PARTNERSHIP FOR TRANSPARENCY EUROPE

Annual Report 2024

Supporting Civil Society to Hold Governments to Account

August 2025

Mailing Address: Partnership for Transparency Europe (PTF Europe) e.V., Buchwald 16, 83236 Übersee, Germany | Email: ptfeurope@ptfund.org | Chairperson: Haleh Bridi

Webpage: https://ptfeurope.org/
YouTube: http://www.youtube.com/watch?v=V1W_rFN2NfM

Imprint: Content: Haleh Bridi, Hady Fink, Hildegard Gacek, Rosemarie Haumayer, Lars Jeurling, Franz Kaps, Wayne Nissly, Erich Unterwurzacher, Marie-Carin von Gumppenberg | Concept and Design: Dominika Oliwia Huczynska

© **PTF Europe August 2025**

Contents

Annual Report 2024 1

Message from the PTF Europe Chairperson 4

Message from the PTF US President & CEO 5

About Us 6

Key Achievements in 2024 and Lessons Learned 8

- Increasing the Integrity of Public Procurement in Moldova 8
- Our Engagement in Ukraine 10
- Setting Standards for Reconstruction in Ukraine 10
- Promoting & Monitoring Integrity in Humanitarian Aid Management in Ukraine 11
- Strengthening Citizen-Led Monitoring of Public Procurement in Rwanda 12
- Strengthening CSO Involvement in World Bank-Funded Projects 12
- Key Networking and Advocacy Engagements 13

Collaboration and Partnerships 15

- Our Partners in 2024 15

Milestones of PTF Europe 18

Outlook for 2025 19

Organizational Structure 20

- Our Board 20
- Internal Auditor 21
- Finance and Administration 21
- Our Core Team 22

Financial Overview 24

- Balance Sheet 24
- Statement of Activities 25

Support PTF Europe 26

Message from the PTF Europe Chairperson

The year 2024 was characterized by the implementation of the first year of our new 2024-2026 strategy. In implementing the strategy, we were keen to reaffirm our commitment to supporting civil society in fighting corruption and maintaining our focus on accountability and good governance as our guiding strategic principle. We focused on 3 main objectives:

- Further focusing our operations on third-party monitoring of public procurement, while expanding our geographic reach and our sectoral coverage;
- Enhancing our financial autonomy towards becoming financially independent by 2026; and
- Pursuing our organizational consolidation by expanding our membership, partnerships with local civil society organizations (CSOs) in Central and Eastern Europe, the Balkans, Caucasus, Central Asia, and Africa, and improving our communications.

As a result, we planned and pursued our two **Ukraine** projects: “Setting Standards for Reconstruction in Ukraine” (2024-2025) and “Promoting & Monitoring Integrity in Humanitarian Aid Management in Ukraine” (2024-2025). Our PTF Europe team continued the implementation of the “Increasing the Integrity of Public Procurement in **Moldova**” Project (2020-2025), in close co-operation with the PTF US team. Since only PTF Europe is eligible to apply for EU funding, we applied for several new Calls for Proposals (CfPs), including an EU CfP for **Rwanda** (2025-2028)**,** which we won and will be implementing in 2025. We established several new partnerships with local CSOs across our region and continued our efforts to strengthen and expand our organization’s portfolio, expertise, and membership. At the end of the year, we had made progress on all these fronts, and the Annual Report presented herewith showcases the progress we made in delivering on our objectives.

The US elections and subsequent adjustments to aid budgets of other major donors will have profound repercussions on the global aid scene. These will have direct consequences for PTF US as well as for PTF Europe. When we conduct the mid-term review of our strategy’s implementation in mid-2025, we will have to assess the impact of the new aid context on our activities and adjust our strategy and activities accordingly.

We can look back at 2024 with pride and satisfaction, but also acknowledge that the next few years are likely to be challenging and difficult in light of the shrinking civic space and aid budgets. Yet, with our small size, nimble nature and low core costs, we are confident that we can navigate the new environment and pursue our efforts to fight corruption with determination and success.

Haleh Bridi

Chairperson, PTF Europe

Message from the PTF US President & CEO

As we expand PTF's global reach, we are excited to celebrate PTF Europe's successful expansion into new projects and new countries in 2024! While maintaining PTF's strong brand identity, PTF Europe developed an adaptable and flexible growth strategy to expand within European markets, continuing to foster the recognition and trust among PTF's global audience.

The reality is that corruption knows no borders. It oppresses people everywhere, replicating the same patterns of exploitation in every country. And ironically, the aid industry has often replicated these same patterns of exploitation within its own structures. Core to PTF's mission is working closely with CSOs to ensure aid is time-bound and cost-effective, helping to set targets and secure commitments for greater accountability and transparency.

To unleash the power of the collective, we must resource it. In a true global solidarity model, PTF affiliates share a value to contribute to change in the communities we work. Under one global brand, Partnership for Transparency's mission transcends language barriers, cultural differences, and geographical boundaries, showcasing a proven ability to connect with diverse community partners to achieve real impact in the fight against corruption.

The rapid changes in the funding landscape promise to stress-test our core values and long-term vision. The path forward will require speed, pragmatism, and the ability to diversify and reframe. We take inspiration from PTF Europe's successes in 2024 and look forward to navigating this uncertainty closely aligned.

Wayne Nissly

President and CEO, PTF US

About Us

Partnership for Transparency Europe (PTF Europe) e.V. is the independent European affiliate of the Washington DC, USA-based Partnership for Transparency (PTF US). It was set up in January 2014 as a not-for-profit association under German Corporate Law in Munich, Germany. The purpose of setting up PTF Europe was to open opportunities to apply, among others, for calls for proposals from the European Union (EU), which are limited to Europe-based CSOs as well as to bilateral European aid agencies. Since May 2014, PTF Europe has been eligible to respond to EU calls for proposals.

