenge, particularly in terms of procurement and financial management, is a major factor linked with the country's low competitiveness rating and low elasticity of poverty to economic growth.

Local CSO and citizen participation 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. However, capacity constraints on the part of civil society and a lack of awareness on the part of Local Governance Units (LGUs) on the benefits of citizen participation in governance risk mitigation measures, promulgated fruitful engagements.

Strengthening Citizens Involvement in Mitigating Governance Risks in Local Government Units in the Philippines provided technical assistance to support more effective citizen engagement in the formulation and execution of budgets and procurement processes at the local level. Five sub-projects were developed to address governance risks unique to Local Government Units (LGUs) in the Caraga Region in Northeastern Mindanao.

A diverse range of CSOs and LGUs were selected through an open-call for proposals to implement the sub-projects. Workshops and trainings in project development and social accountability tools and methodologies were imparted to participating LGUs and CSOs. Awareness raising campaigns and well-defined models of citizen engagement were set-up to address governance risks pertaining to each participating LGU.

The capacity of local CSOs participating in the sub-projects varied a great deal and so did their familiarity with social accountability tools. PTF guided mentoring support to CSO grantees resulted in proposals with stronger approaches. Also, collaborative learning activities involving both community members and barangay/local officials created "shared space" for discussing and ironing out existing problems in citizen government relationships, resulting in improved relationships between citizens and government.

The program completed implementation in December 2015. Five areas may be mentioned where the project produced significant outcomes:

1. Capacity of the sub-grantees to use social accountability tools increased
2. Demonstrated successful and replicable models for community mobilization and constructive engagement
3. Developed toolkits, templates, and operating guidelines produced to aid project scale up and replication
4. Increased community level mobilization
5. Gained participation of and constructively engaged with local government authorities
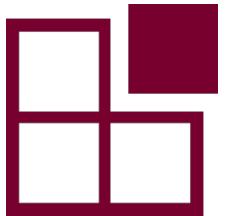
STRENGTHENING CAPACITIES AGAINST GENDER-BASED VIOLENCE

The Philippine Partnership for the Development of Human Resources in Rural Areas (PHILDHRRA) addressed a serious governance failure: the non-compliance with laws concerning violence against women and children. The project provided extensive training activities and established a community-based support system for victims. Now, the 5% annual mandatory allocation for gender and development issues is allocated for the intended purpose, like the construction of a Crisis Center in one community.

BENEFICIARY ASSESSMENTS OF CONDITIONAL CASH TRANSFER PROGRAMS

The Culit Multi-Purpose Cooperative set out to help graduating Conditional Cash Transfer (CCT) beneficiaries build on their accomplishments and prevent a revert back to the cycle of generational poverty. This was facilitated by an awareness raising campaigns on government resources and programs, the establishment of a grievance redress committee, and the development of a Citizen Report Card. The project effectively engaged beneficiaries in accessing alternative resources and better prepare for life after the program.

CIVIL SOCIETY PARTICIPATION IN CITY BUDGETING PROCESSES

The Surigao Economic Development Foundation (SEDFI) embarked on a program reduce governance risks in local government budgeting processes through increased citizen engagement. SEDFI set up a local CSO network to and produced a illustrated handbook on citizen participation in the budget process. Through this process, excellent relationships have established between the local governments and citizens as both are better informed and more understanding of program priorities and limitations.
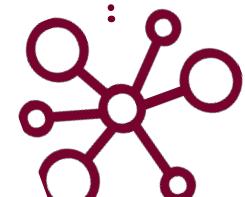
ENGAGING CITIZENS TO MONITOR NATIONAL GOVERNMENT PROGRAMS

The City of Tubod felt that it didn't have enough control over national government projects implemented within its boundaries. To address the issue, PHILDHRRA organized a local CSO--POWERS (People Organized for the Welfare of Rural Sectors)--and developed a monitoring process for citizens to track national government projects. Now, government programs are better serving the needs of communities through a more accurate understanding of their implementation on the ground.

PROVIDING SOCIAL ACCOUNTABILITY INTERVENTIONS TO FOSTER CONSTRUCTIVE ENGAGEMENT

As the government had failed to appropriately formulate and implement local budgeting, Xavier University's ambitious initiative mobilized civil society to engage directly in the process. An initial small strategy group was soon joined by 43 local CSOs, businesses, various religious denominations, the youth sector, and the academic community. The "People's Council," as it's now called has a seat in the Finance Committee and a role in the budget deliberations of the City Council.

