



WORK PLAN 2018



TRANSPARENCY &
ACCOUNTABILITY
INITIATIVE

TABLE OF CONTENTS

| | |
|-----------|---|
| 1 | WHAT IS THE TRANSPARENCY AND ACCOUNTABILITY INITIATIVE? |
| 2 | WHERE ARE WE AT? |
| 3 | SHIFTS SOUGHT IN 2018 |
| 4 | PRIORITIZING |
| 6 | TARGETS FOR 2018 |
| 7 | OVERVIEW FOR EACH PRIORITY AREA |
| 15 | HOW WILL THE NEXT SIX MONTHS PLAY OUT? |
| 16 | THE NUTS AND BOLTS |
| 19 | WHAT ARE WE EXCITED FOR IN 2018? |
| 20 | ANNEXES |

WHAT IS THE TRANSPARENCY AND ACCOUNTABILITY INITIATIVE?

The Transparency and Accountability Initiative (TAI) is a collaborative of leading funders of global transparency, accountability, and participation (TAP) programming. The members are committed to advancing development through empowering citizens to hold their governments to account.

TAI has four core members and two associate members:

Core
Members



Associate
Members



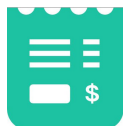
We help donor members work together to improve grantmaking practice and boost collective impact around the following four areas:



1) Learning for Improved Grant-making: Building greater impact of TAP funding through thoughtful, evidence-based, adaptive donor and grantee practices.



2) Data Use for Accountability: Assuring more and better use of data by citizens and governments in support of accountability, while addressing concerns around data privacy, especially associated with new technologies.



3) Taxation and Tax Governance: Supporting development of more inclusive and equitable tax governance.



4) Strengthening of Civic Space: Fostering a plurality of independent and legitimate civil society voices.

These focus areas have been recognized by all the member donors as critical to strengthening the impact of TAP funding in the next ten years.

WHERE ARE WE AT?

After finalizing TAI's latest strategy at the end of 2016, the first full year of implementation was a chance to lay building blocks for progress against the ambitious goals. We have built up the TAI team. We have new infrastructure to understand the basics of who is funding what, where and why. There is a clearer understanding of how each member connects its own strategies to the TAI shared priorities and conversations. We have a learning, monitoring and evaluation plan in place and the resulting data tracking ensures we can systematically assess our value to TAI members.

At the same time, the shifting global context has reinforced the relevance of our themes: leaks continue to show the abuses of the international tax and financial systems; more governments (including those democratically elected) clamp down on civil society's ability to operate; and the trend to greater transparency may be slowing or even reversing, adding to the urgency of demonstrating the utility of publicly disclosed information.

Not everything went as we had hoped in 2017. Our forthcoming annual report will highlight our learnings. Certainly, we have not been able to make even progress across all the work streams, and the "nuts and bolts" of coordination absorbed more TAI team and member time than anticipated. It has been rewarding to track first instances of collaboration along a spectrum from information sharing and collective sense-making to co-funding a new initiative. However, heading into 2018, we wish to see more.

SHIFTS SOUGHT IN 2018

Within the context of our strategy, there are several shifts we will pursue this year.

First, we want to move beyond analysis to testing of new approaches and more explicitly influencing member actions, both individual and collective. For individual members, this could include a commitment to support a new grantee or an adaptation in strategy informed by TAI-convened conversations, research findings, or funding scans.

Collectively, we wish to see donors collaborating in different ways, ranging from joint sense-making of new evidence to aligned funding commitments to address a problem that no one member would adequately address alone.

Second, we are committed to pushing for progress not just on thematic programming but also the effectiveness of grantmaking practice. TAI members all recognize grant-craft as critically important but the bandwidth to adapt processes has been limited in the past. We will continue to help promote our members own transparency, not just of what they fund but why. And we want to go further in 2018. That means identifying and testing ways funders can adapt their practices with an eye to strengthening grantee effectiveness and easing transaction costs, whether on capturing results stories or easing reporting burdens. Where possible, we will encourage adaptation within the context of programming associated to the other work streams.

Third, we want to slim down the number of programmed activities. With four broad and ambitious areas to work on, there are many potential interesting activities that could be done, but with a small team, we have seen how it is hard to maintain momentum across many projects and deliver on their potential. We hope to work on fewer fronts at the same time but make swifter progress as a result and allow time for follow-up work, whether on opportunities developed through a scoping, such as on data use in Nigeria, or encouraging action on the recommendations of new research. To aid the streamlining, we will look for ways that programming can be mutually reinforcing across workstreams and enable us to address more than one of our ambitious intermediate outcomes simultaneously.