Our Vision

Our vision is to fight corruption and promote good governance by building the capacity of CSOs and municipalities to uphold transparency, integrity, and accountability. We specialize in transparency, accountability, and citizen-led monitoring, particularly in the fields of public procurement, humanitarian aid, and post-war reconstruction.

Our Mission

Our mission is to empower CSOs in developing and emerging countries to combat corruption and promote the rule of law and good governance. Public procurement lies at the heart of our work, as it is essential for safeguarding public resources. We engage at both central and local government levels to strengthen accountability and transparency.

Drawing on experience from more than 270 projects, we know that citizens and civil society can be powerful drivers of accountability and reform. We therefore build the capacities of CSOs and provide them with practical tools to maximize their impact in public procurement and in other key areas of our expertise, including climate change and the environment, health, and education. Our activities are fully aligned with the United Nations Sustainable Development Goals (SDGs), with a particular focus on Goal 16: peace, justice, and strong institutions.

In today's era of rapid change and uncertainty, our ability to adapt quickly and operate effectively in unfamiliar environments has become more vital than ever. The full-scale Russian invasion of Ukraine – and the urgent need to support CSOs in monitoring and responding to corruption risks – led us to implement project activities in a wartime context for the first time. We support both CSOs and local authorities to improve compliance, monitoring, and stakeholder engagement in reconstruction and humanitarian assistance. We equip CSOs to monitor public procurement and advocate for reform, while enabling municipalities to meet high standards of governance and compliance.

Our Approach

PTF Europe consists largely of retired professionals from international organizations, such as the World Bank Group, the European Commission, the European Bank for Reconstruction and Development (EBRD), and the Roma Education Fund, complemented by younger colleagues with strong governance expertise. We bring extensive experience in European and Central Asian countries, as well as in working with European funding institutions.

Together with PTF US, our advisers bring over 25 years of global experience in strengthening civil society to promote accountability, enhance transparency, and combat corruption. Since 2015, PTF Europe has built

partnerships with local and international CSOs, gained valuable insights, and developed and tested practical approaches to help civil society become more effective.

In Europe and Central Asia, PTF Europe leads the design and implementation of projects, working directly with local partners and tailoring approaches to the political, social, and regulatory contexts of each country. We have convened regularly since before the pandemic, and since 2020 have continued through online sessions, enabling constructive, results-focused collaboration across time zones and continents.

Our Strategy

At the core of PTF Europe's strategy is the aim to build on these skills, experiences, and approaches to support our local CSO partners in developing and implementing projects within PTF's areas of focus and expertise, and in securing funding for these initiatives.

Securing project funding has become increasingly difficult in recent years. Identifying suitable local CSO partners, jointly preparing project proposals with them, and obtaining appropriate, preferably long-term funding for these proposals will therefore be PTF Europe's principal challenge and focus in the coming years.

Specifically:

- Building on PTF Europe's substantial and positive experience with procurement training, monitoring, and partnerships in Moldova and Ukraine, PTF Europe and its partners will develop new projects in these countries based on the approaches successfully tested. These projects will aim to expand monitoring beyond procurement to broader aspects of project design and implementation, with a sectoral focus on health, education, and infrastructure/environment/climate change, operating at both national and local/municipal levels. They will also seek to build or strengthen broad stakeholder coalitions to support and amplify the findings generated by CSO monitoring, ensuring that evidence-based recommendations gain wider visibility and traction.

- In the case of Ukraine, PTF Europe has started to use these tested approaches to monitor reconstruction projects and to capacitate municipalities in reconstruction planning. PTF Europe will continue to do so.

- Similarly, building on PTF Europe's experience in Ukraine in promoting compliance and integrity standards among humanitarian CSOs, we will continue providing training, granting and mentoring to Ukrainian humanitarian organizations and aim to extend this work to other countries in need worldwide.

- We are actively exploring, together with our local CSO partners, the potential for such projects in other European and Central Asian countries, including the Balkans. We will also encourage our PTF colleagues working in other parts of the world to develop similar initiatives, and will offer advice and support in securing funding from European sources, if needed.

Key Achievements in 2024 and Lessons Learned

The year 2024 was focused on the implementation of our new 2024-2026 strategy. In this context, we focused on sharpening our operational priorities, strengthening our engagement in Ukraine and Moldova, and deepening collaboration with local CSO partners through targeted, sector-specific projects. In line with our strategic objectives, we launched and advanced several initiatives aligned with our core expertise in transparency, accountability, and citizen-led monitoring, particularly in the fields of public procurement, humanitarian aid, and post-war reconstruction.

This chapter presents key achievements and lessons learned from three major projects planned and implemented in Moldova and Ukraine, and our advocacy campaign conducted together with PTF US. These initiatives illustrate the continued relevance of our mission in increasingly complex governance environments.

The impact of civil society monitoring takes time to materialize, is difficult to measure, and often hard to isolate from other factors that contribute to improved governance and transparency. In this review, we therefore focus on the outcomes of our work, recognizing that impact in our field is often long-term and cumulative.

Increasing the Integrity of Public Procurement in Moldova

The recently completed five-year training and monitoring program in Moldova represents PTF Europe's most ambitious monitoring effort to date. Funds for the "Increasing the Integrity of Public Procurement in Moldova Project were provided to PTF US by the US Department of State, represented by the Bureau of Democracy, Human Rights and Labor (DRL), and implemented predominantly by a PTF Europe team of experts, in partnership with IDIS "Viitorul." Over more than four years (September 2020 - December 2024), the program worked to strengthen transparency, accountability, and citizen oversight in public procurement by building the skills, tools, and networks of Moldovan CSOs and investigative journalists.

