**INTRODUCTION**

With this plan we hope to bring clarity to the milestones we have set out for 2019. These stretch across the development of the benchmarks in the immediate pipeline, to the operational pieces that will facilitate that these benchmark cycles remain smooth, efficient and successful. It is crucial that the institutional designs and mechanisms are in place and high functioning to deliver against the timelines ahead and the expectations of stakeholders. This includes the key areas reflected in the right side column.

The prioritised benchmarks for 2019 are direct results of the conversations during the consultation and are further legitimised by Allies' support. Starting with the six benchmarks on p. 3 provides a solid basis for addressing the seven transformations as well as the contribution of an operating benchmark to ODA priorities.

All of the deliverables discussed in this paper form part of the budget on p. 2, however, you will note that there is a funding gap still which we have to take into account when planning. Some objectives will only be achieved by closing that gap. Being transparent with these limitations will keep us ambitious, as well as help us prioritise our work in order to achieve the most impact possible with the capacity and capital that we have at our disposal.
**Budget**

**Funding Gap**
- Secured funding: €4.44mn
- Funding gap: €1.93mn

**Total Salaries**
- €3,086,486

**Outreach & Comms**
- €445,342

**Data Platform & Research Partners**
- €1,782,376

**Operation Support**
- €455,010

**Total**
- €5,769,215

**Liquidity Reserves**
- €500,000

**Grand Total**
- €6,269,215

**2019 Funding Gap**
- Secured funding: (€4.44m)
- Funding gap: (€1.93m)
**BENCHMARKS ROAD MAP**

**Quarterly High Level Deliverables**

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Seafood</th>
<th>Climate</th>
<th>Gender</th>
<th>Digital</th>
<th>Food</th>
<th>CHRB</th>
</tr>
</thead>
</table>
- Developing Finance Sector Methodology. |
| Q2      | Commence data collection. | Continued research for methodology and indicators. Second roundtable will be held. | Kick off research around methodology and indicators. | Methodology released for public consultation. | Finalise scores for 140 AG, AP, and EX companies. | Engage with 140 companies to discuss draft score and disclosures. 
- Research additional 60 companies in AG, AP and EX. |
| Q3      | Data set analysis, verification and scoring. | ERC review of methodology. | Expert consultation on methodology and exploring potential data collection partners. | Analysis, creation and launch of benchmarks. 
- CHRB Core Analysis of WBA companies. | Finalise scores for 60 additional companies. | Finalise scores for 60 additional companies. 
- 'CHRB Core Analysis of WBA companies'. |
| Q4      | Produce company scorecards. Publish benchmark. | Methodology release for public consultation. |  |  |  |  |

* Italic & low opacity = Funding dependent
On the backdrop of legally transitioning from Index Initiative to WBA, internal emphasis will be placed on finalising the office move, the recruitment of the Executive Board as well as the onboarding of Board Members.

We will hold our second Allies Assembly in Mumbai, in adjacency to International Women’s Day. It will be accompanied by roundtables on the Digital, Gender and Food benchmarks, as well as a potential site visit to a relevant regional company.

In ongoing consultation with the Alliance, donors and the WBA Supervisory Board, we will continue to elaborate on the institutional Theory of Change and the associated log-frame. These will both be completed by April 1st.

We will throughout the year be placing significant focus on solidifying the governance structure of WBA, including the terms of reference for the ERCs, rules of engagement for the Alliance and building the Board. We expect the SB meeting in Q3 to host a full Board composition.

2019 will be an instrumental year in demonstrating to our donors and Board that WBA is in control of its processes. During the coming six months we are building the Risk and Control Matrix, which will consider significant risks, their appropriate mitigation and the effectiveness of these.

The session at the Bellagio Centre allowed us to really operationalise some of the relationships with Allies and we will aim to repeat this type of intimate session with a small group of Allies in 2019 to review the past year, and work on how we continue to deliver, and be impactful, as a community.

Institutional Milestones

- **January**: On the backdrop of legally transitioning from Index Initiative to WBA, internal emphasis will be placed on finalising the office move, the recruitment of the Executive Board as well as the onboarding of Board Members.
- **March**: We will hold our second Allies Assembly in Mumbai, in adjacency to International Women’s Day. It will be accompanied by roundtables on the Digital, Gender and Food benchmarks, as well as a potential site visit to a relevant regional company.
- **April**: In ongoing consultation with the Alliance, donors and the WBA Supervisory Board, we will continue to elaborate on the institutional Theory of Change and the associated log-frame. These will both be completed by April 1st.
- **June**: 2019 will be an instrumental year in demonstrating to our donors and Board that WBA is in control of its processes. During the coming six months we are building the Risk and Control Matrix, which will consider significant risks, their appropriate mitigation and the effectiveness of these.
- **September**: We will throughout the year be placing significant focus on solidifying the governance structure of WBA, including the terms of reference for the ERCs, rules of engagement for the Alliance and building the Board. We expect the SB meeting in Q3 to host a full Board composition.
- **November/December**: The session at the Bellagio Centre allowed us to really operationalise some of the relationships with Allies and we will aim to repeat this type of intimate session with a small group of Allies in 2019 to review the past year, and work on how we continue to deliver, and be impactful, as a community.