



WORK PLAN 2019



TRANSPARENCY &
ACCOUNTABILITY INITIATIVE

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Shifts and Recommitments for 2019

To be as useful as possible to our membership, TAI continues to evolve not just what we do, but how. As detailed in our 2018 Annual Report, we are committed to learning in support of member and grantee goals in the transparency and accountability field, and more effective collaboration.

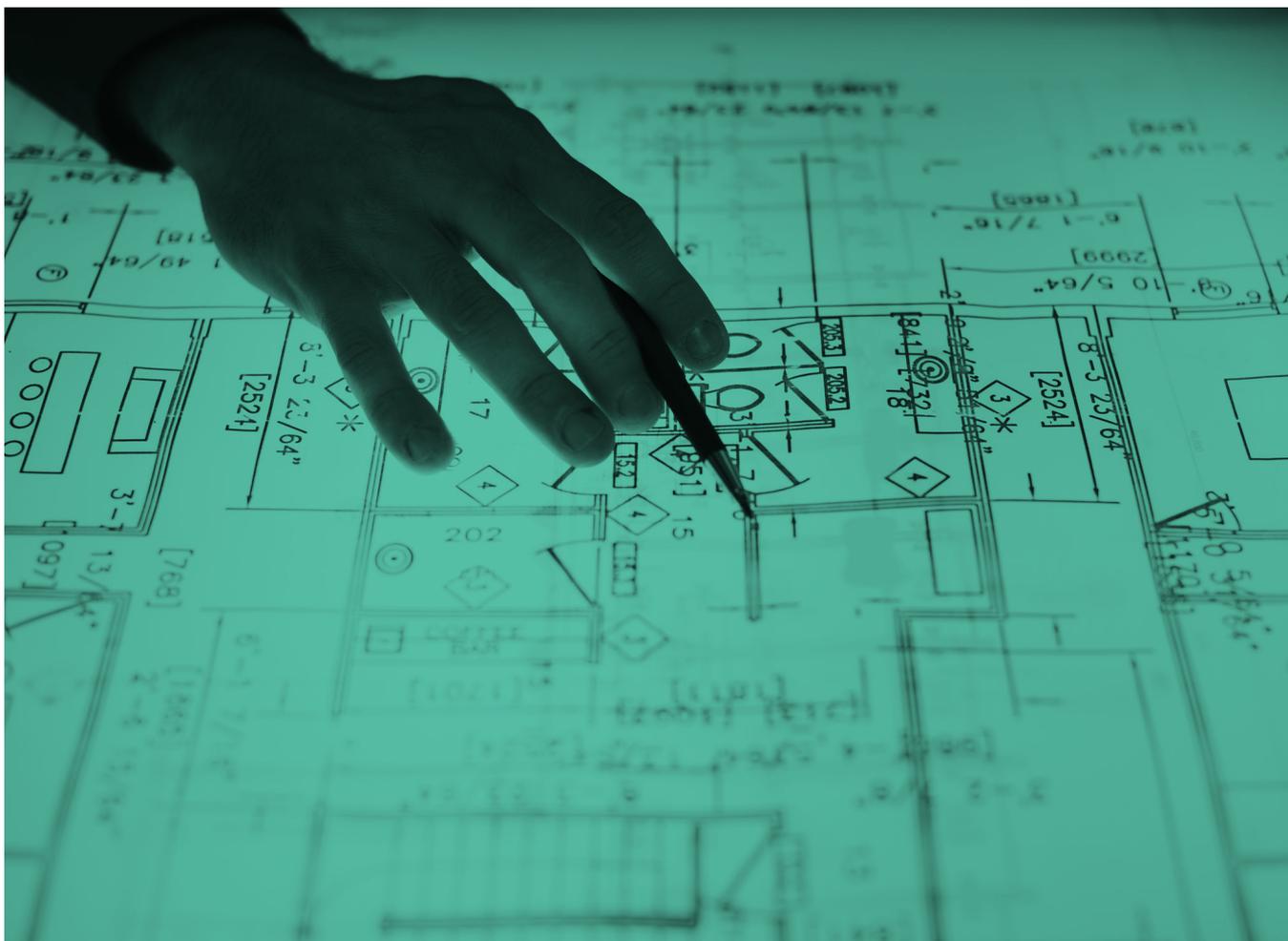
How does this play out in practice? Take the example of our work to harness data for accountability - while the joint member investigation of barriers to data use in Nigeria yielded useful insights and commitments to test new approaches with specific datasets, it was a more intense process than anticipated and there was much we would do differently in hindsight. Those learnings are already influencing design of our data dive in Colombia that will follow a different approach in terms of partnership, data gathering, local coordination and asks of members.

To consider another case, members were sufficiently encouraged by pilot efforts last year to renew their commitment to share, reflect

on, and improve their grantmaking practices. However, given challenges in sustaining momentum for some initiatives, we will be seeking greater clarity on leadership, roles and responsibilities for collective efforts, such as shared reporting.

Such learnings directly influenced our planning for 2019, helping determine what to end, what to start and where to double down. Here are some of our resulting shifts and recommitments:

- Make milestones and exit points explicit for deliverables and stick to them, especially for "front burner" priorities.
- Follow through on 2018 investments where demand and potential remain clear; promptly wrap up those that do not.
- Create more opportunities for member learning around "top of mind topics" (which also serve as opportunities to use TAI curated evidence and products); be very selective in investing in any major knowledge products.



