2016 ANNUAL REPORT

Partnership for Transparency Fund

Supporting citizens against corruption

ADVANCING INNOVATIVE CITIZEN-LED APPROACHES TO IMPROVE GOVERNANCE, INCREASE TRANS-PARENCY, PROMOTE THE RULE-OF-LAW AND REDUCE CORRUPTION IN DEVELOPING COUNTRIES



POOR GOVERNANCE IS ONE OF THE GREATEST OBSTACLES TO DEVELOPMENT

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

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ABOUT US

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

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



MISSION

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

EXPERIENCE

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



PHILOSOPHY

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

WHAT WE DO

OUR SERVICES

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

Technical **Assistance**



Assist in developing project plans, monitoring implementation and evaluating impact

Capacity **Building**



Strengthen the capacity of grassroots organizations to undertake social accountability activities

Networking **Services**



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

Our Services Incubate Innovation:

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

Financial **Support**



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

Strategic Advice

Provide services to strengthen citizen engagement in the operations of aid agencies and international financial institutions. We have produced reports and made recommendations to the Asian Development Bank (ADB), the World Bank and the African Development Bank (AfDB) on making civil society engagement more effective in their project, strategic and analytical work.

Knowledge & Learning



Introduce global best practices for adaptation to local conditions and extract lessons for worldwide knowledge sharing



LETTER FROM THE

CHAIRMAN OF THE BOARD

I am pleased to report that PTF has continued its high-achieving programs and started new initiatives this year. In 2016 alone, we helped citizens in the Philippines, Uganda, Serbia, Croatia, Bosnia, Albania, Bosnia & Herzegovina, Kosovo, Macedonia, and Mongolia get the tools, assistance and resources they need to hold their governments accountable.

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

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

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

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

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

John Clark, Board Chair



OUR ACTIVITIES

2016 HIGHLIGHTS

Public services the poor depend on, from clean water to health clinics, end up woefully insufficient when resources are diverted for private gain. Our programs substantially improve the lives of the most vulnerable by increasing access to quality, reliable public services.



76% OF DRUGS DISAPPEAR BEFORE REACHING PATIENTS IN UGANDA

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



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

Few victims seek legal recourse, and when they do, they're often disappointed. In Serbia, for example, UNDP reports prosecutors failing to interview the victim or the perpetrator 79.5% of the time and 66.7% of criminal charges are dismissed, citing lack of evidence. The Barry Metzger Rule of Law Initiative supported a program with the American Bar Association and law firm, Hogan Lovells, to train lawyers, CSOs and other advocates to represent clients in GBV and discrimination cases in Macedonia, Albania, Serbia and Bosnia.









5 REGIONAL CSO CONSULTATIONS HELD

by the African Development Bank with PTF support



78 MONITORING TEAMS ESTABLISHED

to conduct social accountability activities in Nepal through the CARTA program



60 GBV ADVOCATES TRAINED IN THE BALKANS

through a PTF supported program with the American Bar Association and Hogan Lovells law firm



INCREASE IN CITIZEN REPORTING

to the Citizen Action Platform in Uganda after partnering with UNICEF's U-Report program



10 PARENT-TEACHER ASSOCIATIONS ORGANIZED

to monitor the performance of public schools in Mongolia



443 PARENT LEADERS TRAINED IN SOCIAL ACCOUNTABILITY

to monitor the Conditional Cash Transfer Program of the Philippines



10 CITIZEN ENGAGE-MENT PROGRAMS IN HEALTH ANALYZED

in 10 countries in "Engaging Citizens in Health Service Delivery: A Literature Review "



6 GLOBAL TRENDS ANALYZED

in "Civil Society & Development: Global Trends, Implications and Recommendations for Stakeholders in the 2030 Agenda"



33 PTF PROJECTS IN THE PHILIPPINES REVIEWED

in "A Decade of Helping Civil Society Fight Corruption in the Philippines"

2016 OVERVIEW

FROM THE PRESIDENT



Richard Stern, President, PTF

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

Over the last 12 months, we have developed new program concepts; pursued partnership initiatives; taken steps to es-

tablish and strengthen our regional offices; and deepened our knowledge and learning efforts. Our Advisers have also made stellar efforts to implement our on-going programs.

