



TRANSPARENCY &
ACCOUNTABILITY
INITIATIVE

TAI 2018
Annual Report

Getting to Greater Than the Sum of Our Parts:

Supporting Funder
Collaboration for Transparency
and Accountability



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Summary

Amid the changes, TAI continued to offer a space to compare notes and consider where collective responses are possible.

2018 was nothing if not ever interesting — profound political crises (including in Organization for Economic Cooperation and Development countries), the opening up of some countries while a larger number clamped down, and a more active debate about corporate accountability (especially of Big Tech). The prospects for strengthening transparency and accountability evolved in parallel with such shifts, as did the strategies of our donor members. Amid the change, Transparency and Accountability Initiative (TAI) continued to offer a space to compare notes and to consider where collective responses are possible. We are delighted that the MacArthur Foundation became a core member of TAI to take full advantage of the platform.

Midway in our current strategy period, we see positives from the evolved donor-facing TAI model. We have documented different ways that donor members collaborate across their transparency, accountability, and participation (TAP) portfolios. We have achieved initial victories on the improved grantmaking front — not least this annual report, serving as our grantee report for all members under our aligned reporting pilot. Our activities responded to crucial issues in the field, combining thought leadership and coordinated responses — be it engaging in new research about the impacts of shrinking civic space on TAP groups, diving deep into barriers to data use in Nigeria, hosting field-wide conversations on future trends in fiscal transparency and accountability, or mapping the needs and opportunities required to counter anonymous shell companies.

Of course, not everything has gone as we had intended. Collaboration has not always proceeded as far or as fast as we hoped — transaction costs are real. At times, the TAI secretariat has struggled to maintain momentum across multiple fronts of work at once. Yet, we believe the investment worth pursuing.

This annual report is motivated by our commitment to learning and to our own transparency and accountability. It covers progress against our 2018 anticipated results, reflections on how we are inching toward our strategic goals, the activities that got us busy, and some stories about our work, including insights on what went less well. We aim to apply the resulting lessons in 2019 and beyond.

Who We Are

Transparency and Accountability Initiative (TAI) is a collaborative of leading funders of transparency, accountability, and participation (TAP) efforts worldwide. Our members envision a world where citizens are informed and empowered, governments are open and responsive, and collective action advances the public good. Toward this end, TAI aims to increase the collective impact of donor interventions through deeper learning and collaboration, influencing grantmaking practice.

WE FOCUS ON FOUR PRIORITY THEMES:



Learning for Improved Grantmaking

Building greater impact of TAP funding through thoughtful, evidence-based, and adaptive donor and grantee practices.



Data Use for Accountability

Assuring more and better use of data by citizens and governments in support of accountability, while addressing concerns about data privacy.



Taxation and Tax Governance

Supporting development of more inclusive and equitable tax governance.



Strengthening of Civic Space

Fostering a plurality of independent and legitimate civil society voices.

Please see our [three-year strategy](#) to learn more.

OUR MEMBERS:



OPEN SOCIETY FOUNDATIONS



FORD FOUNDATION



Luminate
Building stronger societies

ASSOCIATE MEMBER



Department for International Development

Significant shifts in 2018 affirmed the relevance of several TAI priorities within global development programming.

Shifts in Context 2018



Shifts in Context 2018

The prospects for strengthening transparency and accountability evolved in parallel with such shifts, as did the strategies of our donor members.

Significant shifts in 2018 affirmed the relevance of several TAI priorities within global development programming. More people around the world woke up to both the value of data (not least their own) and the risks of surrendering control of that data. Meanwhile, the domestic resource mobilization agenda retained high prominence (fitting well with an insular mood in many traditional donor countries and with pressure on aid agencies to demonstrate return on investment or relevance to donors' national interests). At the same time, scandals such as the one involving 200 billion euros being laundered through Danske Bank affirmed the need for continued vigilance over the global financial system.

Based on CIVICUS Monitor data, by the end of 2018, civil society was under serious attack in 111 of 196 surveyed countries. TAI's [survey](#) confirmed that those fighting for transparency and accountability are very much affected, although it is worth noting that the trends were not exclusively downward. A few countries — including Ethiopia, Ecuador, and Armenia — did open up and present opportunities to reinforce better governance heading into 2019.

That said, populists continued a winning streak at the voting booth in influential countries, such as Brazil. This is prompting much angst among global progressive funders on how to safeguard democracy, stem authoritarian tendencies, and tackle corporate power. Not all agree on where to start or how to do so. Transparency, accountability, and participation tools and approaches can be harnessed in service of any and all, but it will require continued investment in and support of those seeking to be effective watchdogs, to uphold the truth, to make decisions based on evidence, and to give voice to those who risk being marginalized or have long been excluded.

Meanwhile, 2018 was a year of change for many of our members. The governance and citizen engagement team of Omidyar Network officially spun out as a new entity — Luminare Group — with its own strategy and grant processes. Ford Foundation was immersed in a strategy review and revision heavily focused on its global

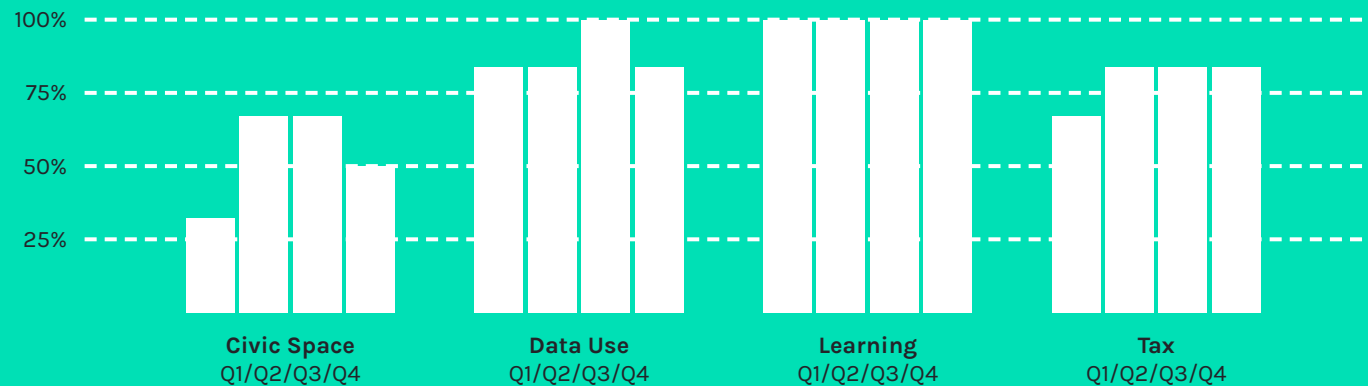
The TAI secretariat tracked these shifts — providing information and support where useful — to navigate evolving interests and ensure these did not delay collective decision-making.

programming (and, hence, engagement with TAI). The UK’s Department for International Development (DFID) had to navigate not just shifts in leadership, but a government (and country) distracted by Brexit. MacArthur Foundation is searching for a new president but did become more involved in TAI, transitioning to core member status at the end of the year. Open Society Foundations (OSF) undertook a cross-foundation review of how to scale their efforts against corruption.

In reality, these efforts left some TAI members with less bandwidth for TAI engagement, at least temporarily. Some had to recalibrate how TAI could support their shifts in strategy. For the collective, this suggests that there may be a need to evolve areas of emphasis. The TAI secretariat tracked these shifts — providing information and support where useful — to navigate evolving interests and ensure these did not delay collective decision-making. Going forward, we would like to see a dynamic in which all members are consistently active and feel that TAI is relevant to their priorities.

% OF TAI MEMBERS THAT ENGAGED AT LEAST ONCE BY WORK STREAM

TAI saw the least consistent member engagement around our strengthening civic space work, but also noted member engagement in some of the cross-cutting areas of TAI work, like open contracting.