- Improve information sharing with donor member teams so range of staff know enough of what is being done and status of initiatives to ascertain relevance to them and if/when to engage.
- Continue to "say no" - apply a hard-headed take on whether an activity is something TAI should be doing. There is so much that could/should be done, but that does not mean TAI is the platform to do it all. It cannot be. However, we do want to find ways to pass on ideas to others who might develop and lead on them (including those items in earlier drafts of this work plan!)

Having crossed the midpoint of our current strategy period, we want to better understand where TAI secretariat efforts are adding value to our donor members (and, we hope, the field in

turn). To that end, we are excited to commission an evaluation this year to explore that question and inform both future data collection and adaptations to our strategy for 2020 onwards.

We also want to retain some space to pursue emergent opportunities and support more timely learning exchanges on topics of current concerns to members. To that end, we will track global developments closely. As the TAI Weekly demonstrates there is never any shortage of relevant happenings be it in the US, Brazil, Poland, Mozambique or Malaysia. Global-level dialogues in 2019 are set to include a focus on gender and openness, and implementation challenges for SDG Goal 16. The Transparency, Accountability and Participation (TAP) community has much to contribute on both fronts. We are looking forward to interesting conversations to come.

What Matters Most

Top Priorities 2019

We have a busy year ahead as this work plan details, but not all activities are equal in terms of resources required or strategic relevance. Here are top priorities for each half of the year:

January - June

Data Deep Dives -
Nigeria/Colombia

Strengthening Civil
Society Roles on Tax

TAI's Mid-Term
Evaluation

Clarifying Next Steps
on Civic Space

July - December

Member Learning
Series

Progress on Aligned
Reporting and other
Grantmaking Practice
Efforts

Exploration of
Support for Resilient
Organizations

TAI Strategy Update
Reflection/Drafting

2019 Targets



MEMBER COLLABORATION

RESULT SUMMARY

TAI members apply and adapt different modalities of collaboration in their TAI shared work

2019 TARGET

At least six case notes that document instances of TAI member collaboration

DATA SOURCE

Structured interviews with members or other stakeholders involved in collaboration initiative, relevant TAI documentation



MEMBER GRANTMAKING PRACTICE

RESULT SUMMARY

TAI members influence other member's strategic approaches or grant making practices

2019 TARGET

At least three instances of member strategic approaches or grantmaking practices being influenced by other TAI members

DATA SOURCE

TAI staff record of Secretariat-observed or member-reported instances; TAI staff structured conversation with members to identify instances; or collaboration case note



THOUGHT LEADERSHIP

RESULT SUMMARY

TAI connects ideas and relationships around our strategic workstreams

2019 TARGET

At least 20 instances of where TAI demonstrates thought leadership (e.g. generates new content or knowledge, enhances ideas, brokers partnerships, or incubates new ideas or concepts)

DATA SOURCE

TAI output form to document TAI role for each activity conducted; relevant TAI products or documentation



TAI
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Follow



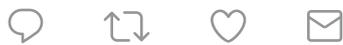
What We're Excited for in #2019?



Alison @TAInitiative



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



Edith @edith_mecha



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



Mavra @MavraZehra



Exploring the MEL literature and research in support of good practices in the TAP space and pinpointing relevance to secretariat team and members



Michael @michaeljarvisdc



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 IFC on fostering data uptake in Colombia



2019 Programming and Details of Planned Activities

Front Burner | Follow-up from 2018 | New

DATA FOR ACCOUNTABILITY

SUCCESS MARKERS FOR NEXT 12 MONTHS

- New insights on country-level barriers to data use and ways to overcome them (initial learnings from Nigeria investments, completed Colombia assessment, prioritized opportunities to boost uptake in Colombia)
- Funders and grantee organizations engage with TAI guidance and resources on boosting TAP grantee data capacity

PROPOSED ACTIVITIES

Country Deep Dives on Barriers to Data Use

Building on last year's extensive scoping of barriers to use of anti-corruption data in Nigeria, TAI will support and manage work of our learning partner, [Global Integrity](#), to guide and track implementation of the resulting projects testing ways to boost uptake of contracting and stolen assets datasets for accountability. We will also continue to encourage uptake of scoping findings by other donors e.g. the DFID-supported Mobilising Open Data Against Corruption project that will kick off in 2019. In parallel, TAI will undertake an assessment of barriers to use of extractives data in Colombia in partnership with the International Finance Corporation - designed to identify potential data uptake opportunities that may merit member funding. Collectively, these initiatives will help refine, and begin to generate evidence for, our collective data for accountability learning questions.

Audience	Funders (primary); Grantees (secondary)
Required Member Engagement	<p>Minimum: Active OSF and MacArthur engagement in Nigeria projects; participation in Colombia assessment and subset investment in follow up testing to improve uptake of specific datasets; Hewlett top-up investment in support of cross-country learning</p> <p>Ideal: Members active in shaping shared learning questions for country deep dives; encourage further uptake on Nigeria scoping and investment opportunities in wake of Nigerian elections; proactively share insights with grantees and talk to scoping experiences (blogs, conferences, etc.)</p>
Resources	25 days of staff time; \$115,000 costs beyond staff time
Timeline	Q1-Q4 (peak for Q1-2 - Colombia assessment and Nigeria learning kickoff)

2019 Programming and Details of Planned Activities

[Front Burner](#) | [Follow-up from 2018](#) | [New](#)

Grantee Data Capacity – Options Road Map

Recognizing the variety of challenges TAP groups face in taking advantage of data (further clarified in last year's Nigeria scoping), TAI will compile resources designed to inform choices of TAP grantees. These will include examples and sources of guidance grouped around such questions as: How does an organization determine what data skills investment is needed/justified? What skills do groups need to have in-house and what do they buy-in? What role can trainings play (recognizing their limitations)? When can fellowships be useful?