That said, we remain committed to tracking trends in the field and considering what may come next – such as generating new scenarios for the future of fiscal transparency and accountability.

Finally, we want to retain some capacity to pursue an emergent opportunity, utilizing funds earmarked for a “rapid response” effort that members agree merits collective exploration and/or action.

PRIORITIZING

How did we prioritize?

Given the need to prioritize TAI collective focus in 2018, we applied the following criteria listed (and weighted) in order of importance:

- i) Is TAI uniquely positioned to do this (i.e. leverages our being a donor collaborative)?
- ii) Will it inform member grant making practice?
- iii) Will it generate actionable recommendations for member investments?
- iv) Is it relevant to the TAP field?

These criteria were complemented by two additional factors. First, whether we already had a pending deliverable and commitment. Second, the number of resources required to deliver. We want to maximize our staff time and program budget.

The importance of sequencing

In addition to applying these criteria, we also carefully considered the sequencing of activities. In 2018, we will be looking to balance workloads across priority areas so that we do not have “peak” demands at the same time.

This will involve protecting boundaries for the TAI secretariat’s engagement. The secretariat may play an intense role for a defined period but that should lead to a clear decision point, for example, finding the right organization to take that work further, having members themselves commit to following up, or agreement there is nothing worthwhile to pursue. Once decided, the TAI team would exit that area of day-to-day programming and shift staff time attention to another issue.

This cycling of “peaks and troughs” of TAI team focus among the priority areas should allow us to avoid long-standing delays and have clearer markers of progress.

We have charted this balancing across priority areas for quarters two and three of 2018 (see below). We will review progress with the members at that point and adjust our approach as necessary for Q4 and into the start of 2019.

What will we not be doing?

One consequence of prioritization is that we will not follow on all the ideas and opportunities that were flagged in 2017.

For example, we have decided that we will pause any deeper dive around the intersection of big data, new technologies and the balancing of transparency and privacy concerns. As a result, we do not anticipate progress in 2018 against one of our intermediate outcomes i.e. the development of norms, practices, and standards around the use, control and protection of data.

We will limit country scoping to our ongoing exploration of barriers to data use in Nigeria and hold on testing hypotheses in any other context until a concrete plan for follow-ups in Nigeria is in place.

We will pause collective scoping of ways to address cross-cutting capacity needs on international tax, although individual members will continue to invest on that front. We will limit the participation of the TAI team in international conferences and workshops and try to leverage the presence of all members in the collaborative.

TARGETS FOR 2018

In line with our new Learning, Monitoring, and Evaluation framework, we will be tracking TAI performance toward these targets this year.

| Change Domain | Result Summary | 2018 Target | Source |
|------------------------------|--|---|--|
| Member collaboration | TAI members apply and adapt different modalities of collaboration in their TAI shared work | At least four case notes that document instances of TAI member collaboration | TAI staff observation of member interaction; TAI staff structured conversation with members to identify instances of collaboration |
| Member grant making practice | TAI members influence other member's strategic approaches or grant making practices | At least two instances of member grant making practices being influenced by other TAI members | TAI staff record of member-reported instances; TAI staff structured conversation with members to identify instances |
| Thought leadership | TAI connects ideas and relationships around our strategic workstreams | At least eight instances where TAI plays a thought leadership role | TAI output form to document TAI role for each activity conducted |

See Annex 1 for the specific details of each target.

OVERVIEW OF EACH PRIORITY AREA



1) Learning for Improved Grantmaking

Intermediate outcome: TAI members adapt grant-making practices for improved grantee learning and impact.

We heard clear interest from our members in TAI's work supporting the testing and adaptation of their grant-making practices. This feedback helped us to begin to clarify what we mean by "grant-making practices," and documenting this in the Learning, Monitoring, and Evaluation Plan drafted in 2017. There, we frame these practices to include member grant-making strategies, grantee sourcing, granting mechanisms, and learning practices embedded throughout the grant-making cycle.

TAI continued this conversation with members at our 2018 retreat and sourced priority areas to pursue, many of which have direct or indirect implications for grantee organizational capacity. Promotion of effective grant making practice will be a much more prominent priority for TAI collectively in 2018. For example, members seek to establish shared reporting for a test group of co-grantees, find ways to source compelling stories from their portfolios, share experience with LME approaches and practices, and test at least one tactic to enhance grantee organizational effectiveness.