"So many examples of collaboration, information sharing, and positive energy. [There is] a genuine desire to work with and learn from one another and it's hugely important."

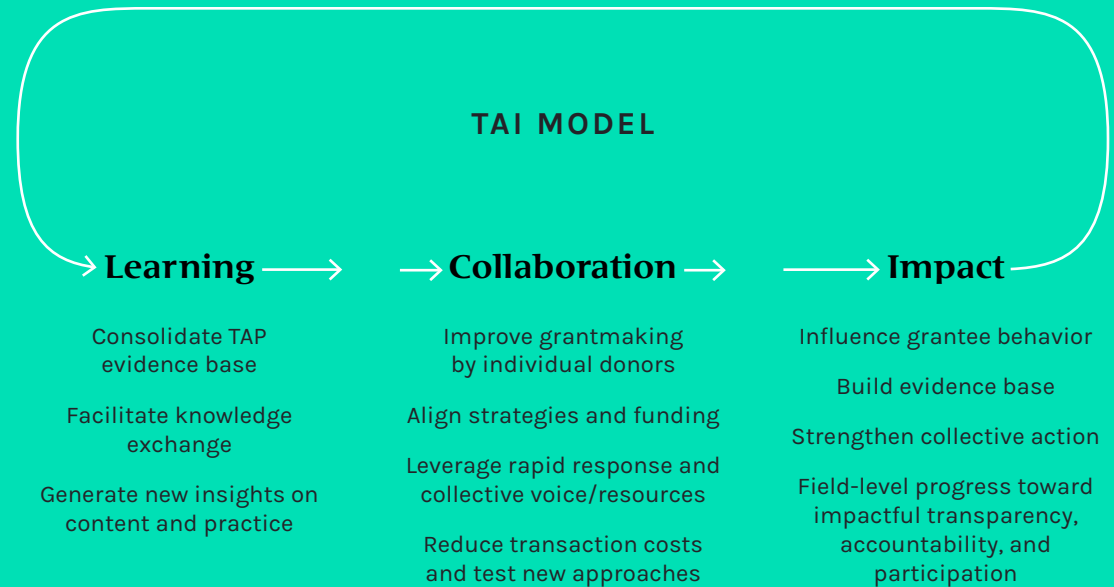
— TAI member representative

Our Progress



Our Progress

In 2018, we focused on supporting and documenting instances of member collaboration on TAI shared strategic interests — moving beyond analysis to changes in grantmaking practice — and strengthening the TAI secretariat’s thought leadership. These priorities were based on the fundamental assumption underlying our theory of change: that supporting the work of donors will (indirectly) advance the TAP field and deliver greater transparency and accountability on the ground. ■■■■



Our Progress

How did we perform? We achieved all our target milestones, except for one, albeit with some results either modified or more modest than anticipated. We also saw instances of influence (among TAI members and beyond) that are not reflected in our 2018 target data, and we are thinking about how to better capture those — orchestrated and serendipitous — additional outcomes.

PROGRESS ON 2018 ANTICIPATED RESULTS AND TARGETS

Member Collaboration

Achieved target of four case notes documenting instances of TAI members applying and adapting different modalities of collaboration in their TAI shared work



Member Grantmaking Practice

Achieved target of two instances of member grantmaking practices influenced by TAI members



Secretariat Thought Leadership

Achieved seven of the targeted eight instances in which TAI played a thought leadership role



Result: Members apply and adapt different modalities of collaboration in their TAI shared work

TAI undertook many sustained collaboration initiatives during the past year. We wanted to explore the nature of these collaborations in more depth, not limiting ourselves to success cases but selecting those that cover different forms of collaboration and that should provide useful insights to inform future efforts. With that in mind, we developed four case notes on member collaboration for 2018 — “warts and all” — to inform our learning: the [Nigeria country scoping initiative on data use for accountability and anti-corruption](#), the activities of the taxation working group, [original research](#) featuring member grantee organizations’ perspectives and experiences with shrinking civic space, and the aligned reporting pilot for TAI member co-grantees.

Overall, the actual cases featured are slightly different than those first planned. Rather than including multiple cases from any one strategic theme, we identified one example from each. We also observed that some of the outcomes differed from what we anticipated. In some instances, the collaboration initiative yielded milestones in addition to those anticipated (e.g., the taxation working group efforts resulted in the [tax microsite](#)). In other cases, we did not progress as far as anticipated (e.g., further work with the closing civic space research is still pending).

In What Ways Are TAI Donor Members Collaborating?

- Inquiry:** Interpret evidence or generate insights
- Exploration:** Co-invest in generating experiential learning or evidence
- Influence:** Positively affect individual member strategy, policy, practice
- Alignment:** Multiple members synchronize work

Result: Members influence other members' strategic approaches or grantmaking practices

Following our 2018 annual member retreat, TAI affirmed its collective interest in and commitment to improving grantmaking practices across members' respective TAP portfolios and programs, and we achieved our anticipated milestones. In collaboration with members, TAI pursued aligned reporting with a pilot cohort of three co-grantee organizations. The report [The Story Behind the Story](#) — which covered the challenges and storytelling practices of TAI members and grantees, and the related subsequent activities — served to inspire members with ideas to improve their story-making practices. Since we delivered a storytelling skills workshop for members with StoryCorps, TAI has been recording stories with TAI members and grantees to put a more human face on governance work, and one member is already using the methodology to record stories of grantees in other portfolios.

Beyond our target milestones, we observed instances of members influencing others' strategic approaches (e.g., members responding to their peers' calls for strategic information) and grantmaking practices (e.g., one member reducing reporting frequency in a new grant agreement to align with other members funding the same group).

We also pursued other initiatives relevant to grantmaking practices. We produced a [practical guide](#) for funders on governance data investments and convened a peer learning call among members on practices to support grantee organizational capacity and effectiveness. The call has sparked follow-up discussions directly among members and revealed an appetite for more coordination on grantmaking support in 2019. ■■■■■

Organic Member Collaboration

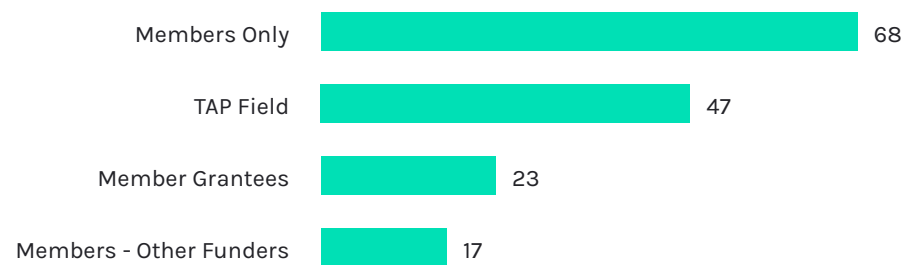
Members have taken advantage of the TAI network to inform their strategies positively. Ford Foundation, for instance, reached out to other members for cases of successful tax reforms during its strategic review. The TAI secretariat responded in a week with curated examples of impactful projects provided by members and the wider network. In another example, members responded to the Open Society Foundations' request for recommendations of diversity, equity, and inclusion consultants, and this resulted in the development of an internal consultant directory for members. Organic member collaborations such as these demonstrate the spillover benefits of TAI's structured collaboration and learning engagements, facilitating the sharing of practical knowledge.

Result: TAI connects ideas and relationships regarding strategic work streams

The TAI secretariat achieved the majority of our anticipated thought leadership milestones. These initiatives included co-designing and conducting with members an experiential learning initiative focused on data use for accountability and anti-corruption in Nigeria, conducting original research with TAP field-specific data on the impacts of shrinking civic space, and shepherding a partnership with Carnegie Endowment for International Peace and International Budget Partnership to adapt the [South African Mont Fleur scenario exercise](#) to envision fiscal futures in 2040 and help pinpoint gaps in field thinking and practice. See [Annex 1 on page 41](#) for more details on progress to specific targets.