Audience	Grantees (primary); Field (secondary); Funders (tertiary)
Required Member Engagement	<p>Minimum: Input on terms of reference and consultant selection; participate in review of curated resources with consultant; share product with grantees</p> <p>Ideal: Above, plus dialogue with select grantees on recommendations and support to said grantees to pinpoint and adopt best-fit options to be more effective data users/promoters</p>
Resources	15 days of staff time; \$10,000 costs beyond staff time
Timeline	Q2



TAXATION AND TAX GOVERNANCE

SUCCESS MARKERS FOR NEXT 12 MONTHS

- Based on TAI inputs, funders review support for civil society programming on tax (with view to targeting/boosting)
- Grantee/member convenings clarify whether grantees are sufficiently resourced and coordinated to demonstrate value/shortcomings of beneficial ownership registers in Europe and North America (prompt action on any gaps)
- TAI inputs and convenings shape member and grantee dialogue for new action and/or investment on public finance issues

PROPOSED ACTIVITIES

Civil Society Roles on Tax – Models of Engagement and Overcoming Capacity Constraints

This consultancy by Overseas Development Institute will clarify models of effective civil society engagement/programming on tax issues and provide clear recommendations on ways to build sustainable tax expertise and effectiveness within civil society actors relevant for both grantees and funders. Findings will be an entry point for dialogue with TAI and non-TAI tax funders, including members of the Addis Tax Initiative, to encourage making good on commitments to scale civil society support. This will be complemented by engagement with grantees on how best to act on recommendations for strengthening their own and partners' capacity.

Audience	Funders
Required Member Engagement	<p>Minimum: Review and discussion of inception note; encouragement of grantees to work with consultant; participate in review of findings and implications for tax-related funding</p> <p>Ideal: Above, plus participate in calls/meetings with other funders to discuss and act upon recommendations</p>
Resources	20 days of staff time; \$50,000 costs beyond staff time
Timeline	Q1-Q2

2019 Programming and Details of Planned Activities

Front Burner | Follow-up from 2018 | New

The following two activities seeking to limit anonymous shell companies are closely inter-related.

Beneficial Ownership – Walking the Talk

Reflecting on the wide-range of needs to implement beneficial ownership disclosure worldwide, TAI member leads agreed to focus on follow-through on commitments in Europe and North America, making good on existing grant investments. TAI secretariat will facilitate funder/grantee conversations to ensure sufficient grant support for i) tracking of/advocacy for fulfilment of BO registry commitments, ii) testing of the utility of the data and encouragement of improvements in data quality, accessibility, use, and iii) anticipating and minimizing contestation of disclosure requirements e.g. on data privacy grounds. TAI secretariat will facilitate engagement of other resource people to aid grantee collective strategizing as needed.

Audience	Funders (primary), Grantees (secondary)
Required Member Engagement	Minimum: Participation in review of needs with relevant grantees; openness to top up grants to address any glaring gaps in coverage Ideal: N/A
Resources	20 days staff time; \$15,000 costs beyond staff time
Timeline	Q2-Q3

Beneficial Ownership – Building a Global Norm

To complement the OECD focus, TAI will host a member review of options to build a global norm of BO disclosure (drawing on new report findings presented by DFID-funded consultant) and will support member investigation of merits of supporting any resulting initiatives e.g. forthcoming Beneficial Ownership Transparency Network of champion countries.

Audience	Funders (primary), Field (secondary)
Required Member Engagement	Minimum: Participation in initial review of report Ideal: Align investments to pursue most promising options (to extent new funds are available for member investment)
Resources	7 days staff time; \$5,000 costs beyond staff time
Timeline	Q2

Fiscal Futures 2040 – Analysis to Action

TAI will partner with IBP to curate blog series (15-20 blogs) that drills down on the gaps in field thinking/action identified in last year’s scenarios process. The blogs will flesh out the relevance for future fiscal transparency and accountability and make suggestions for civil society responses. These will be collated in a publication and act as input to a reflection with leading organizations (and members) on how best to prioritize adaptations in approaches in light of these coming shifts - what might be a manifesto for public finance truly in service of the public interest?

Audience	Field
Required Member Engagement	Minimum: Review of blogs; participation in discussion on how to adapt civil society approaches Ideal: N/A
Resources	10 days staff time; \$1,000 costs beyond staff time
Timeline	Q1-Q2

TAI Tax Map Update

Drawing on the data received from TAI’s grants data call, TAI will update the tax ecosystem funding mini-site that has proven a useful resource to other funders and prospective grantees. TAI will help promote the content.

Audience	Field
Required Member Engagement	Minimum: Review of updated portfolios (which will be based on member grant data submissions) Ideal: Above, plus updating of individual member theories of changes as needed
Resources	4 days staff time; \$500 costs beyond staff time
Timeline	Q2

2019 Programming and Details of Planned Activities

Front Burner | Follow-up from 2018 | New

Debt Transparency – What Would It Take to Open Up Terms?

Debt levels are rising fast in many countries, but also changing in nature (more privately held debt, more Chinese government lending). The Fiscal Futures 2040 process highlighted this trend as a significant threat to fiscal responsibility. The tax and budget communities need to plan for the pressures a debt crunch will create (temptations to raise taxes regardless of progressivity, spending cuts that limit potential to reach SDGs, etc.) Opacity of debt terms is hindering frank debates on the consequences of rising debt e.g. heightened risks of surrendering assets in case of default. TAI will convene a mix of grantees and experts to brainstorm ways to bring greater pressure for debt transparency, including for private sector and government-issued debt (with a focus on Chinese lending). This might include mapping out evidence needs, potential champions, most promising entry points (countries/influential organizations). TAI will document and disseminate resulting ideas and reflections.