Programmed activities:

- TAI will facilitate member prioritization of at least three grant-making practice areas to work on this year drawing on the ideas generated at the 2018 retreat, including the shared reporting initiative and the use of story in grant making.
- Making shared reporting a reality – TAI will first support member identification of grantees to work with on aligning reporting requirements, yielding a test group of three co-grantees (including TAI itself). TAI will facilitate member exchange of existing practice and contribute suggestions for aligned reporting formats that facilitate learning, not just compliance.
- Results stories - TAI will deliver a written product on results stories (successes and failures), engage members around recommendations, and disseminate this content to the public.
- TAI will conduct on-site member conversations and practice building efforts to connect TAI learning, monitoring, and evaluation practice and products to members' work.

In addition to the above, many other TAI activities have implications for members to sharpen their overall grant making and refine practice to support grantees' pursuit of their outcomes, such as the Nigeria data use scoping, the tax mappings and actions building on the closing civic space survey.

*Intermediate outcome: **There is adequate infrastructure to support learning among TAP practitioners, researchers, and funders.***

TAI anticipates past and future work in pursuit of this outcome to both contribute to and draw from TAP field evidence and experience – among our members, their grantees, other funders, and other implementing and research groups. In 2017, TAI had several longer-term engagements (e.g. expanding the planned evidence review effort to include forthcoming learning products) and established partnerships that are coming to fruition in many of our 2018 plans.

In the year ahead, we anticipate deepened grantee learning through the newly launched Learning Collaborative, and collective sense-making of new TAP field evidence.

Programmed activities:

- The successful launch of learning collaborative for transparency and accountability – TAI will participate in the Year 1 work plan design and implementation in partnership with collaborative grantees
- Applying what we know – TAI will lead donor engagement around TAP evidence reviews – and public dissemination of written and virtual products
- TAP evidence webinar series – in partnership with the Governance Research Coordinating Committee, TAI will pilot two webinars for members to engage with recent evidence related to TAI Pathways to Change
- TAI weekly digest – continued production and dissemination of TAI Weekly for donor and public subscribers

*Intermediate outcome: **Increased evidence of collaboration among donor members.***

Collaboration between and among members is a critical element of TAI's overall purpose and an explicitly anticipated outcome of our work. TAI anticipates member collaboration to occur in each of our strategy workstreams. Simply increasing the quantity of collaboration is not TAI's aim, and collaboration itself is a means (not an

end) to pursuing our strategic outcomes. We expect to see greater variety over time in the type or combination of collaborative actions TAI members take to pursue our strategy.

Several examples of member collaboration emerged in 2017 and we will continue to track such instances of collaboration to better understand the circumstances under which members do collaborate and the contribution of collaboration to the outcomes we are pursuing. We will do this in part by documenting member collaboration relevant to their work or TAI shared priorities.

Programmed activities:

- Ongoing virtual meetings with the Steering Committee and other Program Officers
- Winter member retreat and learning day; Summer virtual member meeting
- Quarterly data gathering, analysis, and reflection
- See also relevant planned learning activities (e.g. instances where members engage with existing evidence or interpret and apply new information in their work)
- See also field scoping activities under the Data Use work stream, and funder exchange/coordination on natural resource governance, open contracting and open government (see Coordination Priorities below)



2) Data for Accountability

Intermediate outcome: More effective, inclusive and user-centric interventions that promote uptake of data for greater accountability.

Information uptake is central to TAI members' theories of change – a fact made even clearer through the learning activities and efforts to make those theories explicit in 2017. Accordingly, the work on harnessing data for accountability is cross-cutting with clear linkages to the tax and learning work streams. The data “results chain” framework developed with Open Data Charter in 2017 further clarified the complexity of factors that contribute to impactful data use.

Furthermore, it underscored that to meet our goal of empowering citizens and governments with the data necessary to promote accountability, we must go beyond a simple supply and demand framework. This was reinforced by dialogues

organized with grantees that pinpointed shared challenges in harnessing data for accountability and exposed an appetite to share experiences in a more substantive way. Conversations with program officers were also initiated with a view to developing guidance for reviewing proposals that are data-centric or have data components.