Through the work of 11 CSOs monitoring approximately USD 120 million in procurement, the program produced nearly 150 findings and recommendations that informed public debate, guided advocacy, and influenced procurement practices. Monitoring covered 161 procurement procedures worth MDL 922 million [approximately EUR 47.4 million] in sectors including education, municipal services, social assistance, and infrastructure. In most cases, contracting agencies – and particularly oversight bodies, such as the anti-corruption agency – were cooperative. Some even invited CSOs to serve as observers on procurement evaluation committees, offering unique access to critical information and enabling direct input into decision-making. The very existence of large-scale civil society monitoring incentivized government bodies to enhance their oversight and encouraged contracting agencies to improve practices, knowing that scrutiny and public disclosure had increased.

A core outcome of the project was the creation of two national multi-stakeholder platforms – the Public Procurement Monitoring Coalition and the National Platform on Public Procurement (NPPP). These forums bring together contracting agencies, contractors, government representatives, and civil society to review monitoring findings, endorse recommendations, and submit them to decision-makers. Recommendations backed by these broad coalitions have been acted upon far more frequently than those issued solely by CSOs.

Activities combined training, mentoring, and the launch of pulsachizitii.md, a digital procurement monitoring platform. The program delivered Moldova's first national training on procurement of works, produced investigative journalism, developed best practice case studies, and issued targeted recommendations to address systemic risks, such as non-competitive low-value procurements and weaknesses in sectoral procurement.

Project outcomes include:

- Development of a core group of professional, well-trained monitoring CSOs equipped to drive procurement transparency and accountability in the long term.
- Nearly 150 findings and recommendations influencing procurement law, policy, and practice.
- Sanctions and procedural changes by contracting authorities in response to monitoring.
- Increased access to procurement data and improved public awareness through digital tools and media coverage.
- Institutionalization of civil society-government dialogue through the Coalition and NPPP.

Key lessons from the Moldova project, for future initiatives both in Moldova and elsewhere, include the following:

- Sustained, systematic monitoring strengthens civil society capacity and creates the conditions for long-term governance improvements.
- Broad coalitions that unite civil society, contracting authorities, and oversight bodies significantly increase the likelihood that recommendations will be acted upon.
- Combining investigative journalism with policy advocacy ensures monitoring results are widely disseminated and directly influence decision-making.
- Large-scale monitoring acts as a deterrent to malpractice by raising the likelihood of detection and public exposure. Stakeholder coalitions that endorse and actively promote monitoring recommendations are essential components of any effective CSO monitoring program.
- A long-term perspective, sustained programming, and adequate funding are needed to achieve meaningful impact on transparency and accountability. Even long-term projects are likely to require follow-up and additional funding.

- PTF Europe plays an important role in helping to design and implement programs based on PTF US & PTF Europe's global experience and proven approaches, as well as in mobilizing funding for impactful projects and programs.

The Moldova experience demonstrates that empowering civil society with the skills, resources, and networks to conduct credible, professional monitoring not only improves procurement integrity, but also fosters lasting institutional change in transparency and accountability.

Our Engagement in Ukraine

Over the last few months, despite ongoing bombardments, destruction across Ukraine, and uneven anti-corruption reforms, PTF Europe has remained engaged in promoting accountability and transparency at the grassroots level. Together with its Ukrainian partner, the Odesa branch of the Committee of Voters of Ukraine (CVU Odesa) and the Balkan Investigative Reporting Network (BIRN), PTF Europe planned and started implementing two initiatives to strengthen integrity and oversight capacities during wartime recovery.

Setting Standards for Reconstruction in Ukraine

The program "**Setting Standards for Reconstruction in Ukraine**" supports municipalities in applying transparent and accountable practices in the reconstruction of war damage. Implemented by PTF Europe in partnership with CVU Odesa, the project aims to strengthen transparency and accountability standards in local reconstruction planning and to monitor reconstruction projects at the municipal level.

The project assists municipalities in navigating a still-fragmented regulatory framework for reconstruction and evaluates their performance against recognized benchmarks. It is being implemented in 10 municipalities across four regions – Odesa, Mykolaiv, Kherson, and Chernihiv – and runs from March 1, 2024 through April 30, 2025. Funded through the German Federal Ministry for Economic Cooperation and Development's BENGO, with additional support from the Czech Development Cooperation (CzechAid), the project has a total budget of EUR 111,000.

The project supports municipalities in two complementary ways. First, it assesses municipal planning against recognized transparency and accountability standards. This assessment examines the overall planning framework, which in Ukraine is regulated by the Law "On Regulation of Urban Development Activities". This law determines how land and infrastructure within a settlement are to be used and developed through key planning documents, such as the General Plan (long-term spatial framework), the Detailed Plan of Territory (specific site-level development rules), and the Zoning Plan (functional land-use regulations). The process involves licensed planners, public hearings, and formal council approval, ensuring that projects conform to state building codes and regional strategies. In recent years, municipal planning has increasingly focused on war-damage reconstruction, resilience, and alignment with EU sustainable development standards.

Second, the project conducts citizen monitoring of individual reconstruction projects. Aware of the potential conflict of interest between advisory and monitoring roles, PTF Europe and CVU Odesa maintain an arm's length relationship through clear protocols, covering the same municipalities. Cases are referred to state audit offices only in municipalities where assessments of reconstruction planning have not been provided. This dual approach has already led to greater transparency in several participating municipalities and identified irregularities in nine out of ten monitored reconstruction projects, four of which were referred to state auditors.

Project outcomes so far include:

- Identification of corruption risks in reconstruction projects; key findings and recommendations from the monitoring are shared directly with municipalities.
- Assessment of municipal performance according to transparency and accountability standards; participating municipalities have developed brief action plans to improve their practices.

The project is designed to serve as a replicable model for improving transparency and accountability in municipal reconstruction planning and for enabling civil society to play an active role in monitoring public spending and processes. A request for renewed funding from BENGO (Germany) and the Czech Foreign Ministry has been submitted to expand the initiative later in 2025.