Audience	Grantees (primary), Funders (secondary), Field (tertiary)
Required Member Engagement	<p>Minimum: Support in identifying the right organizations/individuals to have in the room and inputs on agenda</p> <p>Ideal: Above, plus active participation in workshop; clarification of potential for support for any follow up</p>
Resources	20 days staff time; \$35,000 costs beyond staff time
Timeline	Q2-Q3



STRENGTHENING CIVIC SPACE

SUCCESS MARKERS FOR NEXT 12 MONTHS

- Agreement on future of civic space priority area (informed by retreat and evaluation)
- Stronger TAI member sharing and alignment on grantmaking practices conducive to grantee resilience

PROPOSED ACTIVITIES

Civic Space – Compendium of Grantee Challenges and Funder Responses

The compendium developed in 2018 has been welcomed by funders beyond TAI membership, who were considering creating similar resources. They have asked if we can keep the compendium updated and as comprehensive as possible and want to explore how to make it useful for grantees as well as funders. TAI secretariat anticipates doing one update to incorporate the additional materials shared by others following the initial dissemination and then seek agreement with non-TAI funders (e.g. the Funders Initiative for Civil Society) on how to keep the resource updated on an ongoing basis (ideally passing off ownership of the site) without it being an ongoing responsibility of TAI.

Audience	Funders (primary), Grantees (secondary)
Required Member Engagement	<p>Minimum – Share any recommendations for improving structure or content of site before TAI secretariat does update</p> <p>Ideal – Support in negotiations with other groups on transferring responsibility for site as needed</p>
Resources	10 days staff time; \$1,000 costs beyond staff time (for any platform refinements)
Timeline	Q2 – Q3

2019 Programming and Details of Planned Activities

[Front Burner](#) | [Follow-up from 2018](#) | [New](#)

Donor Practice to Support Resilient Organizations – member dialogue

In the context of ever-changing civic space environments, TAI members are undertaking various efforts to support resilient grantee organizations. OSF, in particular, is undertaking a holistic security initiative with a pilot cohort of grantees and will share progress updates and learnings with TAI members. TAI will participate in these conversations and help to identify other member initiatives to feature in these dialogues with an aim to increase learning and coordination among members around building resilient grantee organizations.

Audience	Funders (primary), Grantees (secondary), Field (tertiary)
Required Member Engagement	Minimum: Active member participation in calls featuring one member's efforts Ideal: Multiple members share efforts and seek ways to coordinate such support across their TAP portfolios
Resources	20 days staff time; \$3,000 beyond staff time (placeholder for travel)
Timeline	Q2-Q4



LEARNING FOR IMPROVED GRANTMAKING

SUCCESS MARKERS FOR NEXT 12 MONTHS

- TAI pursues grantmaking practice initiatives that meet member program officer needs and benefit grantees - ideally connected to our other thematic strategic areas of work
- TAI facilitates uptake of learning and evidence products across thematic strategy areas (collective TAI products, member commissioned products and field products)
- TAI initiatives support and inspire member collaboration among and beyond our Steering Committee members

PROPOSED ACTIVITIES

Open Government Partnership Evaluation Support

TAI will convene, facilitate, and document quarterly evaluation calls with the OGP, OGP funders, and the OGP external evaluator, and ensure TAI members are apprised of process and relevant findings.

Audience	Grantees and funders
Required Member Engagement	Minimum: Members funding OGP and/or the evaluation are active and consistent participants in planned virtual conversations
Resources	15 days of staff time; \$1,000 costs beyond staff time
Timeline	Q2-Q4

Aligned TAI Member Grantee Reporting

Building on the 2018 pilot effort with TAI member co-grantees, we will consider options to adapt and/or expand this initiative intended to streamline requirements and enhance learning benefits of grantee reporting. There are currently 12 grantees co-funded by at least 3 TAI members.

Audience	Grantees (primary); Funders (secondary)
Required Member Engagement	Minimum: Members reflect on 2018 experience and inform next steps Ideal: Members commit to further engagement with a new co-grantee cohort on aligned reporting and learning
Resources	15 days of staff time; \$0 costs beyond staff time
Timeline	TBD with members and potential new co-grantee cohort

2019 Programming and Details of Planned Activities

Front Burner | Follow-up from 2018 | New

Donor Coordination on Core Portfolios

TAI Secretariat will prepare agenda, convene, and run quarterly calls for program officers across members (and including non-members where relevant) on key shared portfolios/agendas. These serve to aid member coordination (including discussion of pipeline grants and renewals), strategizing, and aligned support to grantees e.g. on organizational effectiveness. Current groups entering 2019 are:

- Tax and Beneficial Ownership Donor Group – calls/meetings for members, including oversight/guidance of activities under Tax priority listed above
- Open Contracting Donor Group - calls including all major OC funders (not just TAI members); development of prototype indicators for more effective OC results tracking/assessment
- Extractives Governance Donor Group – TAI secretariat supplements coordination calls with grants list, plus participation/advisory roles in Project for Resource Governance and Extractive Industries Executive Session on behalf of members.