BARRY METZGER RULE OF LAW INITIATIVE

The Barry Metzger Rule of Law Initiative, named after PTF founder Barry Metzger, honors his memory by promoting systems of justice that respect individual rights, equality, dignity, and respect for all before the law. Through the Initiative, PTF promotes the rule of law in developing countries by strengthening civil society institutions to bring about fair and just governance through citizen action.

In June 2015, the Metzger Initiative formalized its support of a Regional Network in the Western Balkans that closely relates to the Western Balkans EU accession agenda, with the support of local Serbian partner, Lawyers' Committee for Human Rights (YUCOM). PTF and YUCOM launched the pilot project of the "Regional Network in the Western Balkans to Support the Rule of Law, Judicial Reform, and the Fight against Corruption" in June 2015, which is anticipated to conclude June 2016 and be followed by further PTF support until funding from an external donor (EU anticipated) is received.

The network – ReView23 – includes initial CSO partners in Macedonia and Montenegro, with additional partners pending in the Western Balkans. All potential partner countries are in the process of becoming members of the European Union, once they have completed the pre-accession requirements. In 2016, the ReView23 partnership expects to produce a paper on the role and responsibilities of prosecutors, which has been identified as a critical element of judicial reform in each of the three countries. Each partner will address this common theme as well as a specific national reform issue vital to membership in the EU.

In December 2015, the Metzger team began a partnership with the American Bar Association Rule of Law Initiative (ABA ROLI) and the Hogan Lovells law firm to develop a training project for licensed advocates and CSO representatives to increase the capacity of advocates to represent clients in cases involving gender-based violence and discrimination. The project is anticipated to include five countries of the Balkans region: Albania, Bosnia and Herzegovina (BiH), Kosovo, Macedonia, and Serbia.

> "If you want to fight against corruption you can easily develop the program with the support of PTF... We're now working on new initiatives to build institutions and help the region develop real practices and to have some concrete results."
>
> **Milan Antonijevic**
> *Director, Lawyers Committee for Human Rights (YUCOM)*
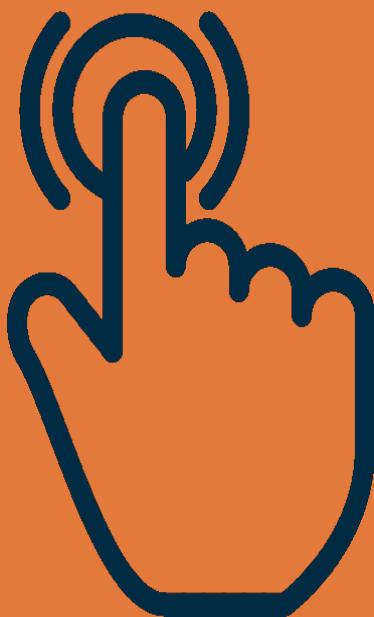
IN 2015, WE HAD OVER

10000
VISITORS TO
OUR WEBSITE

CONTENTS

EVENTS & PUBLICATIONS

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

WORKSHOPS & EVENTS

2-3 MARCH

Enhancing the Integrity of Conditional Cash Transfer Programs Workshop

Manila, The Philippines

This workshop was part of the i-PANTAWID project being implemented by PTFA and CCAGG. PTF's Chief Technical Adviser, Vinay Bhargava, presented a report on international experiences and good practices in CSO participation and social accountability initiatives for enhancing integrity of Conditional Cash Transfer Programs.

17 APRIL

World Bank Civil Society Policy Forum

Washington, DC, USA

PTF sponsored a session at the Forum focusing on strategies for participatory third party monitoring and direct and independent beneficiary feedback to help improve project outcomes. The presentation was based on the experience of our CARTA program that supported CSOs' use of social accountability tools to help improve the results of World Bank-financed projects in Bangladesh and Nepal.

12-13 MAY

Global Partnership for Social Accountability Partners Forum

Washington, DC, USA

The annual Partners Forum brings together CSOs, academia, businesses, and governments from around the globe to reflect on social accountability theory and practice. This year, PTF and its partners from Bangladesh and the Philippines participated in several panel discussions on Strategic Social Accountability, Paradigm Change in Practice, and Constructive Engagement.