TAI also demonstrated its thought leadership and expanded its learning in other ways. Staff provided written feedback on strategic documents and theories of change and action to individual funder members and grantee organizations. Also, Michael (Executive Director) arranged and/or contributed to regular convenings of program officers focusing on taxation, open contracting, and extractive industries governance, and served in an advisory role to several TAI member-funded projects. Alison (Senior Learning Officer) served as an active member of the [Evidence in Governance and Politics network](#) and sits on a steering committee exploring new fiscal governance and accountability proxy indicators.

2018 TAI OUTPUTS BY PRIMARY AUDIENCE



We maintained a strong member-facing focus but also tailored events and learning products to other key TAP and funder audiences.



Supporting Our Members' Grantee Organizations

A growing number of TAI member grantees sought out the TAI secretariat for strategic input during 2018. For example, TAI offered feedback on Twaweza's new organizational strategy, [CIVICUS' Roots and Resilience](#) program's monitoring and evaluation plan, Natural Resource Governance Institute's strategy evaluation scope of work, and the TAP Learning Collaborative's Learning, Monitoring, and Evaluation documents and practice. We have tried to be helpful, though we do face constraints in scaling such services beyond our members and need to ensure that any offer is accessible to all. TAI does benefit from these opportunities to learn more about grantees' work, which can inform guidance for our members. We also recognize the value of having a trusted intermediary to be a "critical friend" on strategizing, which mitigates donor-grantee power dynamics.

Our activities responded to crucial issues in the field, combining thought leadership and coordinated responses.

Our Activities

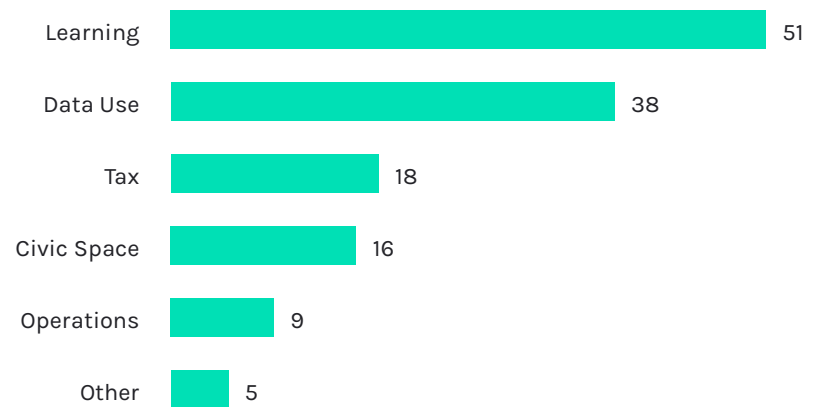


Our Activities

Based on collective decisions made during the last annual member retreat that “less is more,” TAI streamlined priorities while remaining flexible enough to respond to the changing needs of those working on the ground.

We were busy in 2018. Here are some of our highs and lows and a few insights along the way. (See [Annex 2 on page 45](#) for a detailed list of key activities.)

2018 TAI OUTPUTS BY WORK STREAM



TAI delivered events and learning products across our workstreams, and particularly in Learning and Data Use for 2018.

Learning for Improved Grantmaking



Strategic Objectives

- TAI members adapt grantmaking practices for improved grantee learning and impact
- There is adequate infrastructure to support learning among TAP practitioners, researchers, and funders
- There is increased evidence of collaboration among donor members



HIGHLIGHTS

- **TAI shared its learnings** on navigating the evidence base around TAP-relevant themes in partnership with [Twaweza](#) and [MIT's Governance Lab](#). We began public dissemination of the Learning from Evidence series in 2018, with a blog, [Shaping Learning Questions in a Funder Collaborative](#), and two evidence briefs: [Taxation and Accountability in Developing Countries](#) and [Effect of International Standards on Accountability Behaviors](#). Further Learning from Evidence products will be released in 2019.
- **Stories have been a theme this year** (and referred to in every donor gathering we attended). Our report [The Story Behind the Story](#) got traction among members and other groups in the field — both funders and grantees. It led to a dedicated [StoryCorps](#) training for members and to investment, in collaboration with StoryCorps and [Open Gov Hub](#), in capturing and using stories to put a human face on open government.
- **TAI deepened its engagement** with member and non-member funders and convened these stakeholders for various learning and collaboration efforts. For example, TAI convened an organizational health and effectiveness peer learning call with members, which yielded meaningful member engagement, including participants beyond TAI's usual points of contact. The taxation working group included non-TAI members, which broadened the perspective of those conversations.



LOWLIGHTS

- **While celebrating the victories noted** above, we also faced challenges in sustaining the momentum with the aligned reporting initiative and did not realize similar results across the pilot cohort of co-grantee organizations. Also, we did not pursue an additional planned grantmaking practice pilot initiative. Among other factors, this likely reflected member involvement in their respective internal initiatives, as noted above, and the fact that the TAI secretariat pursued other initiatives (e.g., the practical guide for funders on governance data investments).
- **Following the successful launch** of the [TAP Learning Collaborative in 2017](#), TAI continued to participate in virtual and in-person meetings hosted by [Dejusticia](#) with [CEGSS](#), [Global Integrity](#), and [Twaweza](#). TAI played an advisory role along with [MIT's Governance Lab](#) and the [Accountability Research Center](#) at American University.

Aligning Donor Reporting

TAI members recognize that reporting requirements can often be duplicative and unnecessarily burdensome for funders and grantees alike, particularly for multiple grants supporting the same grantee organization. In 2018, four members tested harmonizing their reporting requirements with a pilot cohort of three grantee organizations, including TAI.

To date, achievements include a reporting template that meets requirements of all our core members, implementation of aligned reporting for TAI itself and harmonization of funder reporting deadlines for one renewal grant. One grantee organization (not TAI) is building on this initiative to align not just reporting but communications, instituting a joint TAI member strategic update call. The biggest challenge? While the funders generally have similar grantmaking principles, the flexibility of the institutions varies widely. While this was a quick win for some funders, it took more work for others.

Was the collaboration initiative useful towards easing reporting burden? Most members agree that efforts to align reporting are useful, though moving forward, TAI plans to consult participating grantees to gauge success and assess our learnings on aligned reporting.



Leveraging Local and Global Connections and Perspectives

MacArthur Foundation joined TAI as an associate member in mid-2017 through its [On Nigeria](#) program, which seeks to reduce corruption by supporting Nigerian-led efforts to build an atmosphere of accountability, transparency, and good governance in the country. Insights from its programming and approaches – such as its “cohort model,” which supports linkages among grantees – are already informing the collective. TAI, in turn, can help contextualize programming in Nigeria within broader lessons of TAP funding globally. We are excited by MacArthur Foundation’s transition to core membership in 2018 and the new perspectives it brings to the collaborative.

Data for Accountability



Strategic Objectives

- More effective, inclusive, and user-centric interventions that promote the uptake and use of data for greater accountability
- New understanding and evidence informing the development of norms, practices, and standards regarding the use, control, and protection of data, safeguarding personal privacy and the public interest



HIGHLIGHTS

- **We completed our first collective** country deep dive, looking into barriers to use of anti-corruption data in Nigeria. The exercise built a shared understanding among members of the extent of data uptake challenges, reflective as much of data quality and persistent access issues as the ability to analyze and utilize data in research advocacy or litigation. The study resulted in three new investments: two member grants to support testing of specific data uptake hypotheses and TAI's engagement of a learning partner to help draw out insights relevant across geographies and beyond the anti-corruption sector specifically.
- **Prospective grantees know** that data is a trendy theme and use of data will often be integral to activities proposed. Yet, that does not mean each organization has thought through the potential challenges to effective data use (be they related to availability, quality, relevance, or usability). TAI's [new guidance](#) — drawing on current literature and donor voices of experience and tested on real-world grant submissions — can help both funders and applicants have more confidence that they get to “data-savvy” proposals that avoid common pitfalls.



