

# TAI 2019 Semi-Annual Report



■ This 2019 Semi - Annual Report has been prepared by the Transparency and Accountability Initiative.

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# Overview

- While there is global recognition of the necessity of data reporting - including through multistakeholder initiatives - there remains no guarantee of uptake at the local level.
- There is untapped potential for civil society engagement on tax as international funding is skewing where current programming is targeted.
- The creation of beneficial ownership registers risks getting ahead of the proven uses of registry data itself.
- TAI members are not the only ones rethinking how to best address the phenomena contributing to shrinking civic space.
- New research and evaluation findings on civic engagement require careful reading lest we read too much into programs with limited interventions.

These are just some of the insights verified through TAI activities in the first six months of 2019. Programming has covered all four priority areas - data use, international tax, civic space, and learning. We have gained a deeper understanding of the ways that our members are collaborating on these fronts and more through our new collaboration case notes. Adaptations are evident. Some are Secretariat led, such as conducting our second country data assessment in a very different way to the first, and some member led, such as members more proactively crowd sourcing inputs on knowledge products that they individually commission.

“New research and evaluation findings on civic engagement require careful reading lest we read too much into programs with limited interventions.”

Members have reiterated their commitment to doing more to streamline grantmaking practices. Similarly, they have outlined questions grantees should ask of their program officers that can improve their ability to deliver. Demand for joint learning is greater than we can currently meet and was one reason we onboarded a new Atlas Corps fellow, Mavra Zehra, to support our monitoring, evaluation, and learning work. We are seeing early positive signs from more proactive engagement of other funders, both public and private.

All this against a backdrop where governance challenges are pressing at global level, but also within many countries that have been past champions of transparency and accountability. Yet even within polarized political contexts, opportunities for reform are emerging, such as around beneficial ownership legislation in the United States, and increased demands for transparency around sovereign debt.

Strong attendance and new commitments at the Open Government Partnership (OGP) Summit and Extractive Industries Transparency Initiative (EITI) global conference suggest that these global initiatives retain momentum even if original champions are distracted or absent. Yet conversations at both events suggest that the open government community is struggling to meaningfully address repression of civil society, pervasive state (and corporate) surveillance, and climate change.

For their part, TAI members are working through how they prioritize their resources amid these contextual shifts. No surprise that several have just completed or are starting strategy renewals, posing a challenge for the collaborative. Shifting member priorities affect the common core of shared interest and in turn raise questions as to where best to focus joint efforts. An example would be navigating Ford Foundation's shift away from explicit international tax programming, while other members are broadening the scope of their fiscal related portfolios, but not necessarily the related budget envelopes.

Such shifts are one reason behind TAI's commission of an evaluation that has been underway in the first half of the year. Heading into Q3 and Q4, we are excited to reflect on the forthcoming evaluation findings and utilizing them to direct our strategy update heading into 2020. Those conversations will happen alongside a slate of programming ranging from pushing for new funding models for civil society on tax issues through to discussing the role of power in member and grantee theories of change.