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

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

This has resulted in some significant gains over the past year. The impact of the CAP program in Uganda has expanded dramatically as a result of the significant increase in "citizen grievances" received through our joint venture with UNICEF's U-Report

mechanism. A new Western Balkan network of civil society organizations (CSOs) designed to promote citizens' rights in the context of EU accession is now operational with significant technical assistance from the Metzger Rule of Law Initiative. Our largest program to date, Citizen Action for Results, Transparency and Accountability (CARTA), was also completed and produced a final report on the lessons learned.

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

Our knowledge and learning (K&L) efforts are also expanding considerably. This includes the implementation of the K&L components of the Global Partnership for Social Accountability (GPSA) supported projects in Mongolia and the Philippines as well as freestanding knowledge products such as *Civil Society and Development: Global Trends*, which analyzes several global trends concerning civil society's role in development and their implications for the 2030 Agenda, and *A Decade of Helping Civil Society Fight Corruption in the Philippines*,

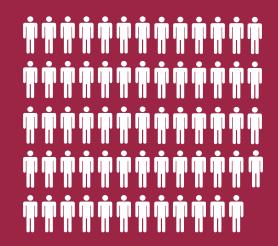
which reviews results and lessons learned of our extensive work there. In February, we also organized a successful, and well attended, high profile panel discussion on "What's Next for the Anti-Corruption Agenda," that brought together Nancy Birdsall, founding President of the Center for Global Development, Robert S. Mueller, former Director of the U.S. Federal Bureau of Investigation (FBI), and Ngozi Okonjo-lweala, who served two terms as the Minister of Finance in Nigeria to share their experiences on the impacts of corruption, challenges combating it and future directions for the anti-corruption agenda.

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

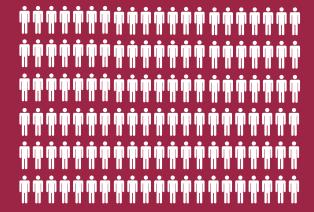
Overall, we have made great progress on our strategic objectives set just one year ago. We have increased partnerships, developed innovative program concepts, diversified our funding base and have become a more visible and active member of the anti-corruption community. These achievements are accomplishments of our Advisers. I am hugely grateful for their dedication to PTF which has fully supported the organisation throughout this year and into 2017.

We are truly a global organization. Over 70 expert advisers serve as volunteers and consultants around the world who undertake assessments, conduct trainings and provide advice to aid agencies. Likewise, our network of CSO partners in developing countries go beyond analysis to produce concrete results through constructive engagement with their government. These dual networks enable us to simultaneously be grounded in grassroots realities and track global trends, effectively connecting global practices and the local context.

64 partners in 17 countries



 $\begin{array}{c} 70 \\ 12 \\ \text{countries} \end{array}$





Establishing a presence around the world

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

PTF e.V. (Germany)

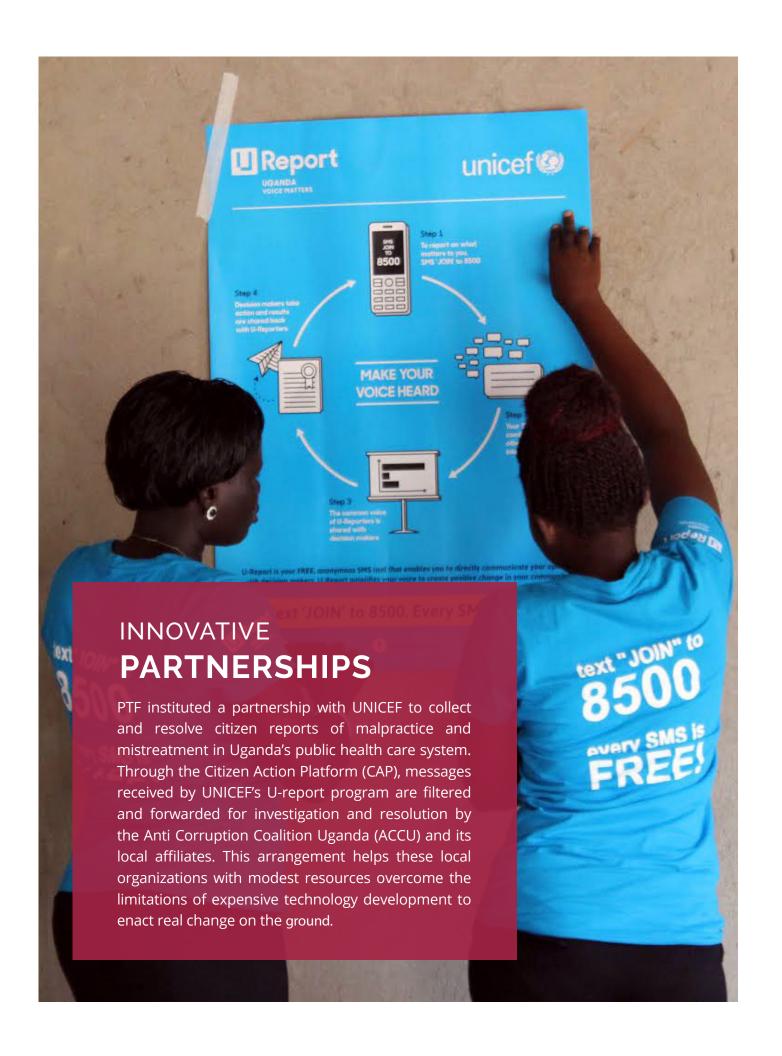
PTF e.V. is eligible to participate in calls for proposals from the European Union (EU) which correspond to the PTF agenda. To date, PTF e.V. has been successful in winning two grants from the EU for programs in Eastern Europe and in Myanmar. In close cooperation with PTF, PTF e.V. advisors play an increasing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