Audience	Funders
Required Member Engagement	Minimum: Active participation of relevant program officer(s) in calls Ideal: Members strategically align their respective portfolios and/or identify other opportunities for collaboration
Resources	30 days of staff time; \$9,000-\$12,000 costs beyond staff time (varies with number of in person meetings)
Timeline	Q1-Q4

Bringing TAP to Life - Stories Production and Dissemination

Following the 2018 recordings at the Open Gov Hub, TAI will partner with StoryCorps and Open Gov Hub to create a repository of stories that will put a human face on open government e.g. why do people work on these issues, the challenges they have faced, and the differences made. The professionally produced set of curated stories is designed to serve as inspiration for further story development, which will be actively solicited and sought, including from the network of Open Gov Hubs worldwide and at such field gatherings as the Open Government Partnership Summit in May.

Audience	Grantees (primary); Funders (secondary)
Required Member Engagement	Minimum: Engage with and disseminate final story content and share with colleagues and peers Ideal: Identify grantee organizations interested in story use, and resource their testing of this methodology
Resources	5 days of staff time; \$17,500 (recording production)
Timeline	Q1-Q2

Learning Collaborative

TAI will support strategic thinking and action for successful conclusion of the Learning Collaborative, including contributing to virtual and in-person convenings, and supporting the synthesis and dissemination of knowledge and learnings (with a focus on relevance to funders).

Audience	Grantees (primary)
Required Member Engagement	Minimum: Engage with and disseminate forthcoming learning products Ideal: Consider supporting joint projects co-designed through the Learning Collaborative (e.g. strategic litigation in the TAP field, practitioner-academic joint learning efforts)
Resources	10 days of staff time; \$3,000 costs beyond staff time
Timeline	Q1-Q4

Evidence in Governance and Politics (EGAP)

TAI will continue membership and participation in EGAP network meetings and informal member discussions, focusing on sharing emerging evidence relevant to TAI and/or the broader TAP field. TAI will also explore opportunities for collaboration with EGAP to strengthen the learning infrastructure on TAP-relevant themes, e.g. on sharing ongoing taxation related research.

Audience	Secretariat (primary); Funders (secondary)
Required Member Engagement	None directly (will be opportunities to review highlighted products)
Resources	10 days of staff time; \$4,000 costs beyond staff time
Timeline	Q1-Q4

2019 Programming and Details of Planned Activities

Front Burner | Follow-up from 2018 | New

Grantmaking Practices Donor Group

TAI will support donor learning and coordination around collective grantmaking practice themes of interest. Following the model of TAI's ongoing donor portfolio coordination calls, the TAI Secretariat or a TAI member will prepare an agenda, convene, and run a series of calls for program officers across members (and including non-members where relevant). This will be focused on efforts to support organizational effectiveness in a global grantmaking context. Other topics are likely to include maximizing grantee perception feedback for learning, and diversity, equity, and inclusion practices.

Audience	Funders (primary)
Required Member Engagement	Minimum: Active participation of relevant program officer(s) in calls Ideal: Members encourage colleagues to participate in conversations and draw strategic insights or other relevant learnings to inform their individual or collective practices
Resources	10-15 days of staff time; up to \$3,000 costs beyond staff time
Timeline	Q2-Q4

Member Learning Series

Preparations for the 2019 retreat revealed multiple topics (not necessarily tied to TAI priorities) around which members wish to compare notes, understand the latest evidence, and consider implications for their own theories of change and those of grantees. As these topics cannot be covered during the retreat adequately, TAI secretariat proposes to find avenues to cover more of those topics throughout the year with one focus per quarter. We explored diversity, equity, and inclusion at the 2019 Learning Day in Q1. Other priority topics include gender and TAP, the role of power and power analysis in theories of change, and strategic litigation and legal empowerment. We envisage exploring these topics through our quarterly Steering Committee calls or other virtual discussions. We will seek opportunities to address at least one of these themes in-person, whether as a side meeting at an event convened by others or through our evaluation sense-making work. We will use these opportunities to socialize and reflect on messages from individual member and collective TAI products.

Audience	Funders
Required Member Engagement	Minimum: At least two POs across membership to input into the design of each workshop, support in identifying relevant readings, experts Ideal: Above, plus volunteering to chair sessions and willingness to host and or travel if merits an in-person meeting
Resources	15-20 days of staff time; \$15,000 costs beyond staff time (may vary with number/ location of in person meetings)
Timeline	TBD with members



SECRETARIAT LEARNING EVENTS AND PRODUCTS

SUCCESS MARKERS FOR NEXT 12 MONTHS

- TAI creates opportunities among members to share and interrogate each other's strategies/priorities/investments
- TAI packages information on secretariat programming and findings suitable for easy sharing within member organizations
- TAI member participation retains a two thirds average attendance for meetings and calls

PROPOSED ACTIVITIES

Annual Member Retreat and Learning Day

A cornerstone for member learning and collaboration, TAI will design and convene an in-person retreat to work with our steering committee. We will also hold a companion convening, focused on a learning and evidence theme with TAI members and others with experience and expertise on the selected topic.

Audience	Funders (primary)
Required Member Engagement	Minimum: Members prepare for and actively participate in the retreat and learning day events
Resources	20 days of staff time; \$25,000 costs beyond staff time
Timeline	Q1

Quarterly Member Steering Committee Calls

TAI will convene and facilitate quarterly virtual meetings among TAI steering committee members, disseminating a summary of key discussion and decision points.