In 2017, members agreed to ground our exploration by focusing on how data is used at the country level. Deep dives in specific countries and sectors should yield insights into the barriers to effective data use faced by grantees and other stakeholders in the data ecosystem. TAI members are committed to learning and testing emergent hypotheses with grantees, building on a first scoping in Nigeria, and forthcoming recommendations to inform the design of future data-related investments. Where feasible there will be a focus on the uptake of datasets relating to other priority areas, notably tax and beneficial ownership.

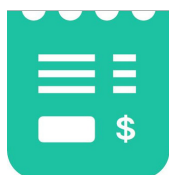
Programmed activities:

- Nigeria scoping on data for anti-corruption efforts involving all donor members – initial scoping visit followed by reflection and identification and piloting of potential opportunities for aligned support to strengthen data ecosystem
- Engagement with members (and other funders) around TAI analysis and resulting recommendations to strengthen design/review of proposals for more “data-savvy” investments
- Field-building support to governance data organizations to be “more than the sum of their parts” i.e. pinpointing collective needs, comparative advantages, and flagging any duplication of efforts to inform strategies/programming

Intermediate outcome: New understanding and evidence informing the development of norms, practices and standards around the use, control and protection of data, safeguarding personal privacy and public interest.

To jumpstart our work on data privacy, a notoriously thorny issue area, TAI went back to basics. TAI built awareness of what “data privacy” means in practice by offering a training on data security in the grant making context. To highlight the wide-ranging ramifications of data insecurity, TAI also scaled up coverage of developments in this area in its weekly briefings and developed relationships with actors focused on the opportunities and risks around “big data” use and the intersection with new technologies, including blockchain and machine learning.

Throughout the year, it became evident that data privacy is a key component in all TAI's data work; it's impossible to responsibly discuss optimizing the use of data without considering privacy and security implications. In 2018, TAI will not undertake any individual projects related to data privacy and security a priori but will cover these topics as they emerge throughout our data use work.



3) Tax and Tax Governance

In early 2017, TAI's tax leads expressed a desire to review each member's theory of change regarding tax-related investments. By clearly understanding how each foundation envisaged their individual pathway to affect change, and how their grantees advanced different parts of that process, TAI became a platform to identify shared strategic interests. This is now captured in an online tax mini-site, launching publicly in Q1 of 2018, depicting each donor's individual pathway to change, the strategic elements each of our members share, and the details of related grantee investments. This is a public good, but also a building block for member planning to collectively address our two tax intermediate outcomes.

*Intermediate outcome: **Ending of anonymous shell companies, foundations and trusts.***

TAI donor members are committed to tackle this issue and underscore the centrality of anonymous shell companies across our members' anti-corruption and tax justice work. TAI and its members have been exploring how to build on country commitments to create beneficial ownership registers and assess the greatest needs to operationalize those registers and use the resulting information, e.g. among Extractive Industries Transparency Initiative (EITI) members.

Moving ahead, TAI members are exploring the utility of beneficial ownership information from different motivations, including for limiting corruption and for domestic resource mobilization. This will inform the development of a shared beneficial ownership strategy to drive collective work through this strategy period and beyond.

Programmed activities:

- Dialogues and research on the value of beneficial ownership information for anticorruption and revenue mobilization perspectives (including in combination with open contracting information – see “Coordination Priorities” below)
- Developing concepts for new investments to deter the use of anonymous shell companies
- Develop a joint action plan to show usage of beneficial ownership information from growing list of jurisdictions

*Intermediate outcome: **More inclusive governance and engagement to ensure corporations pay their fair share of taxes and strengthen domestic revenue mobilization.***

TAI donors have thoughtfully engaged in the global conversation surrounding tax fairness and transparency while reflecting on how their individual strategies advance the field’s overarching goals. The connections between these strands were made more explicit through the theories of change and grantee mappings. In 2018, we will pause activities on capacity building and country testing, and first focus exploring approaches to fiscal programming (bridging revenues and expenditures) based on new scenarios.