14-15 JULY

Improving Development through Citizen Engagement Workshop

Dhaka, Bangladesh

This workshop brought together over 100 participants from government, civil society, and the private sector to reflect the experiences gained through the CARTA program. Participants reviewed the impact of engaging citizens in service delivery and shared lessons learned on the use of social accountability approaches in World Bank projects.

27-29 OCTOBER

Open Government Partnership Global Summit

Mexico City, Mexico

PTF sponsored two events at the 2015 OGP Summit. The first looked at OGP experiences to help inform strategies for successful implementation of SDG #16 to help make it a concrete, realizable, and measurable exercise. The second explored cutting-edge strategies, tools, and methods that demonstrate constructive engagement and collaboration between CSOs and governments to address endemic corruption.

26-27 NOVEMBER

CSO & Local Government Constructive Engagement Workshop

Manila, The Philippines

This workshop was the final learning event for the *Strengthening Citizen Involvement in Local Governments in the Philippines* program. The sub-projects showcased different constructive engagement models between CSOs and LGUs particularly in the areas of LGU planning, budgeting, and monitoring.

2015 PUBLICATIONS
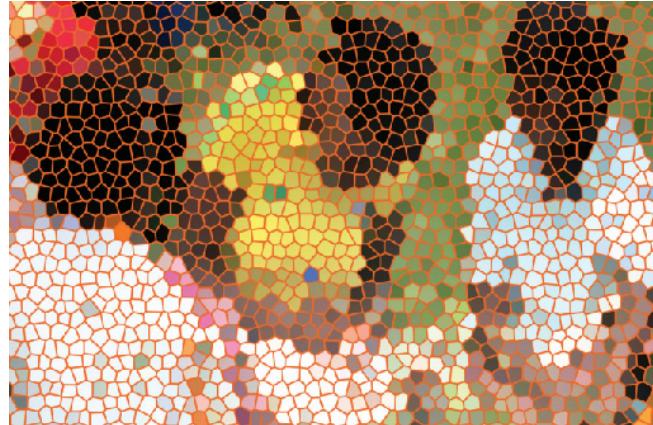
Citizen Engagement and Social Accountability in Conditional Cash Transfer Programs

PTF's Chief Technical Officer, Vinay Bhargava, is lead author on a report released in October that explores conditional cash transfer (CCT) programs and their accountability measures in several countries in Latin America, Africa and the Middle East, and the Philippines, as well as a field review of CCT integrity systems in the Philippines in 2013. It found that fraud, errors, and corruption remain problematic despite state-led measures and recommends engage beneficiaries of CCTs to manage integrity risks. The paper was produced as part of the i-Pantawid project.

$95,500
IN ERRONEOUS PAYMENTS
TO INELIGIBLE BENEFICIARIES
THROUGH CITIZEN

Integrating Gender throughout a Project's Life Cycle

Land O'Lakes' International Development collaborated with PTF and a number of partner organizations to address the need for a food security and nutrition-specific, customizable toolkit that highlights past examples and best practices to integrating gender into international development projects. This comprehensive guide can assist individuals and organizations as they work to integrate gender into institutions and the project life cycle. It offers case studies, checklists, worksheets, lessons learned and best practices, including a case study on PTF's experience promoting women's involvement in our Citizens Against Corruption (CAC) Program.

40%
INCREASE IN COMMUNITY
EMPLOYMENT THROUGH
CITIZEN ENGAGEMENT

Vinay Bhargava
Chief Technical Adviser
Partnership for Transparency Fund

Open Government Partnership (OGP) and SDG#16: Similarities and Differences

PTF won a competitive bid to conduct research on areas in which OGP experiences can be of help in design, implementation and follow up of SDG# 16 to "promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions." Our research revealed that OGP and SDG #16 have many areas of overlap and significant savings in time and resources (human and financial) could be gained by using OGP processes as starting point for SDG #16 action planning and advocacy.