Key lessons learned are:

- Focusing on smaller municipalities outside major cities fills a critical gap, as government and donor oversight often bypasses these areas. This approach provides much-needed support and independent monitoring, ensuring national anti-corruption reforms are effectively implemented at the local level.
- When civil society oversight of specific reconstruction projects is paired with strengthening municipal capacities in applying reconstruction standards, municipalities demonstrate strong ownership and a clear commitment to raising the quality of reconstructing their municipalities.
- Regular weekly meetings with our partner, CVU Odesa, build mutual understanding, generate shared ideas, enable thorough joint analysis, and strengthen the overall impact of our efforts.

Promoting & Monitoring Integrity in Humanitarian Aid Management in Ukraine

In 2024, PTF Europe planned the project "**Promoting & Monitoring Integrity in Humanitarian Aid Management in Ukraine**" to strengthen integrity and transparency in humanitarian assistance. The initiative builds on a pilot launched in 2022 in partnership with the Committee of Voters of Ukraine (CVU) Odesa. The new project has the following pillars:

- To map compliance and integrity risks among humanitarian aid providers, identify training needs, and address barriers that prevent local volunteer groups – critical in delivering aid since the start of the war – from accessing international donor funding.

- To deliver training to 40 humanitarian volunteer organizations across four regions to strengthen integrity and compliance
- To select a smaller group of 6–8 organizations as grantees to implement detailed anti-corruption work plans on ethical practices, financial accountability and transparency
- To support collaboration and networking among training participants, and at least one annual conference to share best practices and promote integrity in humanitarian assistance.

This initiative directly supports PTF Europe's mission to fight corruption and promote the rule of law and good governance by embedding anti-corruption safeguards, compliance mechanisms, and integrity standards into the humanitarian aid process. By helping local organizations to meet donor requirements whilst upholding high anti-corruption standards, the project both strengthens trust in humanitarian actors and ensures that aid reaches those most in need without misuse or diversion - principles at the core of PTF Europe's work.

Strengthening Citizen-Led Monitoring of Public Procurement in Rwanda

PTF Europe secured the "Strengthening Citizen-Led Monitoring of Public Procurement in Rwanda" Project in 2024, with implementation due to commence in 2025. The initiative, delivered in partnership with Transparency International Rwanda, seeks to enhance transparency and accountability in public procurement through citizen monitoring, capacity-building, and constructive engagement with government stakeholders.

Strengthening CSO Involvement in World Bank-Funded Projects

In addition to our project-level activities, we continued to support the efforts of PTF US to implement an ongoing advocacy campaign, "Strengthening CSO Involvement in World Bank-Funded Projects", which began in 2022. The campaign seeks to increase civil society engagement in World Bank operations, particularly within the International Development Association (IDA) window. IDA is the arm of the World Bank that supports the world's poorest countries through zero- to low-interest loans and grants for programs aimed at boosting economic growth, reducing inequalities, and improving living conditions.

The campaign is based on the premise that increased citizen and CSO engagement in IDA-funded projects leads to more impactful outcomes and reduces corruption risks. PTF Europe's involvement is grounded in the fact that the largest donors to IDA are European countries. As part of the campaign, PTF completed a position paper outlining key recommendations, which have been shared with a broad network of CSOs globally. There has been

solid progress in the implementation of these recommendations, and through ongoing dialogue with World Bank Management and the Board, the campaign has helped advance the CSO engagement agenda within the institution.

This advocacy effort continues into 2025, with the goal of maintaining pressure on the World Bank to further expand civil society participation in IDA-funded projects.

Key Networking and Advocacy Engagements

Throughout 2024, PTF Europe actively participated in high-profile conferences and thematic forums to present project outcomes, share expertise, and strengthen strategic partnerships. These engagements provided valuable opportunities to showcase our work on integrity and anti-corruption in humanitarian aid and reconstruction, while building networks that support future collaboration.

Key networking and advocacy engagements:

- Konrad-Adenauer-Stiftung: Café Kyiv (February 19, 2024) – A vibrant event in Berlin themed "The Future of Ukraine in Europe", blending workshops, films, exhibitions, political discussions and cultural activities, and attracting around 5,000 participants, including representatives from politics, business and culture. Here, PTF Europe presented the findings of the 2022 project on corruption risks in humanitarian assistance, providing a nuanced picture of corruption risks stemming from implementers, donors and other stakeholders.

- **Platform Ukraine Wiederaufbau: Building Internal Resilience – Corruption Prevention in Ukraine's Recovery** (21 May 2024) – A focused conference in Berlin which convened Ukrainian, German and international experts to take stock of anti-corruption efforts since 2014 and explore how corruption can be prevented amid rapid reconstruction. PTF Europe took the opportunity to share results from our 2023 project on corruption risks in municipal reconstruction, contributing to discussions on strengthening local governance in recovery.

- **Ukraine Recovery Conference (URC 2024)** (June 10–12, 2024) – A major international gathering in Berlin with over 3,400 participants from more than 60 countries, uniting government officials, business leaders and civil society to galvanize support for Ukraine's recovery, reconstruction and reform. PTF Europe took part in one of the year's most significant international gatherings on Ukraine's recovery, fostering contacts with donors, government officials, and civil society leaders, and actively participating in discussions about anti-corruption in municipal reconstruction.

- **COHAFA: Humanitarian Assistance Committee** (June 24, 2024) – A meeting of the EU Working Party on Humanitarian Aid and Food Aid (COHAFA), which shapes EU humanitarian strategies, policy coherence, and crisis response. PTF Europe presented our humanitarian-aid integrity and compliance project to EU member state representatives, highlighting best practices in fostering a robust anti-corruption system within Ukrainian humanitarian aid organizations.

Collaboration and Partnerships

In 2024, PTF Europe continued working closely with its well-established network of stakeholders and CSOs, both internationally and within specific countries. These partnerships are at the core of our work, enabling us to deliver meaningful results on the ground. As we look to the years ahead, we are committed to expanding this network, deepening existing relationships, and forging new ones to strengthen our collective impact. We will particularly seek to replicate in other countries the stakeholder coalition now operating in Moldova in support of CSO monitoring there.