Programmed activities:

- Future of Fiscal Transparency and Accountability: in partnership with the International Budget Partnership and the Carnegie Endowment for International Peace, lead research and scenarios process to chart a vision for the future of fiscal management and identify potential new approaches
- Keep tax mini-site detailing TAI funder’s and grantees’ approaches current, and actively encourage usage by a range of stakeholders, including donors and grantees



4) Strengthening Civic Space

Intermediate outcomes:

- **Improved TAP donor and grantee practices sensitive to constraints on civic space.**
- **More robust organizational capacity of TAI member grantees to resist government pressures.**

In 2017 TAI focused on developing and rolling out foundational products designed to augment our shared understanding of what limited civic space means to both donors and grantees to identify where our collaborative can add the most value. Research on governments hijacking transparency and accountability arguments to justify restrictive measures raised questions for funders and grantees alike, sparking a discussion on appropriate levels of CSO transparency. A partnership with United States Institute of Peace is yielding new insights on governance-related social movements.

A commissioned survey of TAI members' grantees will offer more comprehensive data on how grantees are (or not) experiencing this phenomenon around the world, and where donors can provide useful support.

This survey will be the focal point for 2018 joint efforts and basis for identifying member actions to address priority grantee vulnerabilities to government clampdown.

Programmed activities:

- Conduct civic space survey and strategize with members on responses both in terms of grantmaking practice and potential new investments; develop action plan and commitments to test responses
- Disseminate compendium of existing resources and tools to respond to the challenges of closing space, such as how to access emergency legal support, digital hygiene guidelines to safeguard against surveillance, and how to navigate a PR assault on NGOs
- Partner with human rights funders on a series of donor conversations on targeted issues where transparency and civic space concerns can clash, such as anti-money laundering policy, lobbying transparency, and appropriate levels of grantee and donor transparency

Coordination Priorities

TAI actively seeks to support member collaboration where demand arises. This is particularly pertinent regarding issues of shared interest with multiple co-grantees. As all TAI members have investments related to the good governance of natural resources, in 2017 TAI began chairing quarterly calls among relevant leads for

extractive industries programming to improve coordination and flag emerging developments in the field. This facilitated commitments around several new projects, such as the Project on Resources, Development and Governance led by University of California Los Angeles. The first global gathering of the open contracting community in several years was an opportunity to partner in completing a funding scan as input to a donor dialogue. Both tracks will continue in 2018 with an eye to pinpointing opportunities to align all too precious funding, and reinforcing the core work streams, for example on applications of effective data use.

Programmed activities:

- Quarterly members check-ins on extractive industries governance funding
- Active participation/advisory role in field-shaping projects (Extractive Industries Executive Session, Project for Data to Development) encouraging incubation of new ideas, and with eye to members' collective interests and learnings
- Coordinate and support group of private, bilateral and multilateral funders in support of aligned funding decisions on open contracting, including partnering with Open Contracting Partnership to host quarterly calls, maintain database of funding and generate a "heat map" of prioritized country needs/opportunities to strengthen the open contracting movement

HOW WILL THE NEXT SIX MONTHS PLAY OUT?

While activities are planned through the end of the year, we have generated a more detailed map for the next six months, knowing that some contextual factors will prompt changes.

This chart shows where TAI secretariat resources will be focused for the next two quarters. A “-” represents that no significant expenditure of staff time or resources is anticipated during the indicated month. At the beginning of Q4, we will review whether this approach, i.e. cycling more intense periods of effort across priority areas, is helping us to make demonstrable progress.

| Work Stream | Activity | April | May | June | July | Aug | Sept |
|---------------|--|-------|------|------|------|------|------|
| Learning | Quarterly Calls/Virtual Calls | - | Med | - | Med | - | Med |
| | TAI Weekly | Med | Med | Med | Med | Med | Med |
| | Evidence Review Package | Lo | Med | Lo | Lo | - | - |
| | Results Stories | Lo | Lo | Med | Med | Lo | - |
| | Evidence Webinar Series | Lo | Lo | - | - | - | - |
| | Learning Collaborative | Lo | Med | Lo | Lo | Lo | Med |
| | Shared Reporting Pilot | - | High | Med | Lo | - | - |
| | Grant-Making Practice Pilot (tbd) | - | Lo | Lo | High | Med | Med |
| Data | Nigeria Week Follow-Up Activities | High | High | Med | Med | Lo | Lo |
| | Data-Savvy Investments | High | Med | Med | Lo | - | - |
| Tax | Future of Fiscal Transparency | High | Med | Med | Lo | - | - |
| | Beneficial Ownership Strategy Development | Med | Lo | Med | High | High | High |
| | Tax Site Launch/Maintenance | Med | Lo | Lo | Med | Lo | Lo |
| Civic Space | Survey | Med | High | High | Med | Lo | - |
| | Survey Follow-up | - | - | - | - | Lo | Med |
| | FICS-TAI Donor Series | - | Med | Med | - | - | - |
| | Compendium | Med | Med | Lo | - | - | - |
| Cross-Cutting | Quarterly EI calls | Lo | - | - | Lo | - | - |
| | Representing TAI Members in Executive Session, PRDG, D2D | Med | - | - | - | - | Med |
| Operations | Communications | Lo | Lo | Lo | Lo | Lo | Lo |
| | Annual Report / Half-year Update | - | - | Lo | High | - | - |
| | Collaboration Stories | - | - | Lo | Med | - | - |
| | Professional Development | Lo | Lo | Lo | Lo | Lo | Lo |
| | MEL Data Collection / Analysis | Lo | - | - | Lo | - | - |