PTF Asia (Philippines)

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

Partners for Transparency (India)

PTF-India was officially registered on May 13, 2016. The Board of Directors are: Santosh Bhargava, Rathi Jha, Sudipto Mundle, Rajat Nag, Rahul Raturi, and Indira Sandilya. This year PTF-India helped manage a project that introduces participatory and transparent procurement and distribution of drugs and medical equipment as well as social audits of basic health service delivery in Kerala.



FEATURED

PARTNERS

We reach communities by partnering with local CSOs in piloting and growing projects that advance transparency, public accountability, good governance and rule of law. We provide our partners access to the resources they need—technical expertise, program tools, and project-specific grants—to catalyze successful citizen-led change in communities suffering from corruption and the abuse of power. In their own countries, our CSO partners employ a wide range of tools, exploring the effectiveness of different approaches, tailoring their interventions to the situations they encounter and sharing their learning as they gain experience.

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

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

GLOBE INTERNATIONAL CENTER - MONGOLIA

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

LOCAL RESOURCE CENTER (LRC) - MYANMAR

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

KIEV SCHOOL OF ECONOMICS (KSE) - UKRAINE

KSE is among the top schools in Central and Eastern Europe. PTF has selected KSE as its local partner to implement a two-year program to strengthen the capacity of Ukrainian CSOs to monitor public procurement of goods and services. It will develop tools and provide training to help CSOs and journalists identify irregularities and bring evidence-based reports of abuse to the attention of the responsible authorities using information generated by Ukraine's e-procurement system, Prozorro.



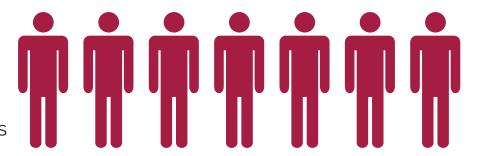


Our Advisers shared the knowledge gained from our programs and their vast professional experience at a variety of events, workshops and training programs in London, Delhi, Frankfurt, Yangon, Manila, New York, and Washington, D.C. We hosted 12 events in 2016 in partnership with the World Bank, Global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

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



trainees under PTF supported programs





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

OUR TEAM

WHO WE ARE

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









BOARD OF DIRECTORS

Our Board of Directors bring together a diverse range of individuals with extensive experience in good governance and international development. They meet twice per year to review our progress and consider key strategic issues.

