Get your TPA booster

Transparency, participation and accountability amid grand summity, clampdowns, new giving and, of course, the virus
TAI is a collaborative of donors committed to building a more just, equitable and inclusive society.

TAI's members envision a society where citizens are informed and empowered; governments are open and responsive; and citizen engagement with government advances the public good. TAI Secretariat assists its members to strengthen the impact and effectiveness of their transparency and accountability funding, and the movement as a whole.

OUR MISSION

To strengthen the impact of transparency, participation, and accountability (TPA) funding in support of inclusive and equitable development. We do that by developing learning infrastructure and facilitating collaboration to optimize funder practice and resources.

OUR VISION

A more just, equitable, and inclusive world where people are informed and empowered, governments are open and responsive, and collective action advances the public good.
CORE MEMBERS

Hewlett Foundation

Open Society Foundations

MacArthur Foundation

Ford Foundation

Luminate

Building stronger societies

ASSOCIATE MEMBERS

Chandler Foundation

Skoll

Foreign, Commonwealth & Development Office
No new normal yet - shifts in TAI’s context in 2021

EXTERNAL CONTEXT

COVID-19 did not carry the same shock factor in its second year, but sadly its effects remained just as widespread and deadly. It continued to reveal needs - be that demand for stronger transparency of vaccine deal making and distribution, safeguards against fraud in pandemic recovery spending, or managing privacy of health data. However, TPA and health communities remained largely siloed, prompting TAI to map intersections and examples of TPA approaches aiding pandemic responses.

Failings in global governance became more visible in everything from heated debates about how to house and govern any new pandemic preparedness facility to failings on equitable vaccine access.

Similar questions over global regulation and institutions arose in the big tech and climate spaces. COP26 saw some progress but generated more questions about how to raise the voices of those most affected by climate change and a more just transition. TPA will be critical to delivering on the commitments made in Glasgow.
It did not help that many governments constrained civil society and media efforts to hold decision makers to account in so many countries. Internet or social media shutdowns became yet more common from Myanmar to Ethiopia to Nigeria. Too many elections were delayed or undermined.

**A new United States (US) Administration at least brought a change not just in tone, but in policy relevant to TAI member goals.**

One example was the creation of the first US government wide **Strategy on Countering Corruption**. It includes commitments on issues long demanded by TAI members and partners, not least closing financial loopholes that enabled money laundering and tax evasion. A more constructive US approach to multilateralism also enabled a landmark global tax deal albeit one with significant hurdles to implementation. That deal was done against a backdrop of increased attention to tax justice and potential wealth taxes.

**A year of summitry** concluded with the US hosted Summit for Democracy and then the latest Open Government Partnership Global Summit. These led to lots of fine words, some new commitments to action and some changing of the guard in terms of those at the forefront of championing open government.

Finally, in the **funding context**, while most government funding remained focused on building back (if not necessarily much better), there were some shifts in international assistance. The European Union worked on a new seven-year budget framework, USAID increased attention to TPA related issues, and a broader set of funders signaled interest in tax and beneficial ownership.

Philanthropy saw a flurry of joint initiatives to spur action around COP26, questions over willingness to preserve shifts in grantmaking practice induced by the pandemic, and growing prominence of more trust based giving. The MacKenzie Scott approach is a challenge to the typical foundation business model.
TAI members pursued their own **shifts in strategy and approach** in 2021.

Hewlett Foundation developed a strategy reframed as Gender Equity and Governance.

Open Society Foundations (OSF) underwent a major restructuring (still ongoing).

Luminate began a significant strategy rethink.

The UK Foreign, Commonwealth and Development Office (FCDO) finalized its restructuring and navigated further spending cuts.

These shifts created uncertainty in the TAI context as did significant **changes in member personnel**. For example, both Steering Committee members from OSF departed the organization. This posed challenges for continuity and institutional memory. However, it also created opportunities to build linkages with new staff members with new ideas and perspectives. The arrival of Skoll Foundation as a new Associate Member at the end of the year offers potential for new thinking and the need to rebalance interests across the membership.

The personnel changes extended to the TAI Secretariat with two of the three permanent staff transitioning to exciting new roles. Rather than rush into direct replacement, the Executive Director agreed with the Steering Committee to take time to consider the right staffing mix going forward. This meant limited capacity with just the ED on staff for several months.
Given pandemic limitations on travel and issuance of visas, TAI was also delayed in being able to recruit new Atlas Corps Fellows. Accordingly, our Communications Fellow and Monitoring Evaluation and Learning Fellow extended their stays as long as they could. Luckily Fellowships restarted in the final quarter. The Secretariat ended the year almost back to full strength but with a brand new team bar the Executive Director. This creates an urgent need for onboarding and rebuilding team norms to deliver quickly and effectively heading into 2022.