We are deeply grateful for the trust and continued collaboration of our partners. In particular, we would like to express our sincere appreciation to the Czech Ministry of Foreign Affairs, the German Federal Ministry for Economic Co-operation and Development (BMZ), and the Balkan Investigative Reporting Network (BIRN). Their support, engagement, and shared commitment to transparency, accountability, and good governance have been instrumental to the success of our initiatives. These partnerships not only enable the implementation of projects, they embody the spirit of co-operation and shared purpose that is essential for advancing democratic governance and citizen participation in challenging contexts.

Our Partners in 2024

BENGO (Beratungsstelle für private Träger in der Entwicklungszusammenarbeit) is a dedicated advisory and support service within BMZ for German non-governmental organizations (NGOs) engaged in development co-operation. Operated by Engagement Global on behalf of BMZ, BENGO helps NGOs access public funding, navigate application and reporting procedures, and comply with BMZ's financial and operational standards, enabling German civil society to contribute effectively to international development goals.

BIRN (Balkan Investigative Reporting Network) is a network of independent non-governmental organizations promoting freedom of speech, democratic values, and the rule of law throughout South-East Europe. BIRN specializes in investigative journalism, policy analysis, and capacity building for media and civil society. It works to uncover corruption, hold power to account, and strengthen transparency across the region. BIRN operates in multiple countries in the Balkans and is known for its cross-border reporting and training programs for journalists and civil society actors.

Committee of Voters of Ukraine (CVU) Odesa is implementing the project. The organization has been engaged in election training and monitoring since the late 1990s, gradually expanding into broader good governance support. Over the past 15 years, it has created national NGO networks on its own account, independent of the national CVU organization. CVU Odesa coordinates the national monitoring projects “For the Transparency of Local Budgets” and “Performance Review of Local Council Deputies.”

Development Cooperation (CzechAid) is the official agency of the Czech Republic responsible for implementing the country’s foreign development co-operation. Operating under the Ministry of Foreign Affairs, CzechAid supports sustainable development projects in partner countries, focusing on poverty reduction, good governance, human rights, and environmental protection. It provides funding, technical expertise, and capacity building to help partner countries achieve long-term social and economic progress in line with the Czech Republic’s development policy priorities.

German Federal Ministry for Economic Cooperation and Development (BMZ) is the government institution responsible for formulating and implementing Germany’s development policy. Its mission is to promote sustainable global development, reduce poverty and inequality, support peace and democracy, and protect natural resources. BMZ cooperates with partner countries, international organizations, and civil society actors to address global challenges such as climate change, migration, education, and good governance. It channels significant development assistance through bilateral and multilateral programs and emphasizes partnerships based on mutual responsibility and shared values.

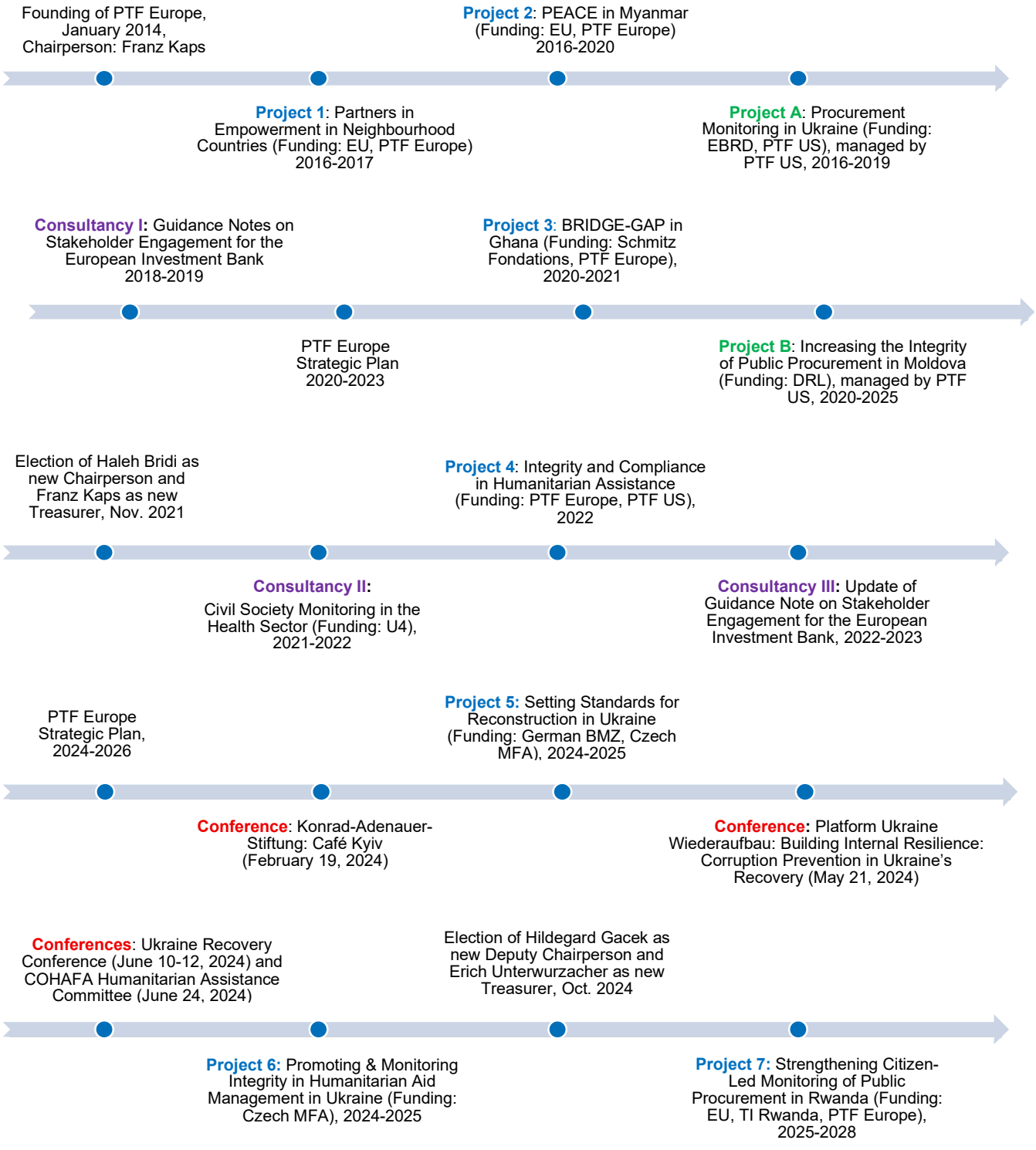
Institute for Development and Social Initiatives (IDIS) "Viitorul" is an independent, non-profit think tank based in Moldova and established in 1993. It focuses on public policy research, advocacy, and democratic development. IDIS promotes good governance, transparency, economic reform, and European integration through evidence-based analysis and civic engagement. The organization partners with local and international stakeholders and is widely recognized for its role in shaping policy dialogue and strengthening civil society in Moldova.