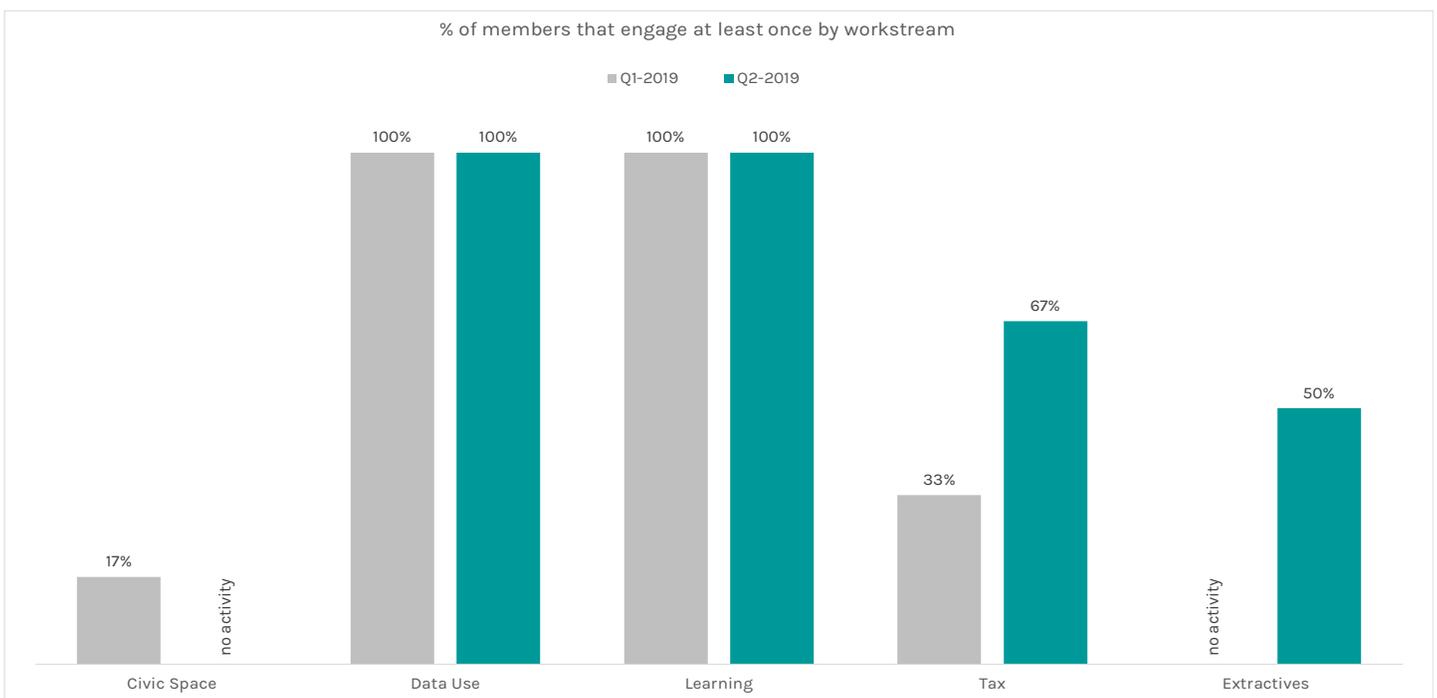
# Progress

Result Area	Target	Pending	In Progress	Completed	Adapted/Cancelled
Member Collaboration	6	-	6	-	-
Grantmaking Practice	3	-	2	-	1 adapted
Thought Leadership	20	5	10	3	2 cancelled/onhold

# Member Collaboration

There are several TAI-facilitated member collaboration efforts underway across workstreams; from identifying aligned funding opportunities to boost data use in Colombia through to a collective engagement of other funders to support civil society programming on tax. Our preliminary evaluation findings suggest that members have engaged in a variety of collaborative practices at least once, if not more regularly. Through the development of collaboration case notes, we are also identifying some barriers to effective working, such as a lack of clarity of expectations of each other in specific initiatives. We have considered how to navigate these barriers in the design of current initiatives and will further explore solutions during our strategy refresh.

Conversations in recent months have also confirmed the potential to better leverage the TAI platform for existing members and to influence other funders. Member donor staff in regional offices have not been significantly engaged in TAI conversations in general, but recent conversations suggest they have interest and we could do more to support regional level coordination and collaboration. On a different front, as on the tax work, we are seeing potential to influence larger bilateral or multilateral funders as well as to attract new private funders to work on transparency and accountability related issues.



# Member Grantmaking Practice

Secretariat staff play different roles in each of the three anticipated result milestones for better aligning grantmaking practices, and we are seeing mixed progress across these initiatives. TAI efforts to support aligned reporting across member co-grantees have evolved to advising (rather than leading) members on opportunities for alignment. Along these lines, the Secretariat co-drafted with members a resource to engage grantees in advocating for smarter grantmaking practices. There is strong member desire to encourage grantees to make asks of funders, rather than assume there is no flexibility, be it on grant reporting deadlines, or additional resources to support organizational strengthening needs.

The member-led organizational effectiveness group represents a new model of working within this strategy period with member program officers working in an ad hoc, self-led affinity group. Among other activities, TAI saw one member crowdsource feedback from and feature the practices of four other members to inform leadership consideration of how funding decisions are made and staff roles in grants administration. There has also been further exchange among group members on how grantmakers provide third-party technical and other consultancy support to grantee organizations, including planning for a retreat for grantee executive leadership. TAI also sought and received feedback from this group on an early draft of the forthcoming guide for grantee organizations on smarter grantmaking practices.

“There is strong member desire to encourage grantees to make asks of funders...”

# Thought Leadership

Overall, we are seeing progress or active planning on most of the 20 annual result milestones, which span all four TAI strategy workstreams. Member appetite for information sharing and peer learning continues to grow, and the member learning series has expanded as opportunities have surfaced (i.e. to discuss new member-funded research and evaluations, and significant grantee knowledge products). Demand is exceeding member and Secretariat bandwidth (even with the addition of a temporary fellow to support learning activities.) We anticipate revisiting the original list of learning priorities with members to further prioritize to top member interests and availability. For example, we do not expect to scope international grantee interests and needs around diversity, equity, and inclusion this year.

TAI has helped shape individual member initiatives, in part a response to more frequent one-on-one consultation with Secretariat staff. This has included Secretariat staff providing comments and content contributions on member generated terms of reference, draft knowledge products, and curating relevant content on collaboration and learning frameworks. This has proven positive for the Secretariat's own learning about member strategic and programmatic initiatives, enhancing our ability to spot potential for member coordination and collaboration. But it is important that we balance Secretariat staff time with individual members against collective interests and progress.

The Secretariat has continued to develop knowledge products on behalf of the collective. These build on established shared program interests, such as new research on civil society roles on tax designed to fuel outreach to other funders, and explore emerging trends, like our commissioned scan of the impacts of mounting sovereign debt on grantees in Africa. However, as a guide, members have indicated that they would prefer Secretariat time and resources be prioritized to joint learning and hands on support over development of large stand-alone knowledge products. Accordingly, one adaptation that we are already testing is to better leverage the research/evaluations commissioned by individual members - facilitating inputs of other members in the design of those commissions where appropriate to enhance their collective relevance. Meanwhile, the TAI Weekly continues to receive very positive feedback from grantees and members alike, and the Secretariat continues to be asked by field organizations to comment on draft strategies and project concepts.



# What Matters Most?

At the start of the year we flagged priorities for the first six months. We are pleased that there has been good progress on all.

# Data Deep Dives - Nigeria and Colombia

Combining member collaboration and thought leadership aspects, we have adjusted the scope of our learning partner in both Nigeria and Colombia activities. The challenge in Nigeria has been balancing responsiveness to grantee needs e.g. on data collection, with prioritizing learning questions that have broader resonance. In Colombia, we took a very different approach to the data assessment [compared to Nigeria](#) by working with the International Finance Corporation (IFC) and making fewer asks of members. That has been much more manageable timewise, but now needs to translate into more intense discussion of fundable responses to the data uptake opportunities uncovered. Given grantmaking calendars, the timeline will be tight to agree on what should be prioritized for support and testing for 2019.