The pandemic continues to necessitate remote working. We shifted our annual Member Week online and all member dialogues continued to be virtual through the year. The timing of some deliverables was affected, such as data for accountability grant activities in Colombia. Dissemination of learnings can now only happen in 2022.
### What progress are we seeing?

#### MEL Indicator Summary

<table>
<thead>
<tr>
<th>Strategic Pillar</th>
<th>Indicator</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>What We Fund</strong></td>
<td>% of member survey respondents that report TAI participation informed their strategies</td>
<td>(no data)</td>
<td>32%</td>
</tr>
<tr>
<td></td>
<td>% of member survey respondents that report TAI participation informed their portfolio funding decisions</td>
<td>57%</td>
<td>21%</td>
</tr>
<tr>
<td><strong>How We Fund</strong></td>
<td>% of member survey respondents that report changes to grantmaker approaches or practices as a result of TAI participation</td>
<td>57%</td>
<td>32%</td>
</tr>
<tr>
<td></td>
<td># of financial and non-financial tools introduced or shared through TAI adopted by TAI members</td>
<td>(no data)</td>
<td>5</td>
</tr>
<tr>
<td><strong>Funder Landscape</strong></td>
<td># of unique funders (institutional program or other organizational unit) represented at Secretariat-facilitated initiatives</td>
<td>35</td>
<td>41</td>
</tr>
<tr>
<td><strong>TAI Collaborative Health/Operations</strong></td>
<td># of core institutional members</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td># of documented instances of collaboration among two or more members</td>
<td>5 case notes</td>
<td>4 case notes</td>
</tr>
<tr>
<td></td>
<td>% of member survey respondents that report benefitting from collaborative initiatives</td>
<td>94%</td>
<td>100%</td>
</tr>
</tbody>
</table>
In December 2021, TAI conducted the second iteration of its annual member survey to gauge the health of the collaborative and to understand the outcomes of TAI’s collective work. The survey received 19 respondents – 12 Steering Committee members and 7 member staff – for an overall response rate of 50%. The results – and the conversations that they inspire – will inform the team’s reflections and plans for 2022.

**THE TAI COLLABORATIVE**

**TAI members gain significant personal value from the collaborative.**

<table>
<thead>
<tr>
<th>Benefit</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefited from TAI’s activities and initiatives</td>
<td>84%</td>
<td>100%</td>
</tr>
<tr>
<td>Formed or strengthened relationships</td>
<td>53%</td>
<td>89%</td>
</tr>
<tr>
<td>Expanded their knowledge</td>
<td>26%</td>
<td>84%</td>
</tr>
<tr>
<td>Shifted their mindsets or perspectives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gained or improved skills</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Overall, member participation in TAI events jumped 25% from 2020 to 2021. This jump is due in part to members acting as ambassadors within their organizations: according to the survey, 89% of members encouraged others in their organization to attend TAI events. Registration data shows that the most active 20% of staff members from each TAI member organization account for 80% of participation, with implications for how TAI should tailor its content and outreach.
Ways in which members engaged with each other in 2021

<table>
<thead>
<tr>
<th>I never did this</th>
<th>Yes, once</th>
<th>Not sure / Not applicable</th>
<th>Yes, two or more times</th>
</tr>
</thead>
<tbody>
<tr>
<td>16%</td>
<td>84%</td>
<td>53%</td>
<td>32%</td>
</tr>
</tbody>
</table>

I partnered with other TAI members to exchange ideas and share perspectives.

I partnered with other TAI members to explore common issues and advance a shared learning agenda.

I responded to a request for information or feedback from another TAI member.

Another TAI member influenced my strategic approach or grantmaking practices.

**TAI inspires a high degree of exchange and collective learning among funders.** Through its initiatives, TAI has enabled vibrant conversations among members: 100% have exchanged ideas and perspectives, 84% explored common issues and advanced a shared learning agenda, and 79% responded to another member’s request for feedback. These conversations have led to mutual influence, with 74% reporting that another TAI member influenced their strategic approach or grantmaking practices.

TAI also achieved more visibility for its messaging, successfully targeting philanthropy and field publications and invited to present at multiple forums, including the thought leadership series for Philanthropy Australia on participatory approaches.

“I very much appreciate the learning conversations facilitated by TAI. They are timely, informative, and always useful. TAI does a marvelous job of identifying ‘pain points’ within the TAI collective and quickly acting to create space in Funder Coffee Hours, etc. to discuss our learning and approaches.”