LOWLIGHTS

- **Members' abilities to support follow-through** activities on the Nigeria country deep dive were inconsistent; commitments shifted differently from expectations. For example, Luminate Group and DFID anticipated that the scoping would detail opportunities for a new Mobilizing Data for Anti-Corruption project focused on Nigeria (among other countries), but there were delays in the award and launch of that project. The scoping should still provide important input for that project team in 2019. Certainly, we detailed more needs and opportunities than the committed OSF and MacArthur available grants can meet.
- **The fact that data activities** are not stand-alone portfolios but part and parcel of many different grants under different program officers has limited a sense of ownership among some members and complicated the further testing of the guidance for more data-savvy proposals, for example. ■■■■■

Digging Deep on Data

TAI members and the secretariat co-designed and led a scoping trip in Nigeria to i) better understand the enablers of and barriers to data use for anti-corruption work, and how best to support these efforts and ii) explore whether a country-level initiative would surface collective investment opportunities.

This collaboration did contribute to collective understanding and documentation of anti-corruption data use challenges and opportunities to help mitigate those concerns in Nigeria (please see our [briefing paper](#) for the full findings). The scoping trip also resulted in collective investments in Nigeria and in TAI's future learning efforts on data use for accountability. However, it required a heavier time and coordination effort than initially envisaged for members and secretariat alike, and expectations among members shifted during the exploration.

Learnings are already influencing a different approach for a related initiative in Colombia that will kick off in earnest in 2019. Specifically, we will aim to clarify mutually reinforcing objectives, agree on realistic expectations and commitments, and narrow the framing of the thematic problem earlier in the process. We will also be engaging local partners and TAI member regional or country office teams to go beyond providing logistical support to – more importantly – tapping deep expertise, knowledge of local context, and country-level relationships.

Taxation and Tax Governance



Strategic Objectives

- Ending of anonymous shell companies, foundations, and trusts
- More inclusive governance and engagement to ensure corporations pay their fair share of taxes and to strengthen domestic revenue mobilization



HIGHLIGHTS

- **Is the fiscal transparency and accountability field in a rut?** Are current approaches sufficient to see the change we want? These were among the motivating questions for the [Fiscal Futures 2040 project](#), which proved to be an exciting testing of the applicability of the Mont Fleur scenarios methodology. Through a “state of the field” paper and two convenings, 35 individuals from different regions, areas of expertise, and perspectives developed scenarios for the mythical country of Thule in 2040, focusing on the fiscal implications of broader societal and environmental trends. The project yielded valuable learnings on the Mont Fleur scenarios process (and has inspired groups such as Oxfam to experiment with their own scenarios development), but more importantly, it is provoking some field-wide thinking (e.g., how to engage on fiscal dimensions of securing new public goods). Work is underway on follow-up activities, including a blog series exploring how civil society approaches might evolve and the threads of a new manifesto for public finance truly aligned to public needs.
- **TAI’s preliminary scoping of civil society capacity** needs on tax resonated with a broad mix of public and private donors (including those at a dedicated session at the first [Platform for Collaboration on Tax conference](#)). Members agreed to a follow-up consultancy to pinpoint models for effective civil society engagement and develop concrete recommendations for supporting civil society tax engagements (useful for [Addis Tax Initiative](#) members and others).



LOWLIGHTS

- **We did not agree on a joint strategy** to limit anonymous shell companies with accompanying funding commitments, reflective of some members placing less focus on this theme as a strategic priority. However, we did conduct a scoping of immediate needs and opportunities and learned a lot from it. (For example, the process clarified that there is potential value of beneficial ownership information for revenue authorities but they are unlikely to be significant champions of beneficial ownership disclosure because they have more basic information needs on other fronts.)

Collaborating on Taxation and Tax Governance Issues

TAI members agreed on the need for collaboration to address an unjust and opaque global tax system that is easily exploited by a few to shift profits and significantly minimize tax contributions. This collaboration has evolved into a well-established working group of member (and non-member) Program Officers regularly engaging mainly via meetings and calls within, and increasingly, outside of the TAI forum. How did we get here and what have we achieved to date? Stakeholders spent a fair amount of time in the initial phase to better understand where to focus their efforts. We organized biannual workshops, **mapped** members and grantees' pathways to change, and identified entry points for information exchanges, capacity analyses, and scoping and mini needs assessments regarding anonymous shell companies.

Was the collaboration useful to members? Full utility with respect to some big-picture items has gone unrealized, but some incremental changes and specific grantmaking decisions have been tangible, notable, and appreciated. What we realized is that the impetus for big-picture change is difficult when the agenda is broad and funder priorities are framed differently across funders. Meanwhile, when the needs are smaller, more focused, and tangible (e.g., in deciding at what level to fund a grantee), it's easier to make material changes. If broader action is still desired, stakeholders will have to work to establish smaller, more tangible steps.

Strengthening of Civic Space



Strategic Outcomes

- There are improved TAP donor and grantee practices sensitive to the constraints on civic space
- TAP civil society organizations (CSOs) have more robust organizational capacity to resist government pressures



HIGHLIGHTS

- **TAI's original research brief [Shifting Sands](#)** collected perspectives and experiences on shrinking civic space from 121 member grantee organizations, yielding what could be the only TAP field-specific data on this global phenomenon. Survey respondents are indeed facing negative consequences and are responding in many ways, including collaborating with other CSOs, engaging in advocacy, and offering capacity support for other CSOs. Interestingly, we found differences between the experiences and responses of organizations operating in multiple countries and those working in a single national context. We were pleased to share this research brief along with other public goods (please see the [slide deck](#) and [blog](#)).
- **Complementing this TAP field-specific initiative**, TAI developed an online [Civic Space Compendium](#) of cross-disciplinary resources focused not on diagnosis, but curating examples of grantee and funder responses to shrinking civic space. While not an exhaustive list, the approaches, tools, and strategies featured provide an inspiring range of creative and practical solutions (many still at the testing phase) to support the important work of civic actors globally and, hopefully, bridge what are often siloed funder responses to shrinking civic space. The compendium is geared toward funders (and has prompted several non-members to reach out and attest to its value), but we feel the content is also relevant to grantees, with some customization.
- **TAI's [Distract, Divide, Detach](#) report** continued to spark conversations with funders and grantees alike this year, e.g., at the On Think Tanks convening and with Open Government Partnership Support Unit. TAI also drew on this content for a webinar hosted with Funders' Initiative for Civil Society. The webinar revealed different views on the appropriate level of grantee transparency — i.e., a perspective that serves civil society legitimacy without suggesting equivalency to transparency asks of government or exposing an organization or individuals to undue risk.



LOWLIGHTS

- **Despite convening six different conversations** with members, grantee organization survey respondents, and transparency and accountability groups at Open Gov Hub, TAI was not able to sustain a consistent working group of TAI members under the framing of civic space. As noted in other sections of this report, various TAI member organizations were focused on internal initiatives that may have limited their availability to engage. In addition, civic space concerns touch many parts of any given funder organization, creating challenges of internal coordination and uncertainty over mandates. Finally, “civic space” is a very broad term, encompassing many distinct phenomena and often interpreted differently across our membership. Going into 2019, TAI anticipates examining its own strategic focus on strengthening civic space, which would likely benefit from further refinement. ■■■■

Building Resiliency Against Closing Civic Space

TAI members wanted to jointly explore how their grantees and other groups in the transparency and accountability space are affected by closing civic space, and in what ways they can support against the threat. The collaboration centered on the generation of original research and curated content on the impact of, and responses to, closing civic space.

The emerging results from the collaboration demonstrate the difficulty of jointly responding to wicked problems. The phenomenon of closing civic space is broad, nebulous, and cross-cutting. By mid-2018, it became clear to us that different actors had different framings of what constitutes closing civic space – this lack of clarity made it harder to agree on the focus for responses (a challenge not limited to TAI donor members).