50%
OF OGP EXPERIENCES CAN INFORM THE SUBSTANCE OF SDG #16 TARGET AREAS

Engaging Citizens and Civil Society to Promote Good Governance and Development Effectiveness

There is a growing movement for governments to call for greater citizen participation in the design and implementation of public policies and programs. The rapid rise in connectivity, 24/7 instant communications, and social media also enables governments to engage more extensively with citizens. This Brief, written by PTF Chief Technical Officer Vinay Bhargava and published by the Asian Development Bank, explores these trends and provides recommendations for successful citizen engagement programming.

6
WAYS TO ENGAGE CITIZENS AND CIVIL SOCIETY IN GOOD GOVERNANCE PROGRAMS

WE'RE A TIGHT KNIT COMMUNITY OF OVER 70 VOLUNTEER EXPERTS

THE PEOPLE BEHIND US

PTF is run almost entirely by volunteer international development specialists with a strong commitment to improving governance in developing countries. Advisers serve as unpaid consultants to PTF and its grantees by evaluating, managing, and monitoring PTF's grants and activities.

2015 MEMBERS & PROJECT ADVISERS

PTF MEMBERS are individuals of many nationalities who have contributed to the work of the organization. They have extensive international development and governance experience. The Members hold an Annual Meeting and may vote at this event, which is held via teleconference, on elections for the Board of Directors and on matters that may lead to changes in PTF's basic charter.

PTF PROJECT ADVISERS are individuals who volunteer to work with CSOs on specific projects, providing experienced counsel so that they are excellently implemented and so achieve their set objectives.

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Anabel Cruz
Barbara Kafka
Bill Corcoran
Bjorn Wellenius
Bruce Murray
Cathy Stevulak
Christiaan Poortman
Daniel Ritchie
Dante de los Angeles
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William Friar

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Bjorn Wellenius

Michael Wiehen

Arif Zulfiqar

"This is a pull quote. After you type your quote, click the pull quote style in the paragraph styles window.

CONNECTING EXPERTS AROUND THE WORLD

The PTF model is extraordinary. We are an organization of highly experienced international development specialists from various institutions, NGOs and government agencies who offer their experiences pro-

bono. Over 70 advisers assist the organization in evaluating, managing and monitoring our grants and activities, contributing the equivalent of at least $1.5 million annually

BOARD OF DIRECTORS MANAGEMENT TEAM & STAFF

PTF'S BOARD OF DIRECTORS support program development and evaluation, financial management, technology solutions, and communications strategies.

OUR MANAGEMENT TEAM is composed of volunteer seasoned development and management experts with diverse backgrounds who oversee and direct all aspects of our operations.

OUR STAFF consists of a small team to support program development and evaluation, financial management, technology solutions, communications strategies and more.

BOARD OF DIRECTORS

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Board Chair

Muthoni Muriu
Co-Chair

Fayezul Choudhury
Treasurer

Aloysius Ordu
Member

Anabel Cruz
Member

Anupama Jha
Member

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Pierre Landell-Mills
Member

Rajat Nag
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Richard Stern
Ex-Officio Member

Vinay Bhargava
Member

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President

Roger Sullivan
Secretary

Barbara Kafka
Program Oversight

Vinay Bhargava
Chief Technical Adviser

Pietronella van den Oever
Volunteer Adviser Management

Jeff Kass
Programs

Leen Solleveld
Financial Systems & Processes

Daniel Ritchie
Fundraising & Donor Relations

Tjaarda Storm van Leeuwen
CARTA Program Director

Jane Schubert
Regional Coordinator

Ellie Schreiber
Regional Coordinator

STAFF

Ariel Shaker Brown
Operations Associate

Lorena Curry
Grants & Finance Manager

Sarah Little
Programs & Communications Manager

68%

**OF OUR EXPENDITURES WERE PROGRAMMATIC IN 2015**

SUMMARY OF FINANCIAL STATEMENTS

Funds entrusted to PTF go towards our mission of reducing corruption and improving public service delivery in developing and emerging countries. Our core funding ensures that programs will continue to support innovative community leaders fighting corruption and tens of thousands of citizens who join them.

FINANCIAL HIGHLIGHTS

Thanks to the generosity of our Advisors, Members and Board, as well as the continued support of the Overlook Foundation, our operational resources remain solid. This gives us the needed basis for program development, internship and fellow programs, new resource development communications and public events.