*TAI Steering Committee Member*
A shift in policy to be more inclusive of non-member funders in TAI conversations on specific TPA funding themes led to more diverse funder regular participation and deeper relations with several foundations. During the course of the year, 236 non-member individuals took part in at least one of TAI run events (+146%). Funders and field alike reported use of the TAI Weekly roundup of research, news, jobs and events, which saw continued growth in readership 2750+.

**TAI’s programming has influenced some members to make changes to their portfolios.**

In the survey, 32% of members said that TAI informed how they set strategy, and 21% said that TAI influenced them to adjust funding amounts in a relevant thematic area (reflective of other member shifts, including exits). Several members asked for connections to potential grantees brought to their attention in TAI conversations. This extended to non-member funders, too. For example, TAI work on civil society roles on tax prompting new field grants.

In several cases, TAI members have made these changes in collaboration with another member.

One example of co-investment is the design of a contribution by 3 TAI members to a new multilateral trust fund focused on governance and accountability issues. The secretariat provided coordination and intellectual support in shaping that new investment.
We decided to invest part of our social bond in the natural resource governance field given exits by other TAI members during COVID.

― TAI member funder

One of the most important leaders in the drive towards BOT has been the Transparency and Accountability Initiative (TAI), a group of donors striving to boost global transparency while also empowering citizens to hold governments accountable.

― Global Anti-Corruption Blog

“We decided to invest part of our social bond in the natural resource governance field given exits by other TAI members during COVID”

― TAI member funder

TAI Secretariat also delivered a successful evaluation of funder contributions to beneficial ownership transparency (BOT) - a source of learning to all members involved and utilized by partners and sparking some actions, such as new member investments on the topic and recognition from the Canadian government that it heeded TAI’s collective submission in favor of a public beneficial ownership registry.
TAI programming has influenced some members to change their grantmaking practices. In the survey, 32% of members said that TAI influenced changes to their grantmaking practices (down from 57% in 2020), specifically calling out participatory grantmaking, Diversity, Equity, Inclusion and Justice (DEIJ), asset framing, and exit best practices.

One example comes from the asset framing sessions: two TAI members went on to organize their own sessions for other colleagues and all reflected on how to apply the insights in their own communications and in reviewing grant proposals.

“The asset framing training was great, and gives us a common language.”

TAI member funder

“The conversations related to participatory grantmaking were very helpful for us.”

TAI member funder
Michael and team’s efforts to help reach out to existing anti-corruption funders and help “grow the pie” of anti-corruption funders has been a valuable new line of support from TAI.

“You have contributed to the impact (internally) recorded in 2021 - from facilitating connections with other funders, providing advice on existing research and MEL products to providing spaces for interaction and learning about the work of other funders, TAI has been an invaluable resource.”

TAI funder member

“Michael and team’s efforts to help reach out to existing anti-corruption funders and help “grow the pie” of anti-corruption funders has been a valuable new line of support from TAI.”

TAI member grantee partner

Deliberate efforts to engage funders beyond TAI’s membership are starting to lead to both an increase in funders participating in TAI conversations and learning sessions, and more proactive asks of TAI. In 2021, 41 non-TAI funder staff participated in TAI’s events (+17%).
2021 saw an uptick in non-member participation in TAI events. Non-member participation in TAI events nearly **tripled** from 2020-2021. 41 unique funders were represented, up from 35 in 2020.

**TAI members are engaging at relatively high levels with non-TAI funders.** In 2021, **74%** of member survey respondents engaged with non-TAI funder staff they already knew, and **63%** engaged with non-TAI funder staff they did not know. This is an opportunity to effect change at the sector level.

**TAI members are acting as ambassadors to the broader funding ecosystem.** Members are leveraging TAI knowledge products to connect with others in the space while promoting our collective work. **63%** of members shared TAI publications with non-TAI funders, and **47%** promoted TAI events with non-TAI funders. TAI member and secretariat are responding to requests from other fields e.g. helping spark a new funder series on accountability in the education sector.

TAI is helping members increase their influence in the TPA sector.

Among survey respondents...

- **53%** said that TAI helped increase its influence among funders in the sector.
- **53%** said that TAI helped increase its influence on grantees’ practices.
- **37%** said that TAI helped it to influence another funder’s policies or practices.

One example comes from the US-based CSO GoodJobsFirst which asked TAI advice on potential funders for replicating some of their tools e.g., ViolationTracker for corporate accountability in the UK. TAI Secretariat connected them to the Joffe Trust who in turn connected them to other UK funders. These connections have helped result in 3 grants to support the launch of Violation Tracker U.K.
What did we learn?