What lessons do we take with us from this initiative? It is necessary to check in with members regarding relevance and priority level. To sustain momentum and ownership of collaboration efforts, we need a clear focus, shared expectations and efficient communication. Demonstrating quick wins can stimulate further stakeholder engagement.

Publications

Much of our work is behind the scenes with our members, but we are committed to sharing products that might be useful to others. These promote, at the very least, discussion—if not immediate shifts in thinking and practice. ■■■■

- Data vs Corruption: Exploring Barriers to Data Use in Nigeria
- Effect of International Standards on Accountability Behaviors
- Fiscal Futures: Scenario Thinking for Fiscal Transparency and Accountability
- Improving Tax and Development Outcomes: What Next for Civil Society Engagement?
- Improving the Design and Effectiveness of Investments in Governance Data: Lessons Learned and Practical Guidance for Funders
- Linking Beneficial Ownership Transparency to Improved Tax Revenue Collection in Developing Countries
- Shifting Sands: Experiences and Responses to Shrinking Civic Space from the Transparency, Accountability, and Participation Field
- Taxation and Accountability in Developing Countries
- The Story Behind the Story: Obstacles and Promising Techniques in Storytelling for Transparency and Accountability

"Even if the only learning is, 'wow, we've been prioritizing the wrong kinds of things and should be thinking about this work differently,' that would still be an invaluable outcome to my mind."

— Representative from
a TAI member

Lessons Learned



Lessons Learned

Learning is a priority for TAI. We're committed to constantly try new strategies, and track and learn what's working and what's not working. ■■■■

LEARNING FOR IMPROVED GRANTMAKING

- **We turned around a 2017 “lowlight”** and achieved greater clarity on member understanding of and commitment to strengthening grantmaking practices but struggled to sustain momentum on some resulting initiatives. While it was encouraging to see some member actions that did not require secretariat involvement, greater clarity on secretariat and member roles, particularly in terms of leadership of alignment efforts, would be helpful. TAI plans to pause, regroup, and perhaps refine our collective grantmaking practice priorities, focusing on benefits to TAP grantee organizations.

- **Our work this past year** affirmed that member collaboration initiatives — whether through our Learning or other thematic priority areas of work — gain traction when there is a connection to existing portfolios or other program officer grantmaking needs, when there are clear member counterparts, and when these counterparts share a similar level of comfort with the issue. We found value in engaging funders beyond TAI members in some initiatives, particularly the taxation working group, and will consider broader applicability of this approach going forward. TAI anticipates assessing our learning and collaboration efforts further in our upcoming evaluation effort.

- **The extractive industry and open contracting** groups, composed of TAI and other funders, retained momentum — attesting to the value of facilitating information sharing in support of alignment from a more organizational lens (i.e., shared grantees in portfolios). It proved helpful to bring in non-TAI members — the open contracting group, for instance includes all major funders regarding that theme, including the European Bank for Reconstruction and Development, the United Nations Development Program, and World Bank, as well as TAI members. Specifically, we perceived the most value in i) knowing what other funders are supporting so we can spot linkages and ii) helping prioritize where investment can have the most impact (e.g., matching technical assistance to governments with parallel support for civil society engagement).

There is value in joint country-level explorations as a collaborative, for example, in building a shared understanding that can translate into mobilized investment, convening power, and more.

DATA USE FOR ACCOUNTABILITY

- **There is value in joint country-level explorations** as a collaborative, for example, in building a shared understanding that can translate into mobilized investment, convening power, and more. We have observed impressive commitment of program officers to get new insights. Yet this work is highly challenging, too. Global-level initiatives, such as TAI, are not best placed to navigate engagement of country- or region-level staff and programming among donor members, even though their involvement is essential.
- **TAP field understanding of barriers** to effective data uptake has increased. Funders and practitioners alike recognize the common pitfalls, but that has not translated automatically to the adaptation of corresponding approaches (as the review of recent proposals further revealed).
- **In our February 2018 retreat**, TAI members decided to pause active programming on development of data privacy norms, primarily with a view to easing bandwidth pressures on members and secretariat alike. The pause did help in that regard. However, it has proved helpful to maintain a watching brief on the agenda — for content on TAI Weekly and in some exploratory conversations (e.g., linking those working on fairness, accountability, and transparency dimensions to researchers supporting government testing of machine learning for tax and

procurement compliance). The existing pool of TAI member grantees has a lot of questions on the implications of big data analytics for their work, both to fulfill watchdog functions and to harness new information technologies.

- **The More Than the Sum of Our Parts exercise** among CEOs of seven grantee organizations affirmed that there is potential for more collaboration among explicitly data-oriented grantees (ranging from joint bids to aligned research to coordinated advocacy), yet it is hampered by concerns of a perceived shrinking pool of open-data funding. Better understanding of each group's comparative advantage is now informing individual organizational strategies. This process helped clarify collective needs of those working in this area that should be more effectively signaled to funders and practitioners alike.

TAXATION AND TAX GOVERNANCE

- **Civil society engagement on tax is constrained** by resources and a limited bench of expertise, but there is also a lack of understanding (including among funders) of the most effective roles for civil society in influencing tax policy and administration. There is a need to develop concrete, evidence-based recommendations to strengthen civil society engagement, especially at the country level. As flagged via

the Fiscal Futures 2040 process, such engagement could tie to a new manifesto regarding public finance that emphasizes more inclusive and more political approaches and influencing smart tax and spending policy to account for broader trends (such as climate change) and the need to manage new public goods (such as clean air and water).

- **TAI members remain committed to the idea** of a global norm of beneficial ownership disclosure (and DFID commissioned a scoping to pinpoint steps to make that a reality). However, global demand for assistance in establishing and maintaining meaningful beneficial ownership registers is overwhelming — bigger funders need to step up. In the meantime, it is feasible to reinforce grantee efforts to push Organization for Economic Cooperation and Development (OECD) countries to “walk the talk” on their commitments and publish high-quality, accessible data — and in turn support usage of that information (and track to what effect).

STRENGTHENING CIVIC SPACE

- **While there has been extensive funder dialogue and diagnostics** on the trend of shrinking civic space, investment in responses has been much more limited. The umbrella framing has been helpful in mobilizing attention, but perhaps

less so in fostering joint actions on specific restrictions. TAI’s [compendium](#) was welcomed by many funders for its focus on documenting responses (as opposed to problem definition).

- **The challenge of getting aligned responses** is compounded by the fact that the agenda covers multiple portfolios among funding organizations — leaving questions regarding whose mandate it is to lead. There are also different interpretations of the most important underlying drivers of restriction and, hence, differences over where longer-term efforts should be directed. Accordingly, the area for most immediate donor alignment may be adaptation of grantmaking practices and doubling down on established good practice — for example, wherever possible, offering flexible, core funding that groups can then deploy to address their highest priority needs (be that legal support, enhanced digital security, or devising new narratives to mobilize support).

- **Inquiries with international nongovernmental organizations** in the TAP field revealed that there is a growing awareness of the need to plan for the emerging influence of China in the countries where they operate, but that very little active strategizing is underway. There is an appetite for more insight on the extent to which i) China offers a viable alternative, authoritarian development model and ii) Chinese investment and resulting influence will hamper the implementation of TAP goals. ■■■■■

Exploring Machine Learning and AI for Transparency and Accountability

How might big data analytics help target government accountability efforts? This was a question underpinning a workshop hosted by TAI and the [Center for Effective Global Action](#) at the University of California, Berkeley. While there is growing attention to ensuring transparency and accountability in algorithmic decision-making (and rightly so), we identified significant opportunities to harness machine learning technologies to help identify illicit activity — be it potential tax evasion or procurement fraud. What’s missing? A connection for those testing such approaches around the globe, those who might improve source data to enable future application, and those focused on mitigating biases in applications. There is also a need to build awareness and understanding of machine learning approaches among civil society actors so that they can both harness the technologies themselves appropriately and act as effective watchdogs of government applications (including automated decision making).