Ministry of Foreign Affairs of the Czech Republic is the government body responsible for managing the country's foreign policy and international relations. It represents the Czech Republic abroad, coordinates diplomatic missions, and works to promote peace, security, human rights, and sustainable development. The Ministry also oversees international development co-operation and humanitarian aid, primarily through Czech Development Cooperation (CzechAid), supporting democratic governance, economic growth, and resilience in partner countries.

United States Department of State is the federal executive department responsible for managing the country's foreign affairs and international relations. It advises the President on foreign policy, represents the U.S. abroad through its embassies and consulates, and works to promote peace, security, and prosperity worldwide. The Department engages in diplomacy, supports democratic governance, advances human rights, fosters economic growth, and provides assistance for international development and humanitarian needs. Its programs often include funding initiatives that strengthen civil society, enhance transparency, and support post-conflict reconstruction efforts in partner countries. In this instance, the U.S. State Department provided funding for the project "Increasing the Integrity of Public Procurement in Moldova", which was formally allocated to PTF US and implemented by a team composed largely of members from PTF Europe.

Milestones of PTF Europe

In its 11 years of existence, PTF Europe has progressed considerably. We implemented seven projects ourselves (blue) and conducted three consultancies (purple). Our members were running two major projects on behalf of PTF US (green). We had a successful handover of the organization's leadership in 2021. Our projects and activities were first based on our 2020-2023 strategic plan and currently follow our 2024-2026 strategy. An overview of the key milestones in our organization's history is provided below:



Outlook for 2025

Haleh Bridi, PTF Europe Chairperson

We expect fundamental and important changes to the development and international aid scene in 2025, starting with the cuts announced by the US Government, which are expected to be replicated in most European and other donor countries. This will undoubtedly affect the operations of CSOs, such as PTF Europe. Our authorizing environment is expected to become increasingly constrained, both operationally and financially.

At the same time, by mid-2025, we will be halfway through the implementation of our 2024-2026 strategy. This will be an opportunity to revisit our strategy and make adjustments to reflect the new international development and aid landscape.

The current EU budget runs through 2027. Funding allocations earmarked for CSOs in the current EU budget should remain available to organizations, such as PTF Europe, for the next couple of years, allowing us to continue to apply for EU funding for our projects.

Since US Government funding for projects through USAID and the State Department is expected to be seriously affected by the recent US Government decisions, we anticipate that the PTF family will look to partner with PTF Europe more frequently to access EU funding. As such, we expect to collaborate more with our colleagues within the PTF family, with other CSOs and aid organizations in applications to the EU and other donor agencies. This is how we applied for an EU-funded project in Rwanda, in partnership with Transparency International Rwanda, and won that bid. We will therefore begin implementing the Rwanda project in early 2025.

We will also continue to implement the two Ukraine projects, thanks to German and Czech Government funding, and together with our US colleagues, we will wrap up the implementation of the Moldova project, funded by the final transfers from the US Department of State. Together with our local partners, we will be seeking new sources of funding to consolidate and expand the CSO monitoring program initiated with US assistance in Moldova, as well as in other parts of the Europe/Central Asia region. All in all, despite a constrained funding environment and geopolitical challenges, we at PTF Europe expect to have a healthy year ahead in 2025 with our set of ongoing projects, and we will certainly seek to apply for new projects, either directly or in partnership with our PTF colleagues in the US, with a focus on Africa and Asia.

We are also excited to welcome new members to our Board, such as Hildegard Gacek (Deputy Chair) and Erich Unterwurzacher (Treasurer); a new Internal Auditor (Ina-Marlene Ruthenberg); a new Finance and Administration Officer (Rosemarie Haumayer); and a new Project Assistant (Dominika Huczynska), who will bring fresh blood, new perspectives, and renewed impetus to our organization. We therefore look to the year 2025 with cautious optimism and feel that we are very well placed to continue the growth and consolidation of PTF Europe, despite a difficult international context.

Organizational Structure

Since its founding, PTF Europe has grown from a group of seven to more than 35 members. It has a Board of five members: Haleh Bridi (an Austrian national) as Chairperson; Hildegard Gacek (a German national) as Deputy Chairperson; Erich Unterwurzacher (an Austrian national) as Treasurer; and Lars Jeurling (a Swedish national) and Franz Kaps (a German national) as Board Members.

Our Board

PTF Europe has a volunteer Board of five members under the chairmanship of Haleh Bridi, a former World Bank official, with Lars Jeurling serving as Deputy.