# Strengthening Civil Society Roles on Tax

The TAI commissioned research on civil society engagement on tax has attracted strong interest from grantees and donors alike. The diagnosis is clear; civil society can and does play an important role on tax issues but is only fulfilling a fraction of its potential in most contexts. Limited capacity has tended to be prioritized to international tax issues and sin taxes, areas ripe for policy advocacy (and easier to “sell” to funders). Little effort has gone on tax awareness or monitoring fiscal administration. The challenge for the remainder of the year is to translate donor interest in strengthening civil society support into an actionable agenda. For example, detailing what a civil society component of a country technical assistance program could look like, and exploring options for global funding mechanisms.

### **Box 1**

#### **Recommendations for Donors for Civil Society Engagement in Tax Reform**

The Civil Society Engagement in Tax Reform report showed numerous areas where civil society can play a more constructive role in country level tax reform. The research team spell out key recommendations specifically aimed at donors. As this and other research confirms that much grantee work on tax reform is shaped by funder priorities, more strategic and balanced donor support is vital.

- 1.** Funders should conduct a political economy analysis of a country to understand the real power levers and work with grantees to design a country-specific program as no two operating contexts are the same
- 2.** As it takes more than technical capacity to successfully advocate for tax reform, funders should focus on additionally building up political savvy among grantees with knowledge gained from a political economy analysis
- 3.** In supporting a tax program, funders must support building a tax ecosystem in the country. This can partly be achieved by emphasizing both supply and demand issues in tax, i.e., improving government engagement while also improving civil society ability to hold government to account. Lopsided emphasis will lead to lopsided results
- 4.** Perhaps the most important recommendation is providing more flexible and longer lasting core support to grantees. Overly prescriptive project funding is hamstringing grantees

# Clarifying Next Steps on Civic Space

Informed by the 2019-member retreat discussion, TAI drafted a memo on the status and potential future direction for our work to strengthen civic space. The conversation surfaced several consensus points to inform our future direction on this workstream:

1. TAI members are best positioned to help grantee organizations adapt to, but not mitigate or counter, shrinking civic space. This does not imply favoring tactical, short-term support over longer-term, strategic support.
2. TAI will aim to integrate civic space into our strategic priorities where relevant, particularly learning for smarter grantmaking practices to support grantee organizational effectiveness and resilience.
3. TAI can support member information sharing and learning on strategy and tactics. When relevant, we can use TAI's collective voice to engage and influence other funders.

Notably, Ford and DFID were not present for this discussion. Several members, including Ford and the new Economic Justice Program at OSF are, respectively, concluding or beginning strategy processes that address strengthening civic space directly. TAI will use the second half of this year to test efforts to integrate strengthening civic space initiatives into our other thematic priorities, notably grantmaking practices to boost grantee resilience. We expect to use TAI's evaluation findings and our own strategic refresh efforts to reach a clear way forward on this priority area.

# TAI's Mid-Term Evaluation

The evaluation got underway following the February member retreat. TAI disseminated and discussed the preliminary evaluation findings with members on a virtual call in June. The conversation and emerging evidence have surfaced themes and questions that we will use to design an extraordinary, in-person member meeting scheduled for August. This convening will support the conclusion of our evaluation and kick-off the strategy refresh.

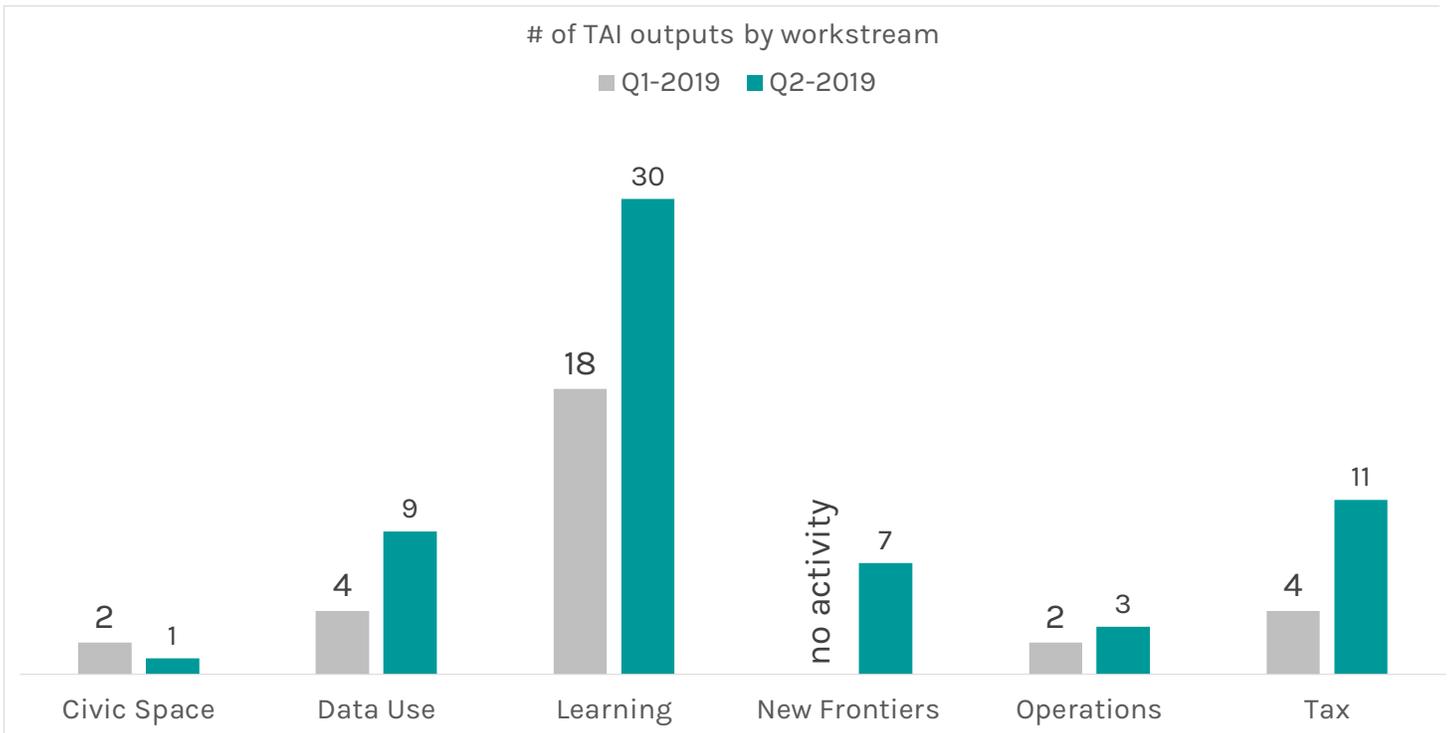
Additionally, we are seeing an evolution of member representatives engaged in the evaluation and on the steering committee. This adaptation to our workplan will also serve to consolidate learning and plan for our collective future.