We want to follow through on last year's activities, pay more attention to grantmaking practice, improve information sharing between the secretariat and members, and invest in better understanding of if and how we make a difference.

Moving Forward



Moving Forward

In 2019, we want to clarify what a useful collective thread is for ongoing civic space work and whether that should remain a stand-alone priority. The 2019 TAI Learning Day focus on the intersection of diversity, equity, and inclusion (DEI) in context of shrinking civic space should provide useful insights to that end. ■■■■

We want to further ground data-related investments in local realities — attuning our guidance for prospective TAP grantees, learning from the testing of uptake of particular datasets in Nigeria, and sampling a revised approach to pinpointing barriers to data uptake in Colombia (including working in partnership with the International Finance Corporation, providing sharper problem definition, utilizing local consultants to conduct initial scoping, and seeking initial clarity on funding for follow-up work).

As we cross the midpoint mark in our current strategy period, we want to test that TAI secretariat efforts are adding value to member

efforts to reach shared strategic goals. To that end, we are excited to commission an evaluation to explore that question, among others, and inform both future data collection and adaptations to our strategy for 2020.

In terms of how we work in the meantime, we want to safeguard adequate time and investment to follow through on last year's activities, further strengthen the attention to grantmaking practice, improve information sharing between the secretariat and members, and get members' confirmation on which topics merit regular member engagement and through what modality.

All this against a backdrop where the need to harness transparency and accountability will be greater than ever, whether that involves concerns about the US, Brazil, Poland, Mozambique, or Malaysia. Global-level dialogues in 2019 are set to include a focus on gender and flag an implementation gap in meeting Sustainable Development Goal 16. The TAP community has much to contribute on both fronts. We look forward to the interesting conversations to come. ■■■■

What Is Each Team Member Most Excited About?



Alison

Digging into our midpoint strategy evaluation and using the findings with our funder members to strengthen and energize our collective work and to improve our learning, monitoring, and evaluation practices.



Edith

A refreshed and intuitive resource section of our website, to better showcase our reports and think pieces, and enhanced communications for members.



Michael

Influencing a bigger donor pool to have confidence in direct support to civil society on tax issues.



Richard

Analyzing grants data to identify nascent trends in grantmaking and learning from our joint project with the International Finance Corporation to foster data uptake in Colombia.

"Wonderful content.
Such a great read!
Anyone in the TAP field
should subscribe to this
TAI Weekly newsletter!"

— TAI member grantee

Operations and Communications



Operations and Communications

Last year, we deepened our engagement with members and grantees, restructured our team, strengthened our external communications, and started building diversity and inclusion into our work.

HOW WE WORK

We deepened our learning through engagement with members and grantees. The TAI secretariat staff conducted site visits to MacArthur and DFID and participated in field convenings with Hewlett Foundation grantees.

We restructured our team, with Lauren moving on to other endeavors and Richard joining in a new Program Associate role. With the data work as a test case, we piloted the use of individual consultants to support particular priorities on an ongoing basis when programming merits it — gaining benefits of continued engagement and reducing the program management burden on the Executive Director on multiple priority areas.

TRACKING OUR VALUE

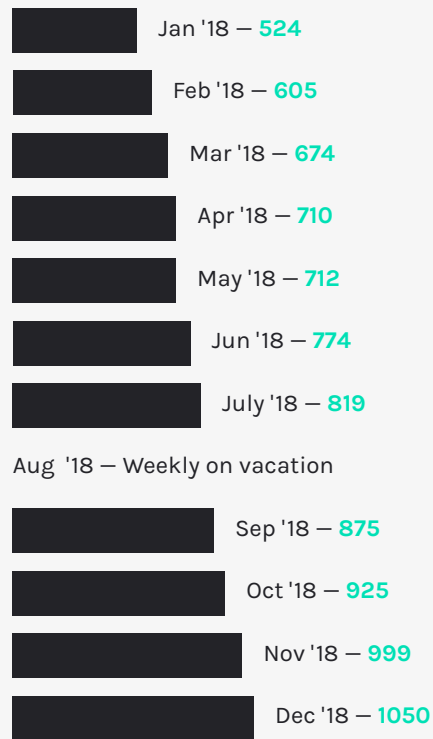
On the internal front, TAI now has its first full year of monitoring data, including data featured in this report, and four collaboration case notes featuring collective efforts pursued in 2018. As many groups do, TAI has found that most of our internal evidence is focused on our effort and immediate outputs, and we have far less evidence accessible to assess our progress toward intermediate outcomes. As we cross the midpoint mark in our current strategy period, we are also experiencing tension between linking TAI secretariat effort and contribution to progress against our members' higher-level shared strategic goals. We will undertake an evaluation to explore some of these questions further and inform future data collection to track and assess TAI's value-add.

STRENGTHENING EXTERNAL COMMUNICATIONS

While our focus is on learning and action with our donor members, we want to maximize any public goods from our work. To that end, we have consciously sought to share and promote all our research products and think pieces.

The TAI Weekly has become established as a resource for members, grantees, and the field.

TAI WEEKLY READERSHIP IN 2018



The number of subscribers more than doubled to over 1,000 readers a week throughout 2018. The secretariat continues to receive unsolicited positive feedback on the value of the product, with many groups noting it is “a great service” and “essential reading for anyone in the TAP field.”

Our social media presence and website traffic also increased greatly, allowing us to share relevant content to a broader audience. We have also documented instances of our blogs becoming part of, or sparking, conversations. For instance, Michael’s blog [Retire the Phrase “Closing Civic Space”](#) prompted a [blog response](#) from Deborah Doane, outgoing Director of Funders’ Initiative for Civil Society, and outreach from multiple donors welcoming the discussion.

We also published our 2017 annual report, 2018 half year update, and 2018 work plan, in line with our commitment to TAI’s transparency.

DIVERSITY, EQUITY, INCLUSION

While TAI does not have any goals explicitly focused on internal DEI practices, there are several aspects of our work that have strengthened inclusivity and diversity internally at TAI.

The TAI secretariat continued participation in the [Atlas Corps](#) Fellowship program, which places skilled nonprofit professionals and social entrepreneurs, many from the Global South, with host sites for an overseas fellowship of 12-18 months. TAI has found that this program enhances diversity among secretariat staff experience and expertise.

Members decided to increase the size of TAI’s governing body, the Steering Committee, expanding the composition from directors only to also include program officers. The latter group represents a critical perspective and expertise in advancing our strategy, particularly around grantmaking practices and influencing grantee and field learning. In addition, TAI welcomed MacArthur’s transition to a core member through their On Nigeria country-level program, bringing greater diversity to the collective’s thematic areas of focus, and to our grantmaking approach and practice.

Programmatically, TAI has noted growing member interest and practice regarding DEI. TAI convened a peer learning call with members that focused on approaches and practices to support organizational capacity and health among grantee organizations, and that call also touched on DEI practices. TAI will integrate this theme into our 2019 Learning Day, with members and other experts working on these practices.



Crowdsourced Guide to Great Events

We could not have known that TAI Executive Director Michael's blog on the [tyranny of panel discussions](#) would strike such a chord, but we are excited that the angst was channeled productively. The piece led to the sharing of tips on hosting productive meetings and events both among TAI members and grantees and other organizations in the TAP field. Leveraging TAI's home base in the Open Gov Hub, we were able to support the Hub team in turning these suggestions into a crowdsourced [Guide to Great Events](#). This was launched in time to be shared as guidance to those organizing sessions at the Open Government Partnership (OGP) Summit in Tbilisi. It even prompted OGP and Open Gov Hub to offer an award for the most engagingly designed session at the Summit. There is now an Open Gov Hub member pledge to follow the guidance and avoid bad events, which TAI will do its best to live up to.