Our business lines are evolving. Our grants are now earmarked to individual initiatives, such as citizen engagement in local governance, technology innovation and the rule-of-law. We have also begun providing advisory services to development organizations, such as the African Development Bank, and engaged in a number of joint ventures with developing country CSOs in the lead, including the GPSA-funded programs in the Philippines and Mongolia.

6%
FUNDRAISING

9%
GRANTS

12%
ADMINISTRATIVE

25%
SALARIES & PROFESSIONAL FEES

TOTAL EXPENSES
$477,986

48%
CAPACITY BUILDING & TECHNICAL ASSISTANCE

Total Revenue
$448,804

- Management Systems for Health
- Contracts
- Global Partnership for Social Accountability
- Individuals
- Overlook International Foundation
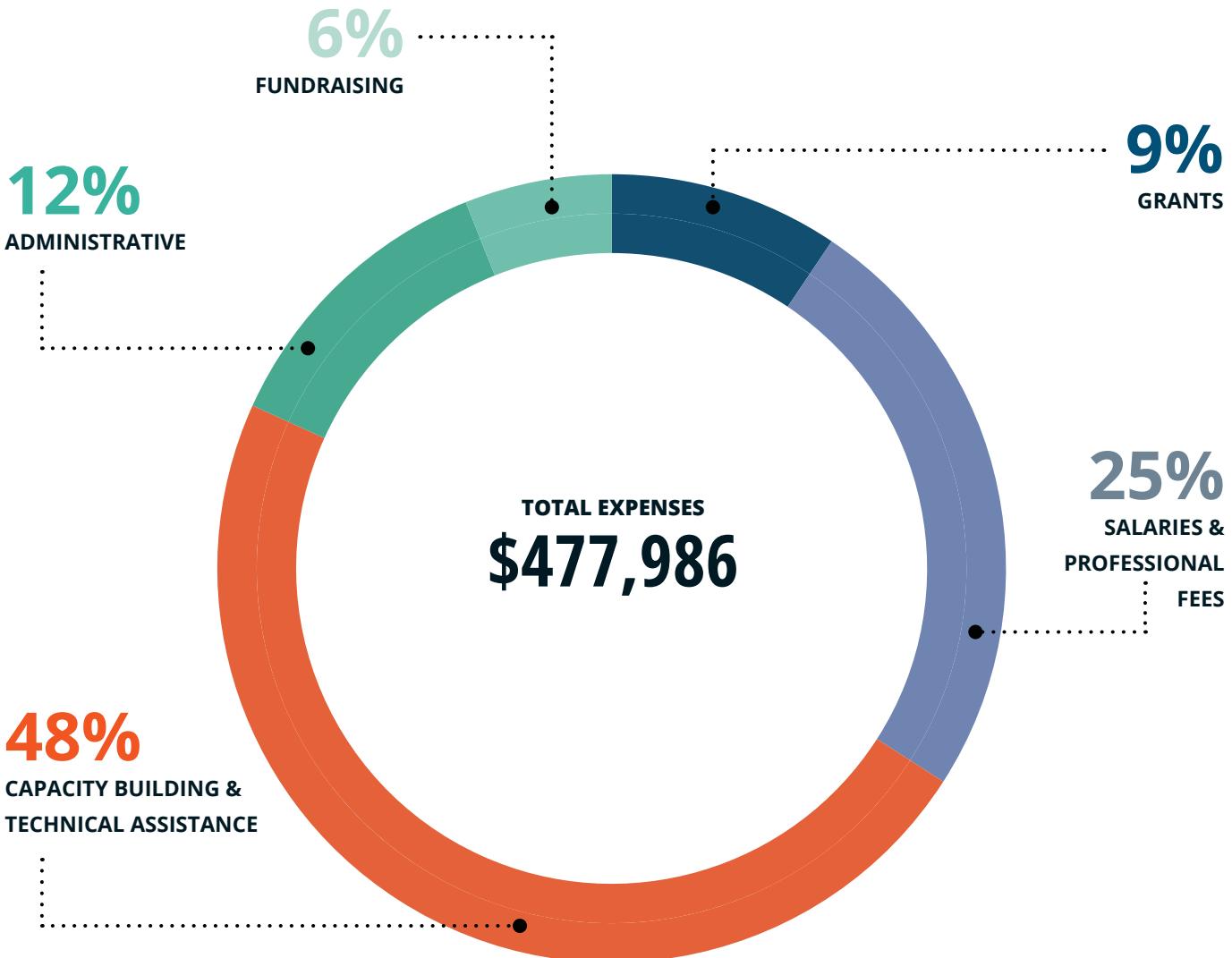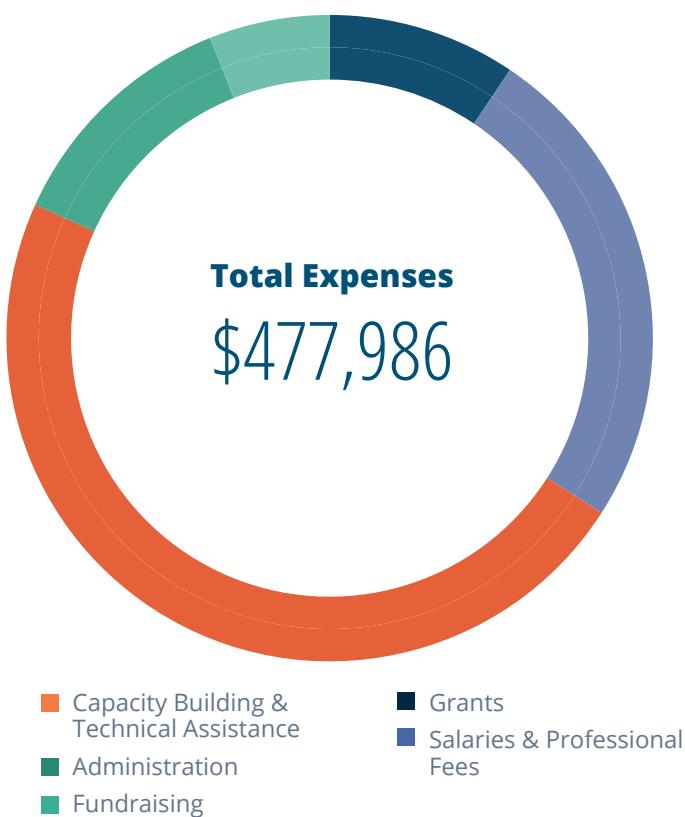
New Revenue in 2015