LEARNINGS INFORMING OUR OVERALL PULSE CHECK ON THE TPA FIELD

1. Global governance needs an overhaul. Existing institutional structures and funding mechanisms have struggled to meet climate, pandemic and inequality challenges.

2. The US political transition is generating new momentum for TPA outcomes that philanthropic actors can help reinforce.

3. Funding for anti-corruption programming in key Western financial jurisdictions, e.g. US and UK, remains highly limited. There is potential to build linkages with those funding democracy programming to help fill the gap.

4. Partner organizations representing disadvantaged communities are finding TPA approaches useful and the default starting point seems to be in securing access to information to inform advocacy for community rights (as reflected via TAI/Hewlett supported Voice funding window and the TAI member supported International Budget Partnership SPARK program.)

5. Country investigations confirm that government, industry, social enterprises, and NGOs are interested in better leveraging existing TPA-related data. However, many remained more focused on provision of data (e.g. creating dedicated data platforms), suggesting the need for more coaching/encouragement for creative focus on community use.

6. Developmental evaluation approaches and methodologies such as outcome harvesting and contribution tracing have proven their value in assessing global norms, advocacy and multistakeholder processes.

7. Funders are interested in finding ways to shift to participatory approaches, but are more comfortable with gradual steps. There is demand for documented examples of how to do it.

8. Member appetite to fund more diverse organizations and beyond traditional NGOs is strong, but funding data suggests a lag in making that transition as systems adapt.
<table>
<thead>
<tr>
<th>LEARNINGS TO HELP TAI BE A MORE IMPACTFUL FUNDER COLLABORATIVE</th>
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<tbody>
<tr>
<td>1</td>
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<td>9</td>
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<td>10</td>
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<tr>
<td>11</td>
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</tbody>
</table>
Heading into 2022, questions top of mind for the TAI Secretariat include:

- TAI members are engaging in a great deal of peer learning and exchange, but it has not translated to high rates of formal collaboration among members. How might TAI help to facilitate more co-investment and collective action?

- TAI has contributed to changes in some members' portfolio strategies and grantmaking practices, but not yet the majority. What steps could TAI take to effect more tangible change at the organizational level?

- TAI members are engaging more than ever with non-member funders in the TPA sector, but only half feel that TAI has helped increase their influence among these funders. How might TAI continue to amplify its members’ influence on the broader funder landscape?
## What did we do in 2021?

### 2021 IN NUMBERS:

<table>
<thead>
<tr>
<th>Category</th>
<th>Total</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Event Participants</td>
<td>329</td>
<td>121%</td>
</tr>
<tr>
<td>Members Staff Reached</td>
<td>93</td>
<td>66%</td>
</tr>
<tr>
<td>Non-Members (incl. practitioners) Reached</td>
<td>236</td>
<td>146%</td>
</tr>
<tr>
<td>TAI-Run Activities:</td>
<td>34</td>
<td>05</td>
</tr>
<tr>
<td>(60% events were for members only)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grantmakers Marketplace Series</td>
<td>03</td>
<td></td>
</tr>
<tr>
<td>Member Learning Series</td>
<td>08</td>
<td></td>
</tr>
<tr>
<td>Funder Coffee Hours</td>
<td>02</td>
<td></td>
</tr>
<tr>
<td>Bilateral Member Requests Serviced</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td>Evaluations Supported</td>
<td>02</td>
<td></td>
</tr>
<tr>
<td>Reports Completed</td>
<td>05</td>
<td></td>
</tr>
</tbody>
</table>

### Funders Membership

- **Membership Renewals:** 03
- **New Funder Membership:** skoll
The following are snapshots of what we delivered for each pillar of our strategy.

### FUNDER LANDSCAPE

TAI mapped **TPA tools, relationships and approaches to help deliver climate solutions.** Initial research led to a Mind Map of issues that informed subsequent interviews with climate funders, TAI members, and grantee partners. The resulting memo was debated with members and led to agreement to organize a funder learning series on prioritized opportunities.

TAI members debated how to leverage the US-hosted **Summit for Democracy.** The Secretariat led development of the concept for multistakeholder cohorts around thematic priorities that will run during the Year of Action between the first and second summit. The concept was adopted by the US government and announced during the first Summit.

Another US request led to TAI secretariat collating lessons learned on **governance of global funds** – feeding into active discussions for a new financial intermediary fund for future pandemic responses. The Secretariat also developed a paper with member grantees capturing ways in which **TPA tools/approaches have informed COVID responses.** This is an entry point with the health and health security communities to inform future programming.