TAI had a deliberately conservative budget in 2018, to keep our spending under revenue, as we wanted to ensure a sound financial position in 2019.

Financial Summary



Financial Summary

Both Omidyar Network (now Luminate Group) and OSF made two-year grant renewals to TAI in 2018. In the case of OSF, this was one of its first two-year grants as it experiments with multi-year funding. Other core member grants remain in place. Our financial position was buoyed by the decision of MacArthur Foundation to provide a \$300,000 grant covering two years toward the end of the year.

TAI had a deliberately conservative budget in 2018, keeping our spending under revenue, as we wanted to ensure a sound financial position in 2019, in part given uncertainty about Ford's positioning with its new strategy.

Our total expenditures in 2018 was only slightly under our original budget estimate. The discrepancy was largely due to the delayed start of the consultancy on civil society tax engagement. We had envisaged a second payment on that work within 2018, but the work will begin in earnest in January 2019. We spent approximately half on staff costs and half on programming costs — split among consultancies, travel, and operating costs.

Overall, we are in a sound financial position heading into 2019, when we anticipate significantly higher expenses — not least due to costs associated with the midpoint evaluation of our current strategy. ■■■■■

\$1,802,813

TOTAL ACTUAL REVENUE (WITH CARRY OVER)

\$1,628,213

2018 BUDGETED REVENUE (WITH CARRY OVER)

\$1,025,497

TOTAL ACTUAL EXPENSES

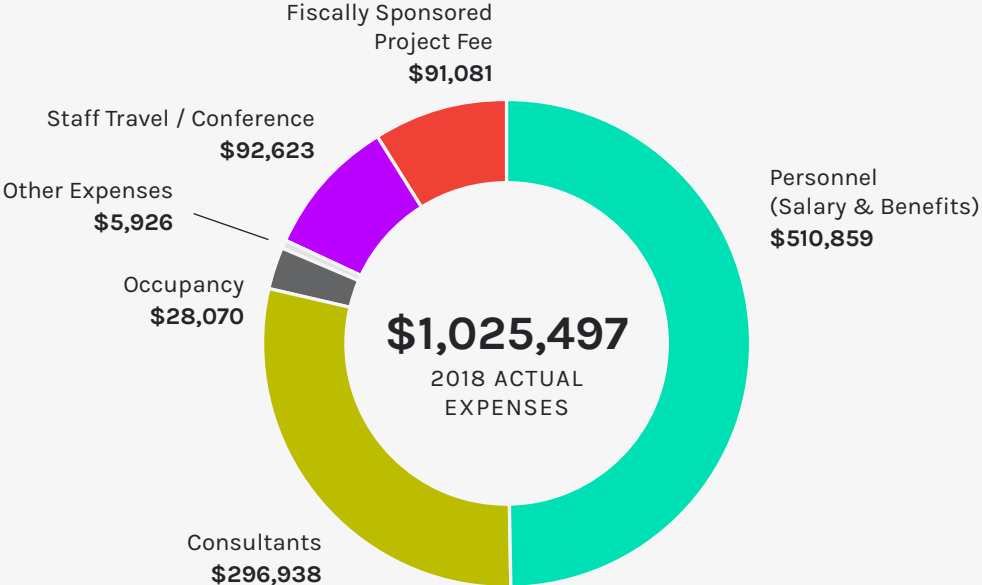
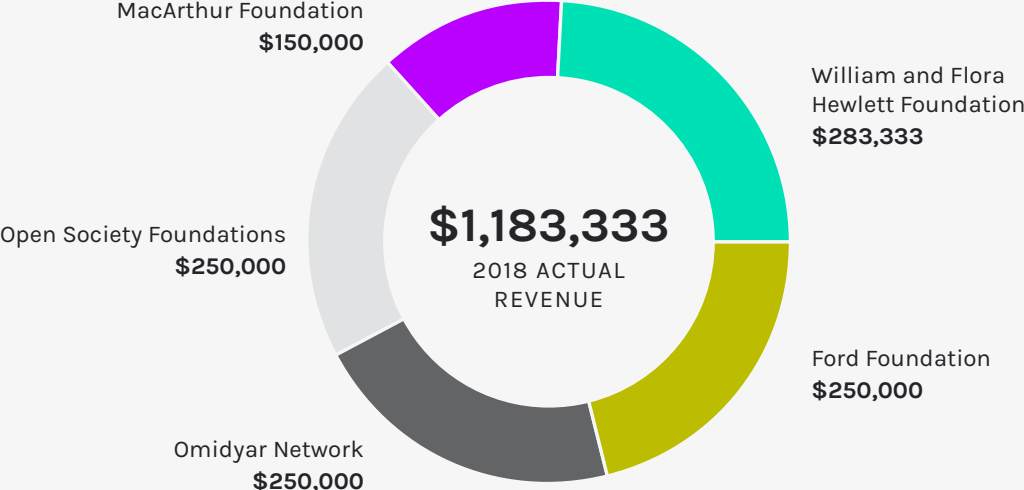
\$1,068,196

2018 BUDGETED EXPENSES

\$777,316

FINAL BALANCE

Financial Summary



Annex 1: Progress on 2018 Anticipated Results and Targets

Member Collaboration

Result Summary: Members apply and adapt different modalities of collaboration in their TAI shared work

2018 Target: At least four case notes that document instances of TAI member collaboration

Milestones

Multi-member country scoping leads to at least two individual and joint donor actions

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

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

Progress

Nigeria country scoping resulted in report approved by all members and three new investments to deepen work on data uptake

Convened member program officers on taxation regularly; developed needs/opportunities map to inform member decisions

Prepared report and other learning products on effect of closing civic space on TAP grantees

Annex 1: Progress on 2018 Anticipated Results and Targets

Member Grantmaking Practice

Result Summary: Members influence other members' strategic approaches or grantmaking practices

2018 Target: At least two instances of member grantmaking practices influenced by TAI members

Milestones

Members implement unified reporting for at least three co-grantees

Members test modalities to support donor and grantee storytelling

Progress

Piloted aligned reporting for two of three co-grantees (third in progress)

Storytelling-related activities ([Story Behind the Story report](#), storytelling skills workshops) showcased member and grantee perspectives on and experiences with storytelling, and served to inspire each other to improve their respective story-making practices

Annex 1: Progress on 2018 Anticipated Results and Targets

Secretariat Thought Leadership

Result Summary: TAI connects ideas and relationships around our strategic work streams

2018 Target: At least eight instances where TAI plays a thought leadership role

Milestones

Design and conduct of one country-level scoping trip

Lead dissemination and collective use of joint member portfolio analysis through the tax microsite (updated every six months)

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

Develop new framing and incubate at least two specific ideas to counter anonymous shell companies

Interpret and apply original TAI research on the effects of closing civic space for TAP grantees

Curate and disseminate donor approaches and practices to support grantees in closing civic space

Progress

Facilitated country scoping initiative on data use for accountability and anti-corruption in Nigeria

Convened member program officers on taxation regularly; updated and promoted the tax microsite

Co-led design and implementation of scenarios process resulting in four new scenarios documented in [Fiscal Futures 2040: Scenario Thinking for Fiscal Transparency and Accountability](#)

Needs/opportunities map developed and reviewed with members; exploration of value of beneficial ownership information for revenue authorities completed; member agreement to focus on OECD country commitment follow through

Annex 1: Progress on 2018 Anticipated Results and Targets

Secretariat Thought Leadership

Milestones (cont.)

Incubate and participate in new learning collaborative network of grantees

Design and launch evidence discussion and action series with TAI members

Progress (cont.)