From January 1 to April 18, 2024, the Board consisted of the following members:

Haleh Bridi, Chair: Development expert with nearly 40 years' experience at the World Bank, IFC, and OPEC Fund, including senior leadership roles across Africa and MENA. As Chairperson of PTF Europe, she leads fundraising, member recruitment, and strategic planning to advance citizen-led transparency and anti-corruption initiatives.

Lars Jeurling, Deputy Chair. With nearly 30 years at the World Bank in roles across Latin America, Indonesia, and the former Soviet Union, Lars Jeurling has advised PTF since 2004. As Deputy Chair of PTF Europe, he guides project teams on strategic and technical matters, focusing on Eastern Europe and the former Soviet Union, and created a fund in 2014 to match individual contributions to PTF.

Franz Kaps, Treasurer. Lawyer with nearly four decades at the World Bank, serving in operational and representative roles across Central America, Africa, Europe, and the Middle East, and later as Special Representative for Southeast Europe in Brussels. Since becoming a PTF advisor in 2010, Franz Kaps has served as Founder and Chairman of PTF Europe, leading membership growth and supporting fundraising, particularly with German government sources and foundations.

Matthias Einmahl, Board member. Lawyer who served as a county court judge in Halle/Saale from 1996 to 2004 before becoming a professor at the University for Public Administration of North Rhine-Westphalia in Cologne, where he continues to teach. At PTF Europe, he has contributed his legal expertise by reviewing rules and procedures as the organization expanded its structure and operations.

Johannes Vollmer, Board member. With experience in environmental policy, renewable energy, and climate action, and a background working on EU energy and climate initiatives, Johannes Vollmer brings extensive expertise in sustainable development and international cooperation. At PTF Europe, he contributes by integrating environmental and climate change perspectives into the organization's projects and initiatives.

On April 19, 2024, the composition of the Board changed, with Erich Unterwurzacher taking over the Board seat from Matthias Einmahl. During PTF Europe's Annual Meetings on October 16, 2024, additional changes were made to the Board: (1) The Treasurer role transferred from Franz Kaps to Erich Unterwurzacher; (2) Lars Jeurling relinquished his role as Deputy Chair in favor of Hildegard Gacek, who was newly elected to the Board, and (3) Johannes Vollmer stepped down as Board member. The composition of the Board as of October 16, 2024, therefore, looked as follows.

- **Haleh Bridi, Chair**
- **Hildegard Gacek, Deputy Chair** (as of October 2024, replacing Lars Jeurling)

With over 30 years of experience in banking and development finance across Europe, Africa, the Arab countries, and Central Asia, including senior roles at the EBRD, UBS, and DEG, Hildegard Gacek brings expertise in corporate finance, emerging markets, and institutional partnerships. She joined the Board of PTF Europe in October 2024 and serves as Deputy Chairperson.

- **Erich Unterwurzacher, Treasurer** (as of October 2024, replacing Franz Kaps)

With senior roles at the European Commission, EBRD, and IEA, and expertise in infrastructure financing, governance, and environmental policy, as well as a PhD in sciences, Erich Unterwurzacher brings decades of international experience to PTF Europe. As Treasurer of PTF Europe, he manages finances and ensures the organization's financial sustainability.

- **Lars Jeurling, Board member** (as of October 2024, replacing Johannes Vollmer)
- **Franz Kaps, Board member**

Internal Auditor

Apart from the Board, PTF Europe has a special Internal Auditor position. Until October 2024, the position was held by Hady Fink, after which it was taken over by Ina-Marlene Ruthenberg.

Ina-Marlene Ruthenberg, Auditor. With extensive experience in policy and operations at the World Bank Group, Inter-American Development Bank, European Union, and BMZ, Ina-Marlene Ruthenberg has held senior leadership roles, including World Bank Country Manager for Zambia and Alternate Executive Director at the IDB. She brings expertise in governance, development effectiveness, and environmental management to her role as PTF Europe's Internal Auditor.

Finance and Administration

The management of PTF Europe's finance and administration functions continued to lie with Marie-Carin von Gumppenberg, who was also the project manager for our two Ukraine projects. As the year 2024 draws to a close, Marie-Carin has informed us that she would like to transition out of the administration and finance function and

remain the project manager for Ukraine. So as of 2025, her finance and administration roles will be taken over by her successor, Rosemarie Haumayer.

PTF Europe is very grateful to Marie-Carin for serving the organization so ably and with so much commitment and dedication. We look forward to her continued engagement in our Ukraine activities and take this opportunity to welcome Rosemarie Haumayer to the PTF Europe team.

Marie-Carin von Gumppenberg. With a PhD in political sciences and a decade at the OSCE in Central Asia, the Caucasus, and the Balkans, Marie-Carin von Gumppenberg is a founding member of PTF Europe who has supported the organization since its inception. She managed finance and administration until the end of 2024 and continues to lead PTF Europe's Ukraine projects.

Our Core Team

In addition to the Board members, a group of particularly active members plays a key role in guiding and supporting PTF Europe's operations. They meet every two weeks to discuss project implementation, the development of the project pipeline, partnerships, and financial matters.

The Core Team includes:

Marjory Anne Bromhead. With over 40 years' experience in international development co-operation, including senior roles at the World Bank, OECD DAC, African Development Bank, IFAD, and FAO, Marjory Anne Bromhead has specialized in environmental and natural resources management across Eastern Europe, Central Asia, Africa, and MENA. At PTF Europe, she serves as the environmental expert, contributing to strategy and project development.

Hady Fink. With over 15 years' experience in anti-corruption, governance, and compliance, and holding a PhD in Intercultural Studies, Hady Fink has worked across the Middle East, Latin America, and Moldova. A former PTF Europe Board Member (2014-2021), he now manages the project "Increasing the Integrity of Public Procurement in Moldova" and supports strategic planning.