THE NUTS AND BOLTS

The following briefly details plans on the operational front, including communications, staffing and membership.

Communications

Having set up the different communication platforms (new website, blogs, a weekly digest, social media) in the past year, TAI will seek to strengthen its communication work in 2018. Throughout the year, TAI will continue to monitor and assess its communication work to understand how it can better support the delivery of the TAI's intended outcomes. We will build stronger coordination with the communications team of member donors. TAI will strategically tailor messages to articulate TAI's new strategy and increase the use of communication to promote TAI-convened and member-supported findings, events and insights (in multimedia format) on the priority themes. TAI also seeks to solidify its thought leadership role in our focus areas through regular blogs, webinars, and events (e.g. donor discussions) and increase social media visibility and engagement. Finally, TAI will continue to practice (and promote) proactive transparency by making relevant institutional documents such as its annual report and work plan publicly available.

Programmed activities:

- Develop and implement a system to monitor and assess communications work
- Systematize communications – members listserv, editorial style guide, directories, weekly digest, blogs
- Launch website updates with improved homepage and resources page
- The regular release of timely and relevant communication products in multimedia formats such as blogs, infographics, podcasts, video clips and twitter images
- Publish annual report and work plan, and promote awareness of TAI member strategies and investments

Reporting

TAI will produce one annual report and one half-yearly update, which we will make public. Both will focus on capturing our learnings.

We will pilot a shared reporting approach in 2018 whereby TAI members agree to accept our annual report as the basis for reporting against grants, rather than

providing customized reports. We will test how to align different funder reporting requirements (including different grant calendars) within the context of one single report.

Membership

The effectiveness of the associate membership category, newly introduced in 2017, will be reviewed mid-year. With anticipated changes internal to members in 2018, such as the spin out of the governance and citizen engagement programming from Omidyar Network, the composition of the Steering Committee and decision-making processes may also evolve. TAI will review decision-making processes accordingly to ensure TAI can move nimbly in a collective governance context. Any changes will be on a consensus basis.

Staffing and Professional Development

At this stage, TAI will not extend beyond a core three-person full-time staff, but will continue to draw on fellows, interns and consultants as needed, including potential part-time operational support. The Atlas Corps Fellowship has proven to be a valuable means to bring further Southern practitioner perspectives and important communications skills to the team mix and we hope to capitalize on the program in 2018. That increased bandwidth will enable deeper engagement with member teams and allow the Executive Director to focus more time on strategy and linkages.

Also, TAI promotes a culture of learning and invests in professional development opportunities for its staff and fellows to support both personal and organizational goals. Each staff person will pinpoint a personal learning objective and participate in a course, conference or equivalent to help reach that objective.

Rapid Response Capacity

TAI has reserved \$100,000 in budget for new opportunities that may emerge in 2018. This rapid response fund is maintained at the request of the full members. Any one of the TAI Steering Committee can propose a use of these reserved resources, which are designed to allow the collaborative to respond in a timely way where there is an opportunity of collective interest without relying on the need to process a new grant.

WHAT ARE WE EXCITED FOR IN 2018?

So much, including....



Alison

Applying original TAI research on grantee experience with closing civic space to inform member grant-making practices; and a full year of TAI performance monitoring data to feedback into our management and learning practices.



Ava

Further updates to our website, regular blogs from staff and members, communication products in multimedia format, closer coordination with the members' communication teams, and monitoring and assessment of TAI's outreach.



Lauren

Aligning efforts around ending corporate anonymity and, following the results of our survey, identifying opportunities to support grantee resilience.



Michael

Developing scenarios on the future of fiscal transparency and accountability to prompt not just new thinking but new approaches.