|	
Individual Donations	$181,365
Global Partnership for Social Accountability	$74,530
Management Systems for Health	$71,178
Contracts	$2,731
Hivos	$2,730
Total	**$329,821**

Cash Pledges Recieved in 2015

Global Partnership for Social Accountability	$44,000
Overlook International Foundation	$75,000
Total	**$119,000**

Total Expenses
$477,986

- Capacity Building & Technical Assistance
- Administration
- Fundraising
- Grants
- Salaries & Professional Fees

Organizational Expenses in 2015

Grants	$45,045
Capacity Building & Technical Assistance	$117,934
Salaries & Professional Fees	$227,915
Administration	$58,248
Fundraising	$28,844
Total	**$477,986**

GROWTH OF INDIVIDUAL SUPPORTERS

Support from individual donors, mostly PTF volunteers, has steadily increased since our founding in 2000. This reflects the incredible generosity of our Board, Members, Advisers and friends, commited to supporting citizen pressure for better governance.

58,325

61,120

181,450

| **2012–2013** | **2013–2014** | **2014–2015** |
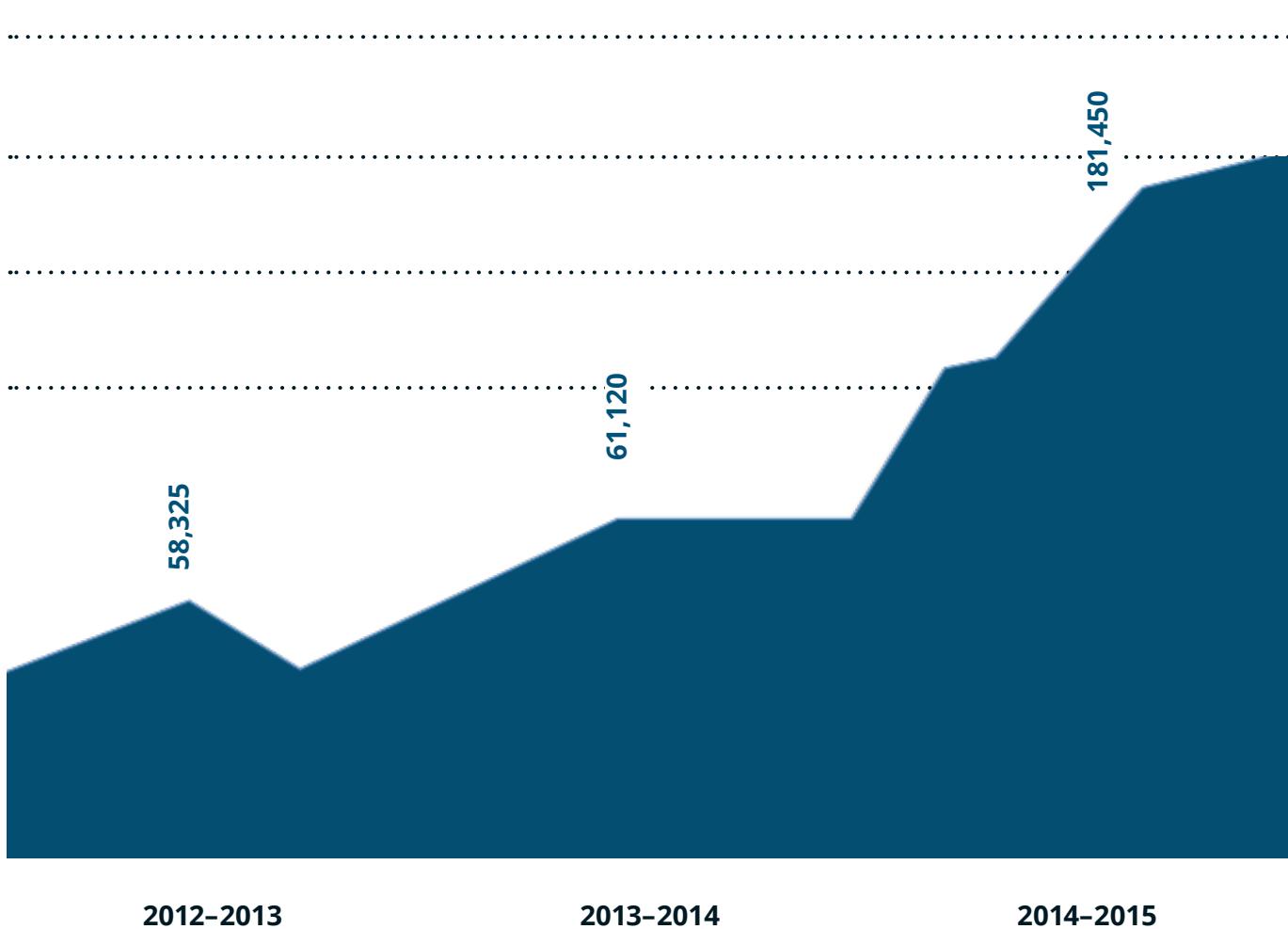
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Jagadish Upadhyay
Pietronella Van Den Oever
Frank Vogl
Gregory Votaw
Kristie Martin Zedler
Arif Zulfiqar

TOTAL ASSETS
Dollars in thousands

8	10	9	6	3	5	6	3	12
2005	2006	2007	2008	2009	2010	2011	2012	2013
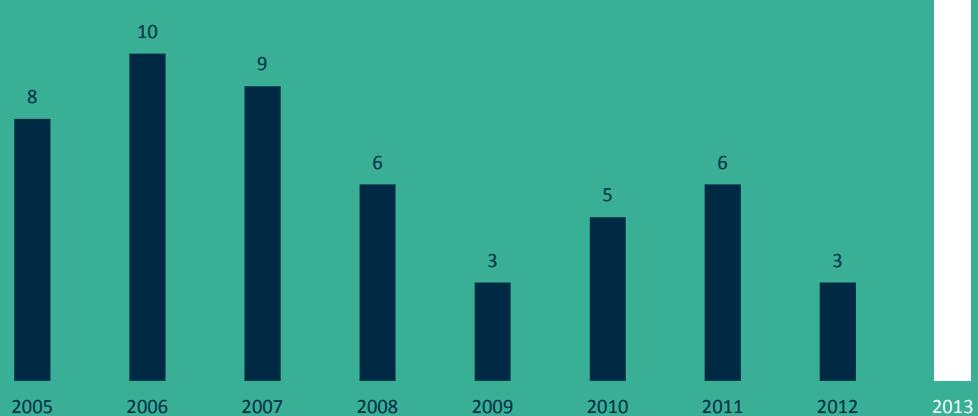
GRANTS & CHARITABLE EXPENSES
Dollars in thousands