Audience	Funders (primary)
Required Member Engagement	Minimum: Participation by at least one Steering Committee member per donor and review of associated documentation Ideal: Participation by both Steering Committee members per donor, review of associated documentation and involvement of other colleagues where useful given agenda topic
Resources	8 days of staff time; \$0 costs beyond staff time
Timeline	Q1-Q4

2019 Programming and Details of Planned Activities

Front Burner | Follow-up from 2018 | New

TAI Weekly

TAI will continue to curate and disseminate the TAI Weekly to members and the broader TAP field to share current news and research, feature member and grantee organization practice, and disseminate TAI products.

Audience	Members (primary); TAP field (secondary)
Required Member Engagement	Minimum: Members maintain their subscription and consume content as relevant Ideal: Members flag relevant content from their work, and encourage other colleagues, peers, and grantee organizations to subscribe
Resources	120 days of staff time; \$1,000 costs beyond staff time
Timeline	Q1-Q4

TAI Monthly

TAI will launch a monthly update to aid information sharing with members. This will include status updates on deliverables, flag new conversations and ideas, aid coordination regarding upcoming events and share insights from readings/events.

Audience	Members
Required Member Engagement	Minimum: Read the Monthly – flag pertinent content to colleagues
Resources	12 days of staff time; \$500 costs beyond staff time
Timeline	Q1-Q4

Collaboration Case Notes

As part of TAI's annual metric to document member collaboration initiatives and pinpoint learnings, TAI will generate at least four collaboration case notes.

Audience	Funders (primary); Field (secondary)
Required Member Engagement	Minimum: Members make time to be interviewed, as relevant and review each of the case notes Ideal: Members draw on the collaboration case notes in our annual retreat to reflect on progress and inform thinking about future work together
Resources	10 days of staff time; \$7,000 costs beyond staff time
Timeline	Q3-Q4

2019 Programming and Details of Planned Activities

Front Burner | Follow-up from 2018 | New

TAI Grants Database

The grants database will be updated at most once a year and the Secretariat will analyze trends in member grantmaking on a number of shared collective learning questions. TAI will share this information with the Steering Committee on an annual basis for joint sense-making and continue to assess the utility of this initiative for members.

Audience	Funders
Required Member Engagement	Minimum: Timely response to call for grants (we are open to using IATI sources if fit for purpose) Ideal: Member use of and interaction with the data to inform their own work and collaboration with other members
Resources	10 days of staff time; \$0 costs beyond staff time
Timeline	Q1-Q3

TAI Consultant Database

TAI will encourage regular updates to, and use of, the shared member-only consultant database that covers a range of areas of expertise from DEI to evaluation.

Audience	Funders
Required Member Engagement	Minimum: Adding consultants to the database when you have positive experiences Ideal: Using the database to source new potential partners and consultants
Resources	4 days of staff time; \$0 costs beyond staff time
Timeline	Q1-Q4

2019 Programming and Details of Planned Activities

Front Burner | Follow-up from 2018 | New



2019 SPECIAL PROJECTS

SUCCESS MARKERS FOR NEXT 12 MONTHS

- TAI secretariat refines data collection to support more effective tracking of collaboration outcomes
- TAI members agree adaptations to TAI's strategy and mode of operation to increase value from membership drawing on new insights from evaluation

PROPOSED ACTIVITIES

TAI Mid-Point Evaluation

TAI will work with an external evaluator and engage members to define evaluation questions, collect evidence, and reflect on TAI's 2017-2019 strategic progress and future steps going into our next strategy period.

Audience	Funders and Secretariat
Required Member Engagement	<p>Minimum: Designate an evaluation advisory group member and review key learning products</p> <p>Ideal: Above, and active engagement in sense-making of preliminary findings and dissemination of learning products to colleagues and relevant actors</p>
Resources	20 days of staff time; \$150,000 costs beyond staff time
Timeline	Q1-Q3

Strategy Refresh

TAI secretariat will work with a subset of members to pinpoint proposed adjustments in TAI's strategy for a new period beginning 2020. This will be consolidated into a briefing (what stays/what changes in priorities in terms of priorities and approach) for member approval start of 2020. The process will build on the TAI evaluation and stakeholder consultations.

Audience	Funders and Secretariat
Required Member Engagement	<p>Minimum: Active participation of one representative per member in calls and one in-person meeting to build on evaluation findings and pinpoint what sticks and what shifts in TAI strategy; review of draft document to summarize strategy shifts</p> <p>Ideal: Above, plus willingness to lead on drafting</p>
Resources	35 days of staff time; \$15,000 costs beyond staff time (consultant support, strategy convening including evaluator/advisory group)
Timeline	Q2-Q4 (finalize updated strategy in Q1 2020)

OPERATIONS

Annual Report & Semi-Annual Update

TAI secretariat will produce a single report for its members that serves both to meet grant reporting requirements and be a record of what is working, what is not and our learnings that may be of interest to the field (as well as other funder collaboratives). A six-month update will be prepared for members.

Quarterly Data Collection and Reflection

Working with incoming Atlas Corps Monitoring and Evaluation Fellow, Mavra Zehra, TAI will conduct quarterly internal reflection sessions, drawing primarily on monitoring data and staff observation to inform various learning products throughout the year (e.g. semi-annual and annual reports, collaboration case notes.)

Website Refresh

Now that we have more content that we want to be readily accessible, TAI is creating pages for each priority area. We will also redesign the resources section to improve accessibility of TAI Weeklies, Blogs, Reports, and Think Pieces.