Completed survey of TAI member grantees to provide data on how TAP groups experience shrinking space; reviewed findings with members and grantees and conducted follow-up qualitative interviews on specific points

Developed and shared an online Civic Space Compendium of cross-disciplinary resources focusing on grantee challenges and funder responses to shrinking civic space

Participated in virtual and in-person meetings with the TAP Learning Collaborative and shaped the collaborative's MEL approach

Organized the Evidence Watch webinar series with CEQA at Berkeley and disseminated the Learning from Evidence communication products

Annex 2: TAI 2018 Outputs

Deliverable: includes new internal or public document or other written content TAI was involved in producing or for which TAI provided substantive inputs (except TAI blogs, the TAI Weekly, or other social media content).

Event: includes closed or public event or meeting with a formal agenda that TAI contributed funding to or played a role in convening.

Learning

Total: 66

Deliverable: 25

Event: 41

Member collaboration

TAI annual retreat and follow-up	1	1
TAI annual Learning Day		1
Steering Committee calls		3

Learning infrastructure

TAP Learning Collaborative	3	5
EGAP network		4
OpenGov Impact Research Consortium	1	1
Evidence Watch webinar series		3
Fiscal governance indicators	1	1
Learning from Evidence series	2	

Grantmaking practices

Aligned reporting pilot	4	4
The Story Behind the Story: Obstacles and Promising Techniques in Storytelling for Transparency and Accountability	2	1
StoryCorps partnership		4
Organizational health-capacity peer learning funder call	1	1

Annex 2: TAI 2018 Outputs

Learning

Total: 66	Deliverable: 25	Event: 41
Other		
TAI feedback to member grantee organizations (strategy, theory of change)	4	1
TAI feedback to members (strategy, theory of change, tools)	4	3
Civic interventions to hold political leaders accountable for delivery of public goods		1
Collective Impact Forum	1	2
OGP Summit: How to be "open-government-friendly" when you are a donor, especially in Francophone countries?		1
Open Gov Hub fundraising and development series: working with foundations		1
Great events guide	1	
Transparency and accountability 2.0 – presentation at Global Affairs Canada		1
Transparency for Development Steering Committee call		1
Under what conditions is information empowering? reported feedback and hosted discussion		1
TOTAL: 66		

Annex 2: TAI 2018 Outputs

Civic Space

Total: 21	Deliverable: 7	Event: 14
Distract, Divide, Detach – dissemination / discussion		4
Shrinking civic space research initiative	6	6
Civic Space Compendium	1	1
Resilient Roots MEL feedback		1
Citizen Engagement and Open Government – World Bank Framework Dialogue feedback presentation		1
USAID Resurgent Authoritarian Influence Workshop – presentation on survey findings		1
TOTAL: 21		

Annex 2: TAI 2018 Outputs

Data Use

Total: 35	Deliverable: 8	Event: 32
Distract, Divide, Detach – dissemination / discussion		4
Data for Accountability working group calls		4
Nigeria Working Group calls		12
Data for accountability scoping and learning initiative in Nigeria	6	2
Improving the Design and Effectiveness of Investments in Governance Data: Lessons Learned and Practical Guidance for Funders	2	2
Is Machine Learning the Answer to Public Sector Accountability? Researcher dialogue		1
Extractives Data for Accountability workshop		1
Future of Open Data strategy session / Dinner – International Open Data Conference		2
Open Data "More Than Sum of Our Parts" CEO workshop and draft report		1
Open Data Under Threat session at Code for All Summit		1
Open Revolution webinar with Rufus Pollock		1
USAID Resurgent Authoritarian Influence Workshop – presentation on survey findings		1
TOTAL: 40		

Annex 2: TAI 2018 Outputs

Data Use and Tax

Total: 4	Deliverable: 4	Event: 0
Beneficial ownership gaps map and analysis	1	
Corruption Watch proposal reviews	1	
Linking Beneficial Ownership Transparency to Improved Tax Revenue Collection in Developing Countries	1	
Review of Joffe Charitable Trust Tax Scans	1	
TOTAL: 4		

Annex 2: TAI 2018 Outputs

Tax

Total: 18	Deliverable: 8	Event: 10
Beneficial Ownership and Domestic Revenue Mobilization – What information matters?		1
Tax and Beneficial Ownership Needs/Opportunities Map	1	
Tax and Beneficial Ownership Working Group calls		5
Collated member tax reform / project examples	1	
Ford Grant Ask Re: NRM and revenue issues	1	
Filling the Tax Capacity Gap session at Platform for Collaboration on Tax		1
Future of Fiscal Transparency and Accountability scenarios process	2	2
Private transfers, public goods proposal call		1
CSO tax capacity building	2	
Tax Microsite	1	
TOTAL: 18		

Annex 2: TAI 2018 Outputs

Cross-Cutting

Total: 15	Deliverable: 5	Event: 10
Disclosure and media	2	
Extractive industries Executive Sessions		3
Luminate Group Extractive Industries Strategy Review	1	
Natural Resource Governance Workshop		1
Open Contracting donor calls		3
Open Contracting Hotspot Opportunities mapping	1	
Global South Think Tanks – listing by governance issue	1	
Resources and governance project advisory group meetings		2
World Bank anti-corruption donor meeting		1
TOTAL: 15		

Annex 2: TAI 2018 Outputs

Operations

Total: 8	Deliverable: 8	Event: 0
Funder reports	2	
Work plan 2018	1	
TAI digital brochure	1	
TAI governance process note	1	
TAI evaluation	2	
Member grants database	1	
TOTAL: 8		

All 2018 TAI Outputs

GRAND TOTAL: 167	Deliverable: 65	Event: 102
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Annex 3: Budget vs Actual Summary FY2018¹

Revenue

Source	Budget Jan-Dec 2018	Actual Jan-Dec 2018	Variance	% of Budget
Carry Forward Fund Balance	619,480	619,480	-	0%
William and Flora Hewlett Foundation	258,733	283,333	-24,600	110%
Ford Foundation	250,000	250,000	-	100%
Omidyar Network	250,000	250,000	-	100%
Open Society Foundations	250,000	250,000	-	100%
MacArthur Foundation	-	150,000	-150,000	0%
Subtotal Institutional	1,008,733	1,183,333	-174,600	117%
TOTAL REVENUE (with carry forward fund balance)	1,628,213	1,802,813	-174,600	111%

¹ All figures are provisional, as Proteus Fund has not yet audited its 2018 accounts.

Annex 3: Budget vs Actual Summary FY2018¹

Expenses

Item	Budget Jan-Dec 2018	Actual Jan-Dec 2018	Variance	% of Budget
Personnel (salary & benefits)	509,003	510,859	-1,856	100%
Consultants	180,000	296,938	-116,938	165%
Professional Fees	20,500	505	19,995	2%
Occupancy	34,093	28,070	6,023	82%
Office Expenses	2,900	1,347	1,553	46%
Office Communications	5,700	2,972	2,728	52%
Staff Travel/Conference	139,000	92,623	46,377	67%
Furniture/Equipment	2,000	1,102	898	55%
TOTAL PROGRAM & OPERATING EXPENSES	893,196	934,417	-41,221	105%
<i>Fiscally sponsored project fee</i>	75,000	91,081	-16,081	121%
<i>Flexible Funding</i>	100,000		100,000	
TOTAL EXPENSES	1,068,196	1,025,497	42,699	96%
REVENUE LESS EXPENSES		777,316		

¹ All figures are provisional, as Proteus Fund has not yet audited its 2018 accounts.

Transparency and Accountability Initiative is a collaborative of leading funders of transparency, accountability and participation worldwide. It envisions a world where citizens are informed and empowered, governments are open and responsive, and collective action advances the public good. Toward this end, TAI aims to increase the collective impact of transparency and accountability interventions by strengthening grantmaking practice, learning and collaboration among its members. TAI focuses on the following thematic areas: data use for accountability, strengthening civic space, taxation and tax governance, and learning for improved grantmaking.



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