Grzegorz Makowski. With a PhD in sociology and two decades of experience in academia and civil society, including leadership roles at the Stefan Batory Foundation and the Institute of Public Affairs, Grzegorz Makowski is a professor of sociology at the Warsaw School of Economics, specializing in corruption, public integrity, and civic participation. At PTF Europe, he contributes to strategy development and engagement with academia.

Nadir Redzepi. With more than 20 years' experience in international development and organizational leadership, Nadir Redzepi is specialized in Roma issues, has worked for the Open Society Foundations and led the Roma Education Fund Head Office.

Ina-Marlene Ruthenberg. With extensive experience in policy and operations at the World Bank Group, Inter-American Development Bank, European Union, and BMZ, Ina-Marlene Ruthenberg has held senior leadership roles, including World Bank Country Manager for Zambia and Alternate Executive Director at the IDB. She brings expertise in governance, development effectiveness, and environmental management to her role as PTF Europe's Internal Auditor.

Willem Struben. Economist with 28 years of experience at the World Bank, including assignments in Tokyo and Jakarta, and earlier experience with the Government of Suriname, Willem Struben has worked extensively on social sector development and community participation across Asia, Africa, the Middle East, and Latin America. A member of PTF Europe since 2017, he advises on project identification, design, and monitoring, with a focus on strengthening civil society's role in governance and anti-corruption.

Jacek J. Wojciechowicz. With over a decade at the World Bank as Senior Communications Officer and member of its anti-corruption team, Jacek J. Wojciechowicz also served as Chief Ethics Officer at Polish National Railways and held leadership roles in the Polish Association of Economists. A member of PTF Europe since 2022, he contributes expertise in anti-corruption, communications, and visibility, alongside his academic work in business ethics at the University of Warsaw and Collegium Civitas.

Yacine Belhaj-Bouabdallah. PTF Europe Project Assistant

Financial Overview

Balance Sheet

Assets and Liabilities: By the end of 2024, PTF Europe had accumulated cash balances at the bank that included membership fees, a grant from PTF US and unspent funds for PTF Europe activities and project activities. These funds were carried over into 2025.

Balance Sheet				
		Dec. 31, 2024	Dec. 31, 2023	Dec. 31, 2022
Assets				
Fixed Assets		0.00 €	0.00 €	0.00 €
Current Assets	PTF Europe	4,266.71 €	4,059.52 €	29,452.09 €
(Cash balance at the bank)	Ukraine III	179,961.52 €	-	-
	Ukraine II	52,049.12 €	-	-
	Ukraine I	-	5,807.70 €	85,986.31 €
	EIB	-	-	18,806.66 €
	Bridge-GAP	-	-	141.50 €
Accruals and deferrals		0.00 €	0.00 €	0.00 €
Total Assets		**236,277.35 €**	**9,867.22 €**	**134,386.56 €**
Liabilities and Net Assets				
Current Liabilities		0.00 €	0.00 €	0.00 €
Net Assets without donor restrictions		4,266.71 €	4,059.52 €	29,452.09 €
Net Assets with donor restrictions		232,010.64 €	5,807.70 €	104,934.47 €
Total Liabilities & Net Assets		**236,277.35 €**	**9,867.22 €**	**134,386.56 €**

Projects:

- **Bridge-GAP**: Reduction of the Gender-Specific and Regional Education Gaps in Northern Ghana
- **EIB**: Update of Guidance Note on Stakeholder Engagement for the European Investment Bank
- **Ukraine I**: Programme for Integrity and Compliance in Humanitarian Assistance
- **Ukraine II**: Setting Standards for Reconstruction in Ukraine
- **Ukraine III**: Promoting & Monitoring Integrity in Humanitarian Aid Management in Ukraine

Statement of Activities

Revenues: In 2024, PTF Europe received its revenues from project activities (92%), a grant from PTF US (7.5%) and PTF Europe membership fees (0.5%). These funds secured PTF Europe's administrative and project activities.

Expenditures: During all of 2024, PTF Europe expenditures were dedicated to three projects in Ukraine, with one ending and two beginning during the course of 2024. About 17% of all expenditures were spent on staff and administrative costs (including bookkeeping and tax advisory services), with the rest spent on project activities.

Revenues	Expenditures
PTF Europe	**PTF Europe**
25,264.65 € Grant from PTF US	14,830.04 € Personnel costs (incl. consultant fees)
2,000.00 € Membership fees	3,958.18 € Administrative costs
	114,60 € Travel costs
Project 1: Ukraine I	**Project 1: Ukraine I**
0.00 €	10,600.00 € Project costs
Project 2: Ukraine II	**Project 2: Ukraine II**
99,970.00 € Grant from German Government	77,989.10 € Project costs
11,108.00 € Grant from Czech Government	
Project 3: Ukraine III	**Project 3: Ukraine III**
200,000.00 € * Grant from Czech Government	4,340.60 € Project costs
Total 338,342.65 €	**Total 111,832.52 €**

* *The implementation of the project started only in 2025, but the grant from the Czech Government was already received in late 2024 to cover the project's preparation stage.*

Support PTF Europe

Donate your time: Are you interested in becoming a member of PTF Europe? Are you looking for ways to contribute to transparency, improved governance, and reduced corruption? Do you want to join a growing, innovative, and member-driven organization? Then donate your time to PTF Europe! We are looking for support in the following areas:

- Procurement monitoring, stakeholder engagement, anti-corruption
- Networking
- Fundraising activities
- Project design, implementation, and monitoring
- Project and program evaluation

Donate funding: Your contribution to PTF Europe can help our work in combating corruption in Europe as well as in other parts of the world. You may make a single or recurrent donation and can also choose to contribute to programs on specific issues or in specific countries. Donations are tax-deductible in Germany.

Bank Account: Deutsche Bank München
IBAN DE56 7007 0010 0221 1654 00 | BIC DEUTDEMMXXX

Any questions about PTF Europe's activities?
Please contact us at ptfeurope@ptfund.org