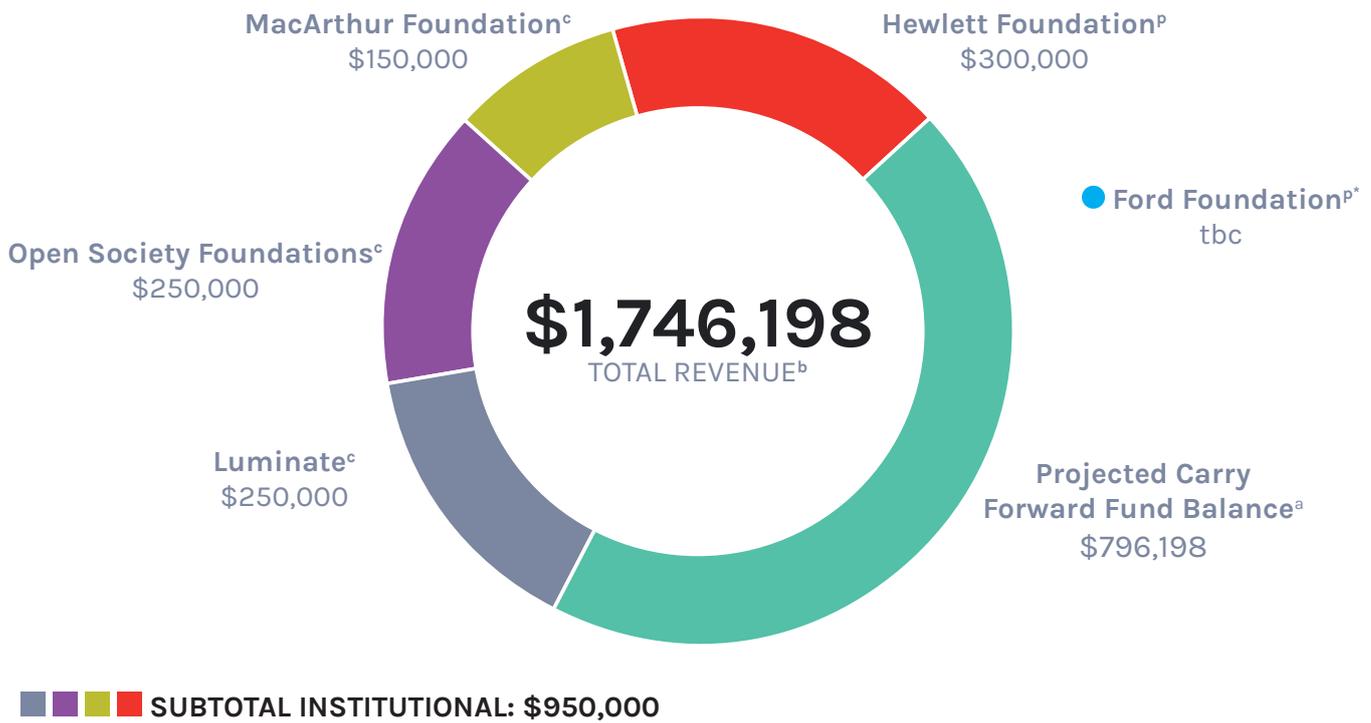
2019 Budget

TAI had a deliberately conservative budget in 2018. We spent less than we received in revenue as we wanted to ensure a sound financial position in 2019 given question marks around strategic shifts of some members. Our financial position was buoyed by the decision of MacArthur Foundation to provide a two-year \$300,000 grant toward the end of the year.

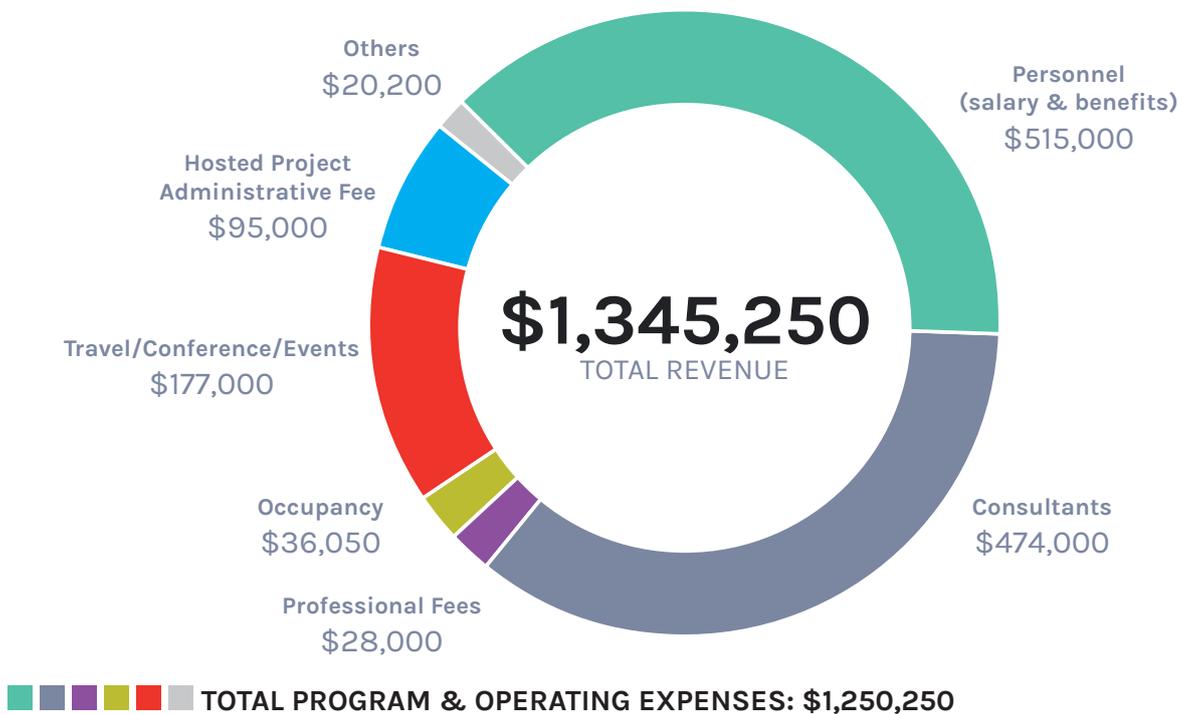
We have budgeted for significantly higher spend in 2019 (around a 30% increase). This reflects investment needed to follow through on momentum generated from 2018 activities, and given the costs associated with the planned evaluation and strategy update process. We will still have sufficient funds to cover core costs heading into 2020 based on existing commitments and would then rely on grant renewals next year to sustain operations.