ANNEX 1: Indicators and 2018 Anticipated Results by Work Stream

Indicator: Number of case notes that document instances of TAI member collaboration

Data use

(i-ii) Multi-member country scoping leads to individual and joint donor actions

Tax

(iii) Joint strategizing and alignment of member funding decisions around prioritized needs and opportunities to advance beneficial ownership disclosure

Civic space

(iv) At least two members draw on closing civic space grantee research to identify future joint actions

Indicator: Number of instances of member grantmaking practices being influenced by other TAI members

(i) Members implement unified reporting for at least three co-grantees

(ii) Members test modalities to support donor and grantee storytelling

Indicator: Number of instances where TAI plays a thought leadership role

Data use

(i) Design and conduct of 1 country-level scoping trip

Tax

(ii) Lead dissemination and collective use of joint member portfolio analysis through the tax mini-website (updated every six months)

(iii) Develop new scenarios on the future of fiscal transparency and accountability and explore resulting new approaches

(iv) Develop new framing and incubate at least 2 specific ideas to counter anonymous shell companies

Civic Space

(v) Interpretation and application of original TAI research on the effects of closing civic space for TAP grantees

(vi) Curation and dissemination of donor approaches and practices to support grantees in closing civic space

Learning

(vii) Incubation of and participation in new learning collaborative network of grantees

(viii) Design and launch of evidence discussion and action series with TAI members

ANNEX 2: 2018 Programmed Activity Resource Needs

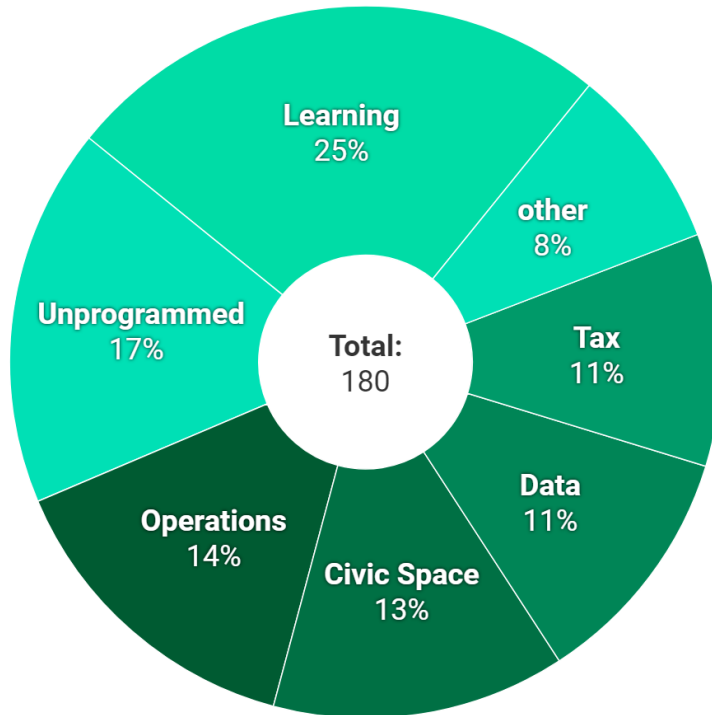
Please note that 15-20% of TAI staff time capacity is reserved for administrative and ad hoc activities. For example, in the case of the Executive Director for meeting with current/prospective grantees of members, sharing with other donor collaboratives, and tracking the engagements of other relevant funders. Amounts reflected in the graph are currently programmed budget allocations.

| Work Stream | Activity | Staff Time (in weeks) | Budget |
|-------------|---|--------------------------|--------|
| Learning | Annual Retreat | 8 | 28,000 |
| | Quarterly Calls/Virtual Calls | 3 | 1,000 |
| | TAI Weekly | 20 | - |
| | Evidence Review Package | 3.5 | 5,000 |
| | Results Stories | 5.5 | 10,000 |
| | Evidence Webinar Series | 1 | - |
| | Learning Collaborative | 4 | 5,000 |
| Grantmaking | Shared Reporting Pilot | 4 | - |
| | Grantmaking Practice Pilot | 6 | 10,000 |
| Data | Nigeria Week | 8 | 35,000 |
| | Nigeria Week Follow-up Activities | 8 | 25,000 |
| | Data-Savvy Investments | 4 | 15,000 |
| Tax | Future of Fiscal Transparency | 5 | 10,000 |
| | Beneficial Ownership Strategy Development | 10 | 25,000 |
| | Tax Site Launch and Maintenance | 4 | 3,000 |