Heading into the second half of the year, clarifying next steps on civic space will go more to the back burner as will intensive research on tax. Interpretation of evaluation findings will lay the foundation for more prioritizing the strategy refresh in the coming months.





# Thematic Updates and Learnings



# Data for Accountability

**Key Activities:** After an assessment visit in March, we have developed a learning agenda with two Nigerian Open Society Initiative for West Africa and MacArthur grantees: Public and Private Development Centre and Human and Environmental Development Agenda. This is part of our project on barriers to data use in Nigeria. In Colombia, we have completed initial scoping and assessment visits in cooperation with the IFC as we look to understand barriers to extractives data use in the country. We are currently finalizing assessment results and have documented future funding opportunities for members. We are planning a follow-up visit with TAI members and the IFC for September.

**Lessons learned:** We have had to carefully rein in ambitions to what data could be effectively measured while working with the grantees in Nigeria. Additionally, we would have benefited from engaging relevant government agencies more proactively in designing one of the projects ahead of awarding the grant, although there are now signs of collective buy-in. In Colombia, we are seeing that although there has been much international praise for the country's disclosures via the [EITI](#) and [the Mapa Regalias portal](#), there is much work to be done to increase data use and relevance for local stakeholders. This is line with the shifting norm on data transparency - transparent data is not meaningful unless it is aligned to stakeholder needs and space for action exists. We have written a terms of reference to help grantees assess when to hire a data scientist (and alternative options to tap that capacity), but have on hold unless we find the right consultant.

# Taxation and Tax Governance

**Key activities:** TAI's commissioned work on civil society's role in tax reform prompted not just member interest, but invitations to share early findings at the IMF/World Bank Spring Meetings and at the Norwegian development agency's first convening of its tax grantees. The report will be formally released with a dedicated session at the Addis Tax Initiative Conference in Berlin in July. In addition, we have updated our [tax funding site](#), and rolled out a [20+ Fiscal Futures blog series](#) in cooperation with the International Budget Partnership with experts digging in on different gaps and ideas sparked by the [Fiscal Futures scenario process](#). On beneficial ownership, we had a dedicated discussion of DFID-funded research on making beneficial ownership transparency a global norm. We also worked with OSF and member grantees to draft terms of reference for testing professional uses of beneficial ownership information.