John Clark, Board Chair	Pierre Landell-Mills	Christiaan Portman
Vinay Bhargava	Reuben Lifuka	Daniel Ritchie
Fayezul Choudhury	Rajat Nag	Richard Stern
Cyprian Fisiy	Mary-Jane Ncube	Eyasu Yimer
Anupama Jha	Aloysius Ordu	Vinay Bhargava

PRESIDENT'S COUNSEL

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

Frank Vogl Pierre Landel-Mills

STAFF MEMBERS

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

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

MANAGEMENT TEAM

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

Richard Stern, President	Barbara Kafka	Jane Schubert
Vinay Bhargava	Jeff Kass	Leen Solleveld
William Corcoran	Daniel Ritchie	Roger Sullivan
Lars Jeurling	Ellie Schrieber	Tjaarda Storm van Leeuwen
	Eluned Schweitzer	

FELLOWS & INTERNS

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

Joseph Asfour	Lola Easter	Richa Bhattarai
Amogh Srinivasan	Wilson Gallagher	

WHO WE ARE

ADVISERS

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

Hadi Abushakra

Achilles

Adamantiades

Elizabeth Adu

Shyamadas Banerji

Janina Berg

Vinay Bhargava

Frédéric Boehm

Linda Bruce

Fayezul Choudhury

John Clark

Bill Corcoran

Anabel Cruz

Stephanie de Chassy

Adriana De Leva

Jacomina de Regt

Dante Delos Angeles

Judith Edstrom

Peter Eigen

Ed Elmendorf

Sabine Engelhard

Horst Feuerstein

Hady Fink

Bill Friar

Prem Garg

Marie-Hélène

Marie-Heierie

Genzano

Leonard Ginocchi

Jeff Gutman

Betty Hanan

Ralph Hanan Roslyn Hees

Norman Hicks

Richard Holloway

Hadeel Ibrahim

Philipp Jahn

Ram Janakiram

Evangeline Javier

Lars Jeurling

Barbara Kafka

Carola Kaps

Franz Kaps

leff Kass

Akbar Khawaja

Jenny Kiessling

Knud Kjaer

Halyna Kokhan

Christoph

Kowalewski

Pierre Landell-Mills

Roberto Laver

Robert Liebenthal

leff Lovitt

Jonas Mbwangue

Frank Mcnerney

Maxie-lina Mehling

Karin Millett

Lelia Mooney

Muthoni Muriu

Rajat Nag

Mary-Jane Ncube

Nico Nissen

Nnamdi Nwachukwu

Birgitta Nygren

Donal O'Leary

Wale Omoniyi

Geoff Opio

Aloysius Ordu

Dondon Parafina

Laurence Peters

Christiaan Poortman

Stefen Oueck

Chris Redfern

CIIIIS Redieiii

Daniel Ritchie

Nigel Roberts

Jonathan Rose

Nightingale Rukuba-

Ngaiza

Indira Sandilya

Karti Sandilya

Franz Schorosch

Ellie Schreiber

lane Schubert

Jane Denabere

Eluned Schweitzer

Alexander Sierck

Khalid Siraj

Leen Solleveld

Olesea Stamate

Richard Stern

Cathy Stevulak

Tjaarda Storm van

Leeuwen

Willem Struben

Roger Sullivan

Fred Temple

Margaret Thalwitz

lean-Paul Theroux

La ana alkala itiba a allamas

Jagadish Upadhyay

Mariette van Beek

Pietronella van den Oever

Geert van der Linden

Rajesh Vidyasagar

Frank Vogl

Marie-Carin Von

Gumppenberg

Hans-Werner Wabnitz

Bjorn Wellenius

Michael Wiehen

Wayne Wittig

Arif Zulfigar



2016 Members

PTF's Members hold an Annual Meeting and vote on elections for the Board of Directors and on matters that may lead to changes in PTF's basic charter.

Vinay Bhargava Linda Bruce

Fayezul Choudhury

Bill Corcoran

Anabel Cruz

Stephanie de Chassy

Adriana De Leva

Dante de los Angeles

Judith Edstrom

Peter Eigen

Ed Elmendorf

William Friar

Prem Garg

Norman Hicks

Richard Holloway

Ram Janakiram

Lars Jeurling

Jeff Kass

Barbara Kafka

Franz Kaps

Pierre Landell-Mills

Muthoni Muriu

Bruce Murray

Emma Murray

Knud Kjaer Nielsen

Christiaan Poortman

Daniel Ritchie

Indira Sandilya

Ellie Schreiber

Jane Schubert

Eluned Schweitzer

Khalid Siraj

Leen Solleveld

Richard Stern

Cathy Stevulak

Willem Struben

Roger Sullivan

Tjaarda Storm van

Leeuwen

Fred Temple

Gopa Thampi

Pietronella van den

Oever

Geert van der Linden

Frank Vogl

Bjorn Wellenius

2016 FINANCIALS

EXPENDITURES

Funds entrusted to PTF go towards our mission of improving governance in developing countries. Our core funding remained solid in 2016, ensuring that our programs will continue to support innovative community leaders holding their government accountable and the tens of thousands of citizens who join them. In addition to our contracts, grants and contributions from individual donors, PTF international development experts provided 3700 pro-bono hours for program services in 2016, with an estimated value of \$164,000.