8	10	9	6	3	5	6	3	12
2005	2006	2007	2008	2009	2010	2011	2012	2013
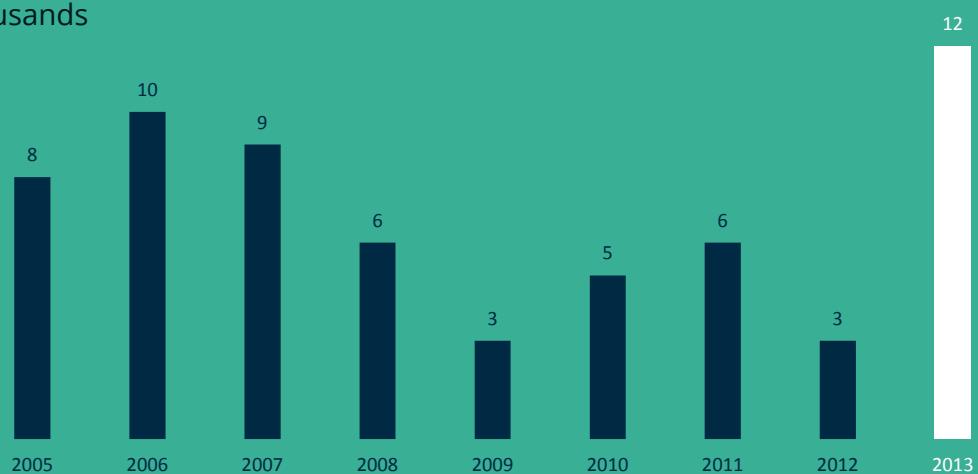
TOTAL SUPPORT
Dollars in thousands

8	10	9	6	3	5	6	3	12
2005	2006	2007	2008	2009	2010	2011	2012	2013
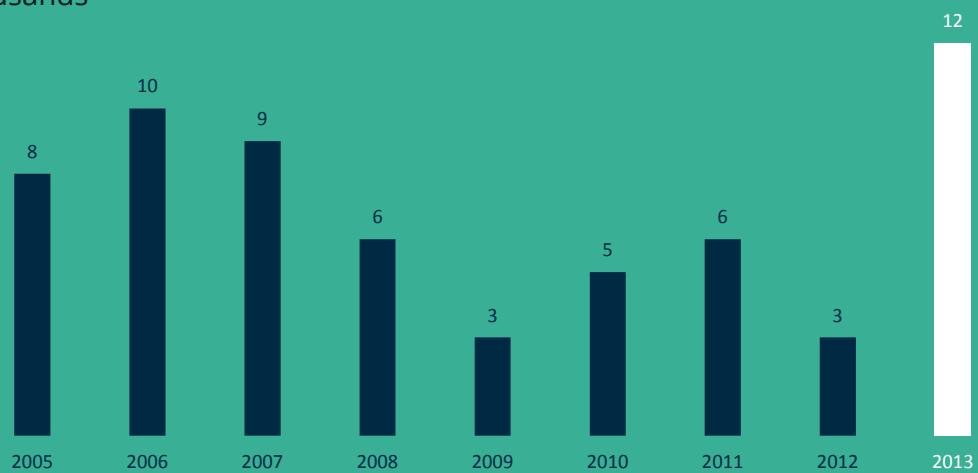
OUR MISSION

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

PTF works to promote transparent, accountable and effective government through citizen-led action. Our goal is to pilot and scale-up innovative approaches and tools that work. We draw important lessons from each of these experiences and share the resulting knowledge widely to advance the global fight against corruption.

Over 15 years of operation, we've supported more than 250 projects in 53 countries with high impact.

ADVANCING CITIZEN ACTION AGAINST
CORRUPTION

2015 ANNUAL REPORT

ptf