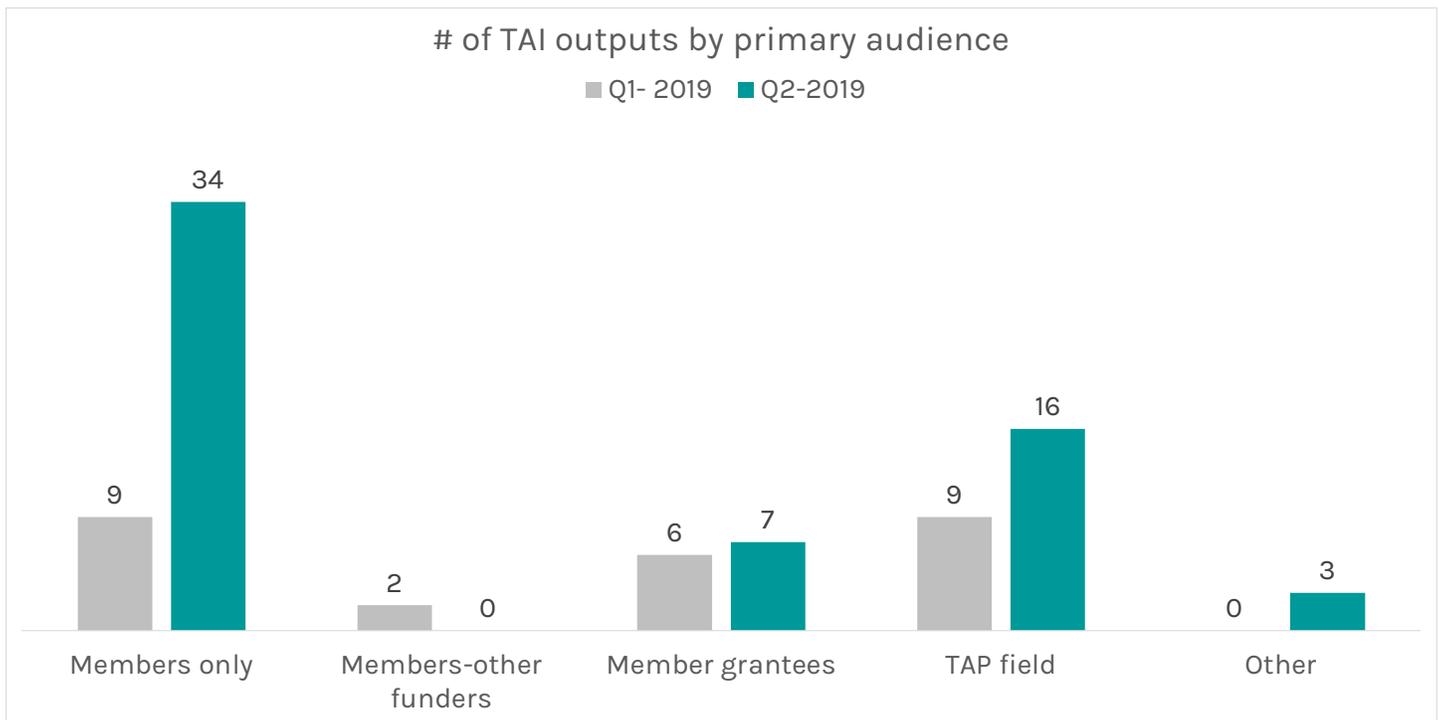
**Lessons learned:** Through Overseas Development Institute's (ODI) report, we have identified both constraints on civil society action and latent interest among bilateral and multilateral donors in civil society engagement on tax reform. The challenge is finding instruments to scale support when bilaterals are currently defaulting to contributing to multilateral trust funds with no ability to grant to civil society (read more on the report in box 1). While there is much interest in the Fiscal Futures work, as evident from responses to the blog series, there remains a challenge to shape a clear mobilizing message e.g. what does it mean to put the “public” back in public finance. A heightened profile for beneficial ownership disclosure - reflected in OGP and EITI commitments - will need to be matched soon with clear evidence of uses if momentum is not to stall.

## Strengthening Civic Space

**Key activities:** We designed the 2019-member retreat to assess member appetite for collective work on this theme. TAI then prepared an options memo for Steering Committee discussion. In addition, TAI has started planning for at least two member calls on funder support of organizational resilience for 2019. TAI added to the online [Civic Space Compendium](#) of grantee challenges and funder responses to restrictions on civic space. Continued maintenance of this site and its content is beyond TAI's capacity, and we are still seeking an appropriate group to host this resource going forward.

**Lessons learned:** Noting a 2018 decline in member engagement on strengthening civic space, TAI completed an [evaluative collaboration case note](#) that surfaced barriers to joint action, including divergent framing of “shrinking civic space” and differing member needs and expectations of the collaborative effort. As previously discussed, the conversation at our retreat surfaced preliminary next steps to integrate civic space into our 2019 work under other thematic priorities, as and when relevant. We will aim to integrate all member voices and updated strategies into decisions on future collective efforts to strengthen civic space.

“TAI added to the online Civic Space Compendium of grantee challenges and funder responses to restrictions on civic space.”



# Learning for Improved Grantmaking

**Key activities:** TAI presented aligned grantee reporting options for TAI member consideration and we are finalizing a smarter grantmaking tip sheet for grantees that program officers can share with current and prospective grantees. TAI participated in the latest meeting of the [Learning Collaborative](#) and partnered with Open Gov Hub to [launch a repository of new stories of open government changemakers](#). TAI's member learning series started with an in-person convening of funders and practitioners to share experiences and practices with diversity, equity, and inclusion in the global development context. We added two new calls to the series where OGP previewed chapters relevant to members' work from [The State of Open Government](#). TAI also supports OGP's evaluation and has facilitated four calls as the independent convener of the evaluation steering committee. TAI initiated our own strategy mid-point evaluation, and shared preliminary findings with members.

## Box 2

### Why do you care about changing the world? Bringing TAP to Life

From our work with Jed Miller last year on the value and importance of TAP storytelling, we pursued a project to record and share more stories of open government. We recorded a first set of stories with StoryCorps in December of 2018 and have since edited those and recorded more to create an Open Gov Stories Podcast series. In each episode, we aim to understand motivations and influences driving professionals in the open government field. The resulting stories are intended as a source of inspiration and learning.

The podcast series was launched at the Open Government Partnership Summit in Ottawa to maximise interest and potential creation of listener stories. At time of writing, more than 20 stories have been created and shared on the [podcast's SoundCloud page](#). More are on the way from Hubs in Liberia and Pakistan. We hope this project continues to grow this year and are excited to hear new stories as they are submitted.

**Lessons learned:** As planned, TAI's grantmaking practice initiatives span multiple strategic workstreams beyond Learning. This includes funder support for civil society groups working on tax reform issues and exploring organizational resilience (civic space) in the context of grantmaking practices. This cross-cutting approach attends to program officer needs and increases the potential for downstream benefits for grantee organizations.