2016 Individual Donors

Shyamadas Banerji

Vinay Bhargava

Nancy Birdsall

Haleh Bridi

Arthur Bruestle

Nicholas R. Burnett

Robert Chase

Simon Chenierani

Chirwa

Armeane Choksi

Ram Kumar Chopra

John Clark

Kevin Cleaver

Wiliam Corcoran

Adriana De Leva

Dante de los Angeles

Louis de Merode

Jacomina de Regt

Kreszentia Deur

Judith Edstrom

Peter Eigen

Christian Eigen-Zucchi

Ed Elmendorf

Sabine Engelhard

Qimiao Fan

Wolfgang Fengler

Horst Feuerstein

Hady Fink

Cyprian Fisiy

Bill Friar

Henry Gassner

Prem Garg

Henry Gassner

Leonard Ginocchi

Michael Gould

Richard Gregory

Jeffrey Gutman

Peter Harrold

Rifat Hasan

Heidi Henrich-Hanson

Edward Jaycox

Barbara Kafka

Franz Kaps

Jeff Kass

Jeffrey Katz

Elke Kreuzwieser

Saki Kumagai

Sumir Lal

Tracey Lane

Robert Liebenthal

Richard MacEwen

Katherine Marshall

Eugene McCarthy

Karin Millett

Daniel Morrow

Pierre Landell-Mills

Donal O'Leary

Robert Panfil

Praful Patel

Elaine Patterson

Christiaan Poortman

Sanjay Pradhan

Peter Riddleberger

Daniel Ritchie

Sandra Rosenhouse

Indira Sandilya

Wolfgang Schaefer

Iane Schubert

Eluned Schweitzer

Iulian Schweitzer

Alexander Shakow

Janmejay Singh

Khalid Siraj

Jamil Sopher

David Steel

Richard Stern

Tjaarda Storm Van Leeuwen

Willem Struben

Roger Sullivan

Frederick Temple

Jagadish Upadhyay

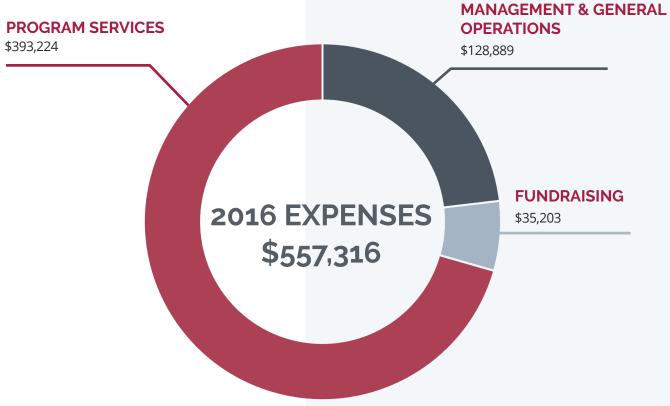
Pietronella van den Oever

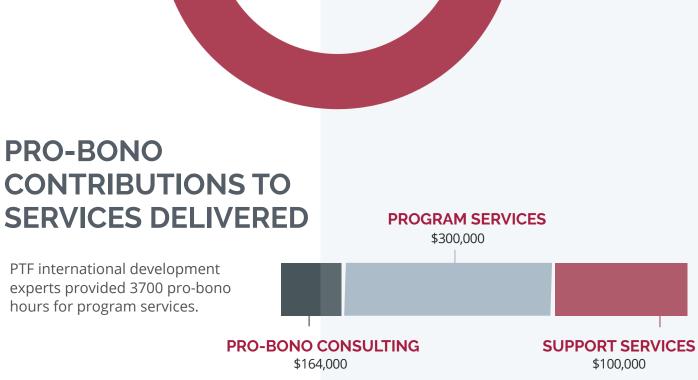
Frank Vogl

Gregory Votaw

Kristie Martin Zedler







PARTNERSHIP FOR TRANSPARENCY FUND 2016 ANNUAL REPORT