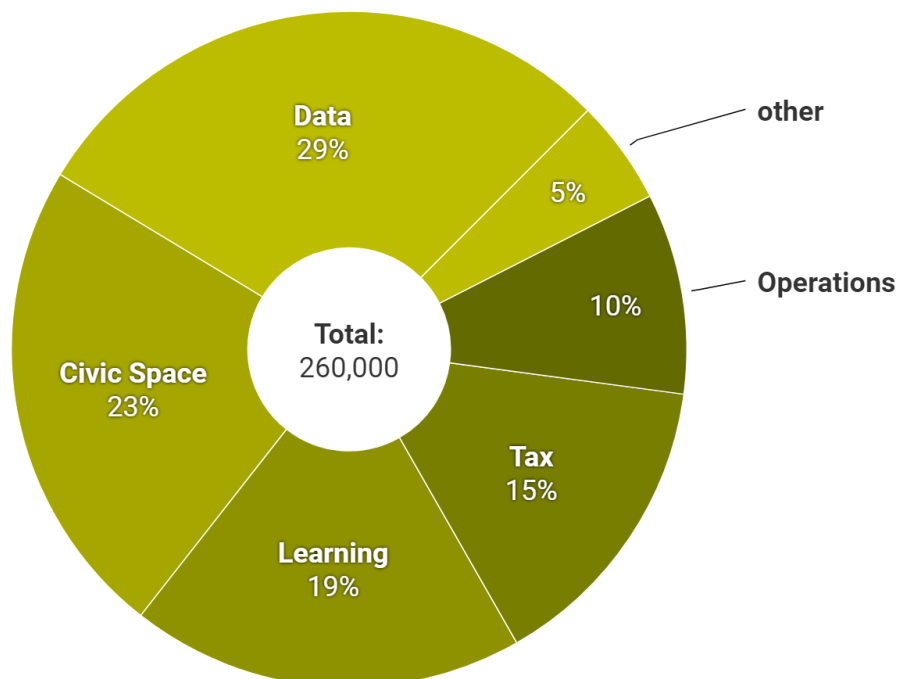
ANNEX 2: 2018 Programmed Activity Resource Needs

| | | | |
|----------------------------|--|----|--------|
| Civic Space | Survey | 10 | 40,000 |
| | Survey Follow Up 1 | 6 | 10,000 |
| | Survey Follow Up 2 | 6 | 10,000 |
| | FICS-TAI Donor Series | 2 | - |
| Coordination Priorities | Quarterly EI Calls | 1 | - |
| | Representing TAI Members in Field- shaping Projects (e.g. EI Exec Session) | 2 | 2,000 |
| | Quarterly OC Calls and Database | 2 | 1,000 |
| Operations | Communications | 10 | 1,000 |
| | Annual Report / Half-year Update | 4 | 3,000 |
| | Learning Notes | 4 | 5,000 |
| | MEL Data Collection / Analysis | 5 | 10,000 |
| | Professional Development | 3 | 6,000 |

Total Allocated Staff Weeks



Currently Programmed Budget Allocations



ANNEX 3: 2018 Budget (in USD)

| | | |
|--|--|-------------------------|
| Projected Carry Forward Fund Balance | | 619,880 |
| Revenue | Institutional Donors | |
| | Hewlett | 258,733 |
| | Ford | 250,000 |
| | Omidyar Network | 250,000 |
| | Open Society Foundation | 250,000 |
| | <i>Subtotal Institutional:</i> | <i>1,008,733</i> |
| TOTAL REVENUE (with carry forward fund balance) | | 1,628,613 |
| Expenses | Program and Operating Expenses | |
| | Personnel [salary & benefits] | 509,533 |
| | Professional Fees | 198,500 |
| | Occupancy | 34,093 |
| | Office Expenses | 2,900 |
| | Office Communications | 5,700 |
| | Travel/Conference | 141,000 |
| | Professional Development | 6,000 |
| | Furniture/Equipment | 2,000 |
| | Flexible response capacity | 100,000 |
| | <i>Total Program and Operating Expenses</i> | <i>999,746</i> |
| Hosted Project Administrative Fee | | 100,873 |
| TOTAL ALL EXPENSES | | 1,100,619 |
| REVENUE LESS EXPENSES | | 527,994 |