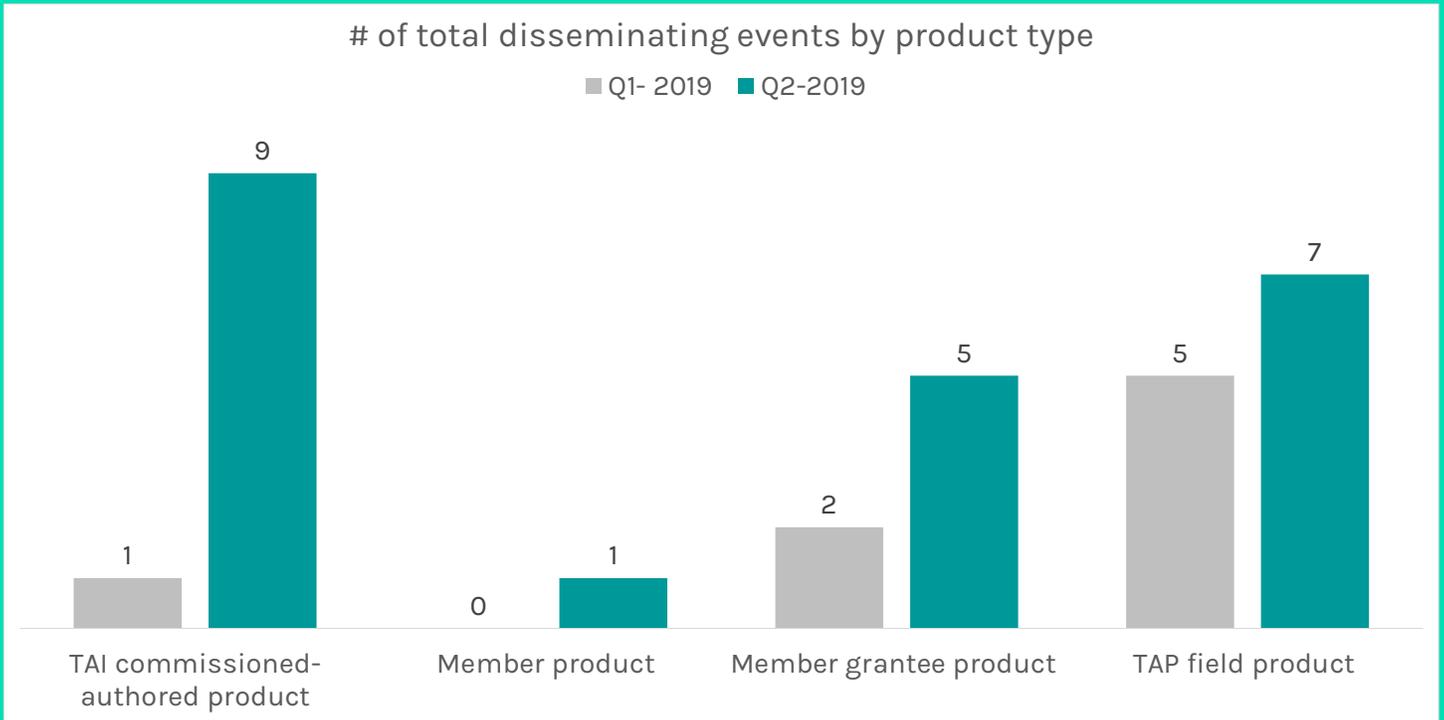
We are seeing value from consulting other members and grantees on research and evaluations commissioned by individual members; it facilitates more buy in, better design, and provides the foundation for uptake. Our experience supporting the OGP evaluation attests to the value of an independent voice in the governance of a global multi-stakeholder evaluation and learning effort (beyond those directly funding the evaluation).

# New Frontiers

**Key activities:** Members highlighted during and after our February retreat their desire to learn more of debt transparency, so we have adapted our work plan to accommodate an exploration of how mounting debt is/will affect approaches of fiscal grantees in Africa, and have supported OSF in designing a review of how the continent finds itself in another debt crisis. On extractives, at members' request, TAI developed papers on the state of the field and state of funding. Both served as inputs to the OSF-convened Natural Resource Governance field day in May, which Luminate and Ford staff also attended.

**Lessons learned:** Since our retreat, interest in the consequences of rising sovereign debt in lower income countries has snowballed among members, as signaled by strong engagement on designing terms of reference for the two areas of investigation. We've also learned how debt and extractives are topics that have relevance for multiple workstreams. We anticipate more funding opportunities on both fronts, especially on extractive industries given Ford's renewed prioritization of natural resource management. We have struggled to get the right regional donor counterparts coordinating on open contracting in Eastern Europe and Central Asia (more a scheduling challenge than lack of interest).





# Operations and Communications

# Membership and Governance

A recurring challenge for TAI as a collective is navigating shifts in strategy and priorities among our membership. Issues that were core to the strategies of all members three years ago may no longer be as relevant, while new topics emerge. The collective thread may fray. As expressed in our preliminary evaluation findings call, it was said that TAI should view this constant churn as the norm and our operating model should account for it. We anticipate it will feature in the evaluation findings and will build on those to make necessary adjustments in our strategy update.

Changeover in members' staff and their portfolios is also a factor that TAI must regularly navigate. Of particular note is the fact that Ruth Levine, Director at Hewlett Foundation and TAI Chair, concluded her tenure at the end of May 2019. Dana Hovig, her successor at Hewlett, will assume the Chair role through Spring 2020, but he will not start in his role until September. The timing is far from perfect, given the ongoing evaluation and strategy update to come, but the institutional commitment to continuing the chair position is appreciated. Other Steering Committee members and colleagues have signaled their commitment to making progress in the temporary absence of a formal Chair.

The Secretariat is in regular communication with a growing list of other funders around specific products and priorities. These span the big (e.g. Norad and Gates Foundation), the small (e.g. Joffe Trust), and new entrants (e.g. Chandler Foundation). One question going into the strategy refresh is how explicitly members wish to influence other funders and use TAI as a vehicle to doing so.