PROJECTED 2019 REVENUES



PROJECTED 2019 EXPENSES



\$400,948
REVENUE LESS EXPENSES

^a provisional number - pending final accounting

^b with carry forward fund balance

^c Committed funding

^p Potential (Early conversations on renewal), Includes promised additional one off \$50k towards data learning partner costs.

^{p*} Potential

Indicators and 2019 Anticipated Results by Work Stream



NUMBER OF CASE NOTES THAT DOCUMENT INSTANCES OF TAI MEMBER COLLABORATION



DATA USE FOR ACCOUNTABILITY

- Multi-member country scoping in Colombia leads to individual and joint donor actions



TAXATION AND TAX GOVERNANCE

- Tax working group and secretariat efforts contribute to grantee, member, and other funder engagement on beneficial ownership



TAXATION AND TAX GOVERNANCE /



STRENGTHENING CIVIC SPACE

- Members and other funders commit to ongoing information sharing and coordination around civil society roles on tax



LEARNING FOR IMPROVED GRANTMAKING

- Aligned reporting 2.0 – revisit 2018 pilot and subsequent member efforts to streamline grantee reporting and learning processes
- Member-led organizational effectiveness working group strengthens members grantmaking practices to support healthier and more effective grantee organizations



SECRETARIAT SPECIAL PROJECT

- Funder collaborative evaluation effort yields actionable insights and learnings



NUMBER OF INSTANCES OF MEMBER GRANTMAKING PRACTICES BEING INFLUENCED BY OTHER TAI MEMBERS



TAXATION AND TAX GOVERNANCE

- TAI work on beneficial ownership influences funder grant making and/or advocacy approaches, coordination among TAI and other funders



LEARNING FOR IMPROVED GRANTMAKING

- Member-led organizational effectiveness group – TAI and members influence each other to strengthen practices, coordinate support (collaboration case note)
- Aligned reporting efforts evolve, and new grants reflect streamlined reporting / learning processes (collaboration case note)



NUMBER OF INSTANCES WHERE TAI PLAYS A THOUGHT LEADERSHIP ROLE

DATA USE FOR ACCOUNTABILITY

- Engage HQ and field member staff in one country-level field scoping trip and generate learnings on data use for anti-corruption
- Identify grantee data capacity needs, commission and disseminate guidance content with funders and grantees

TAXATION AND TAX GOVERNANCE

- Lead dissemination and collective use of joint member portfolio analysis through the tax mini-website (updated annually)
- Agenda design and convenings around beneficial ownership problems relevant to funders and grantees
- Commission and disseminate knowledge products on effective models of civil society engagement on tax issues
- Design agenda for debt transparency convening and generate and disseminate a synthesis of reflections, ideas, and learnings

STRENGTHENING CIVIC SPACE

- Contribute inputs, guidance and facilitation to reframe civic space work towards dialogue and learning for action
- Broker relationship between at least one TAI member and Voice grant making initiative to engage marginalized communities into TAP work

LEARNING FOR IMPROVED GRANTMAKING

- Commission and disseminate TAP story collection in partnership with StoryCorps and the OpenGov Hub
- Leverage independent convener role for OGP Evaluation to elevate learnings across TAI members and support OGP efforts to share with TAP field

- Design agenda and convene funders around shared thematic priorities (extractives, open contracting, tax)
- Support strategic thinking and action for successful conclusion of Learning Collaborative grant

DESIGN AGENDA, DRAFT FRAMING INPUTS, AND CONVENE FUNDERS AROUND SHARED LEARNING PRIORITIES:

- Diversity, equity, and inclusion (Learning Day)
- Gender and TAP
- Power dynamics between funders / POs and grantee organizations
- Strategic litigation and legal empowerment
- Scope international organization grantee interests and needs on DEI and make recommendation to members on potential convening or alternative sharing/learning on good practice

SECRETARIAT LEARNING PRODUCT

- Curate and disseminate weekly TAP-relevant content and doubles subscribers for the year

SECRETARIAT STRATEGIC PROJECT

- Engage members in systematic evaluative initiative that emphasizes learning and informs collaborative's action going forward
- Lead members through strategic refresh process focusing on shared priorities and clear, realistic outcomes with appropriate indicators

Scheduling Headline Activities

2019 Gantt Chart



 Data Use for Accountability

 Taxation and Tax Governance

 Strengthening Civic Space

 Learning for Improved Grantmaking

 Secretariat / Strategic Initiative

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, learning for improved grantmaking.



**TRANSPARENCY &
ACCOUNTABILITY INITIATIVE**

1110 Vermont Ave NW #500
Washington, DC 20005

www.transparency-initiative.org

@TAInitiative