# Finances

Our financial status is healthy. We estimate a quarterly spend rate of \$330k (higher than typical due to our evaluation and strategy refresh). Preliminary figures for the first half of the year (Jan 1 - Jun 30) suggest a burn rate of 44% {589,026} against our planned budget of \$1,345,250.

We have begun grant renewal conversations with both Hewlett and Ford Foundations (those members whose current grants both conclude in the second half of 2019).

# Communications

We continue to see growth in TAI's reach. Proactive dissemination of knowledge products, including consistent promotion of our Fiscal Futures blog series, has doubled our website traffic compared to last half of 2018. In response to member and grantee feedback, we revamped our resources and priority pages on our website to make it more user friendly and navigable and have further shared press kits with member communication teams. Combined, these actions contributed to an increase of visibility and website traffic of our blogs and reports. Additionally, page views in the same time frame from January to June in 2018-2019 increased from 21.3k to 37.5k. TAI Weekly subscriptions increased from 1,131 to 1,362, an increase of 17%. We experienced a spike in subscriptions after starting to deliver our campaign in batches to prevent website-crushing click floods and by targeting Twitter influencers. Our social media uptake has also increased. For example, we have attracted an average of 50 new Twitter followers per month to reach 4,662 followers.

While we receive excellent feedback from members about the TAI Weekly, members indicated at our retreat in February that they would like a way to be kept in the loop about what's happening internally at TAI. Accordingly, we have started releasing a member only Monthly update, outlining internal TAI developments, conversations, and updates geared to members.

# Diversity, Equity, and Inclusion

As DEI is increasingly in the minds of members and the Secretariat, we selected it as the theme for our annual member learning day in February to be DEI. Promoting DEI approaches are seen as important in their own right but also for shaping more effective programming on the issues our members care about. For example, the Secretariat is fostering conversations on how networks representing those who have typically been excluded from decision making, can better take advantage of transparency and accountability tools and resources to assert their rights.

## **Box 3**

### **Diversity, Equity, and Inclusion at Learning Day**

In preparation for our 2019 annual retreat, we convened a learning day on what diversity, equity, and inclusion looks like in practice. We aimed to raise awareness of developments and challenges in DEI practices, inspire continuous action and integration of DEI in global work, and inform discussions on funder support for DEI during our retreat conversations. As TAI is uniquely situated between funders and grantees, we felt it was vital to incorporate as many voices in the room as possible. As such, this event brought a number of grantees and funders with great knowledge of DEI in practice, including Red Umbrella Fund, Mama Cash, and Voice.

The combined experience and open format enabled rich debate as we discussed multiple important questions: how do organizations develop cultures of DEI? How can funders help grantees in their DEI efforts? Are groups with more developed community roots more resilient from government harassment or is there no relationship? There are no right or wrong answers to these questions, but this exchange sparked new insights and TAI hopes to continue learning around DEI principles and applications among members, grantees, and the broader TAP field.

Furthermore, the Secretariat benefits from the strong attention to DEI of our fiscal sponsor, Proteus Fund, and also gains further diversity of perspective by participation in the Atlas Corps program. Atlas Corps brings non-profit sector leaders and professionals from the Global South to Washington DC for 12 months to sharpen skills, boost their professional development, and enable fellows to take these skills with them back to their home country. Edith Mecha, our communications fellow is currently an Atlas Corps fellow and is due to return to Kenya in July, and Mavra Zehra joined as a MEL fellow in January from Pakistan.



# What Are We Excited About in the Next Half of the Year?



**Alison:** Contributing to the design of our evaluation and strategy member convening, and sharing TAI's evaluative efforts and learnings publicly.



**Edith:** Utilize my TAI experience to create positive social change as I return to Kenya.



**Mavra:** Producing desk research summaries to inform funder grantmaking practices, and diving into the results of TAI's own evaluation activity.



**Michael:** Translating the analysis of civil society engagement of tax and recommendations for funders into concrete conversations with bilateral and multilateral funders on boosting levels and types of funding in the future.



**Richard:** Learning how member fiscal grantees in Africa are considering the implications of rising debt burdens and exploring opportunities for aligned advocacy.



# Annex 1: Semi-Annual Outputs

<b>Data Use</b>	<b>Total: 13</b>	<b>Deliverable: 6</b>	<b>Event: 7</b>
Colombia Extractives Industries Data Assessment		1	4
Data for accountability learning initiative in Nigeria		3	1
Data Grantees - More Than Sum of Our Parts Report		1	
Disclosure to development IFC Advisory Committee Meeting			1
Linking R4D's ideas with OGP			1
State of Open Data Book - Donors Chapter		1	

<b>Tax</b>	<b>Total: 16</b>	<b>Deliverable: 9</b>	<b>Event: 7</b>
Civil Society Roles on Tax - Consultancy		2	
DFID Beneficial Ownership Report Presentation			1
Donor Programming on Civil Society & Tax		1	2
Feedback on ODI Reports		1	
Feedback on Save the Children Literature Review		1	
Fiscal Futures Blog Series		1	
Tax and Corruption UK Strategy Retreat			1
Tax Transparency Webinar			1
Tax Watch UK Strategy Feedback		1	
TOR on African Debt Analysis		1	
Utilizing Beneficial Ownership for Public Accountability - Consultancy TOR		1	
World Bank Spring Meetings on Civil Society & Tax			2

## Civic Space

**Total: 3**

**Deliverable: 1**

**Event: 2**

Civic Space Memo 2019 Retreat Discussion

1

OSF Call on Next Steps for Civic Space

1

Preparing Civil Society for Fourth Industrial  
Revolution Advisory Board Meeting

1

## New Frontiers

**Total: 6**

**Deliverable: 3**

**Event: 3**

TOR Debt Implications for Fiscal Grantees

1

CCSI Executive Session Politics of Extractives  
Governance

1

Is Extractives Transparency having an impact? Session  
at EITI Conference

1

Natural Resource Governance Field Day  
Workshop/Inputs

2

1

## Operations

**Total: 5**

**Deliverable: 2**

**Event: 3**

Chandler Foundation introduction to field

2

TAI Evaluation

2

1

## Learning

Total: 44

Deliverable: 25

Event: 19

### Member Collaboration

Learning Day Diversity Equity Inclusion	3	1
OGP Evaluation independent convener	5	5
TAI member retreat	1	1
TAI Steering Committee quarterly call		2

### Learning Infrastructure

Collaboration Case Notes	4	
Evidence Summaries for TAI members	3	
Fiscal Governance indicator project		2
Member Learning Series - State of Open Government		
Smarter grantmaking tips for grantees	2	
TAP Learning Collaborative		2

### TAI Feedback to Members

Grantee capacity indicators and resources	1	
Luminate Argentina grantee learning and collaboration	2	1
OSF TOR on learning during anti-corruption windows	1	

### Others

Accountable Now donors and dynamic accountability concept	1	
Evidence vs. Storytelling - which works better to convince skeptics?		1
Executive Directors only retreat	1	
OSF Monitoring, Evaluation, and Learning Jamboree		1
Transparency for Development Steering Committee Meeting		1

# Annex 2: Annual Progress to Date

Result: Collaboration	2019 Target
TAI members apply and adapt different modalities of collaboration in their TAI shared work	At least six case notes that document instances of TAI member collaboration
Milestones	Progress as of June 30, 2019 <i>(progress status of initiative, not case note)</i>
Data Use Multi-member country scoping in Colombia leads to individual and joint donor actions	In-Progress
Taxation Tax working group and Secretariat efforts contribute to grantee, member, and other funder engagement on beneficial ownership	In-Progress
Taxation / Civic Space Members and other funders commit to ongoing information sharing and coordination around civil society roles on tax	In-Progress
Learning Aligned reporting 2.0 - revisit 2018 pilot and subsequent member efforts to streamline grantee reporting and learning processes	In-Progress
Learning Member-led organizational effectiveness working group strengthens members' grantmaking practices to support healthier and more effective grantee organizations	In-Progress
Secretariat Special Project Funder collaborative evaluation effort yields actionable insights and learnings	In-Progress

Result: Grantmaking practices	2019 Target
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TAI members influence other member’s strategic approaches or grantmaking practices	At least three instances of member strategic approaches or grantmaking practices being influenced by other TAI members
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Milestones	Progress as of June 30, 2019
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<p>Taxation</p> <p>TAI work on beneficial ownership influences funder grantmaking and/or advocacy approaches, coordination among TAI and other funders</p>	Adapted
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<p>Learning</p> <p>Member-led organizational effectiveness group - TAI members influence each other to strengthen practices, coordinate support (See also Collaboration)</p>	In-Progress
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<p>Learning</p> <p>Aligned reporting efforts evolve, and new grants reflect streamlined reporting/learning processes (See also Collaboration)</p>	In-Progress
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## Result: Thought leadership

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)

## Milestones

## Progress as of June 30, 2019

### Data Use

1. Engage HQ and field member staff in one country-level field scoping trip and generate learnings on data use for anti-corruption

In-Progress

### Data Use

2. Grantee guidance to access data capacity, commission and disseminate guidance content with funders and grantees

On hold

### Taxation

3. Lead dissemination and collective use of joint member portfolio analysis through the tax mini-website (updated annually)

Completed

### Taxation

4. Agenda design and convenings around beneficial ownership problems relevant to funders and grantees

Pending

### Taxation

5. Commission and disseminate knowledge products on effective models of civil society engagement on tax issues

In-Progress

### Taxation

6. Design agenda for debt transparency convening and generate and disseminate a synthesis of reflections, ideas, and learnings

In-Progress

### Civic Space

7. Contribute inputs, guidance and facilitation to reframe civic space work towards dialogue and learning for action

In-Progress

Civic Space	
8. Broker relationship between at least one TAI member and Voice grantmaking initiative to engage marginalized communities into TAP work	In-Progress
Learning	
9. Commission and disseminate TAP story collection in partnership with StoryCorps and the Open-Gov Hub	Completed
Learning	
10. Leverage independent convener role for OGP Evaluation to elevate learnings across TAI members and support OGP efforts to share with TAP field	In-Progress
Learning	
11. Design agenda and convene funders around shared thematic priorities (extractives, open contracting, tax)	In-Progress
Learning	
12. Support strategic thinking and action for successful conclusion of Learning Collaborative grant	In-Progress
Learning	
Design agenda, draft framing inputs, and convene funders around shared learning priorities:	
13. Diversity, equity, and inclusion (Learning Day)	Completed
14. Gender and TAP	Pending
15. Integrating power analysis in strategic and programmatic theories of change	Pending
16. Strategic litigation and legal empowerment	Pending

## Learning

17. Scope international organization grantee interests and needs on DEI and make recommendations to members on potential convening or alternative sharing/learning on good practice

Cancelled

### Secretariat Learning Product

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

In-Progress

### Secretariat Strategic Project

19. Engage members in systematic evaluative initiative that emphasizes learning and informs collaborative's action going forward

In-Progress

### Secretariat Strategic Project

20. Lead members through strategic refresh process focusing on shared priorities and clear, realistic outcomes with appropriate indicators

Pending