The Secretariat continued to implement TAI’s sign-on protocol in response to field requests. However, the **Collective Voice Working Group** was paused, reflecting the challenge of finding advocacy targets that resonate with all funders and the composition of the group.

The quarterly grantmaker marketplace calls remained popular ranging from DEIJ issues to participatory strategy to grantee wellbeing and ways to boost grantee safety and wellbeing (captured in this article in **Alliance Magazine**). Individual member requests sparked resources useful to all, e.g. a scoping of demand for a community of practice on partner support.

TAI proved a useful platform to showcase member-commissioned research on translating protest to reform different funder experiences and collated resources on supporting grassroots and protest movements.

TAI secretariat continued its facilitation of the Open Government Partnership evaluation steering committee that was close to conclusion by year end.

Please see [Annex](#) for list of all initiatives
WHAT WE FUND

TAI facilitated sharing and coordination among program officers leading overlapping portfolios, such as quarterly calls for tax funding leads. TAI secretariat consciously brought in more non-TAI funders into those conversations to boost their utility. Coordination and reflection is aided by the online grants database showcasing all active TPA related member grants.

The secretariat provided input into individual member strategy processes and supported showcasing of strategy shifts and discussion of implications among the membership and partners, including a published review of funding trends. Individual member requests for secretariat support increased and diversified.

TAI’s evaluation of member contributions to advancing BOT sparked a funder dialogue with leading practitioners on the future of BOT over the next 5 years. That joint civil society presentation was then shared at the OGP Summit.

A convening aimed at understanding opportunities to engage the new Biden administration on international anti-corruption opportunities, generated new funder connections; members reported using information received via this event to inform their planning and action. A call on how to minimize risks that corruption scandals prompt citizen disillusion and disengagement provoked some lively debate.

Our Data for Accountability project concluded with learning partner, Global Integrity, completing its support to the member grantees involved. Products include a landscape review of data for accountability in Nigeria. We ran a successful call for ideas with the International Finance Corporation (IFC) in Colombia on boosting use of mining data. We provided coaching to all finalists and IFC selected a winner for financial support, but it did not prove feasible to attract other donor support (funds already committed, not a geographic priority, changes in funder personnel.)
How did we do it?

MEMBERSHIP AND GOVERNANCE

The Steering Committee agreed to revisions in member contributions. These updates are reflected in our Terms of Reference.

There were several changes in representatives on the Steering Committee reflective of transitions among member staff, but core members retain two slots each and associate members one. The year ended with the welcoming of Skoll Foundation as a new associate member.

The Secretariat remains a core staff of three, but with the Head of Impact and Learning role reconfigured into a more cross cutting Deputy Director role – reflective of the increased funder landscape engagements and relationship building needs.

FINANCES

The Secretariat’s finances remain healthy, ending 2021 with cash reserves of close to $1m. Ford, Luminate and OSF all renewed their memberships with multi-year grant commitments.

Balancing the desire to meet the potential of the TAI 2020-24 strategy and constraints on member budgets, the Steering Committee unanimously agreed with the Secretariat on adjustments to member contributions and spend. The fee for Associate Members was raised to $50,000 per year and Core Members reduced to $100,000 per year for a minimum of two years. The Secretariat will use its cash reserves to allow for increased spending heading into 2022. Reduced contributions will necessitate an increase in membership for sustainability of operations long term.

Based on preliminary figures, TAI secretariat spent $909,127 in 2021, a 3% underspend from the approved budget. Compared to that original budget we had a significant underspend on salaries and benefits, reflecting departures of two staff and delays in hiring replacements. Correspondingly, spending on consultants was higher than budgeted as they provided a temporary boost in capacity when the executive director was the only staff. Hopes to spend some funds on travel for end of year events was not met – all events were switched to virtual given the Omicron variant spread.
TAI completed its baseline data gathering for the member approved MEL Plan 2020-24. The most important plank for this was creation and administration of an annual member survey that was run at the start of 2021 (looking back to 2020) and again at end of year (looking at 2021).

Existing data collection tools were not sufficient to track member-to-member collaboration, especially if it happens outside, or in addition to, the TAI facilitated activities. To address this challenge, the Secretariat introduced the Quarterly Member Survey where members are encouraged to provide their updates on any instances of collaboration they had with other members.

Secretariat interest to optimize funder engagement led to a review of different funder network tools and approaches. The resulting Strengthening Connections report is informing TAI secretariat practice, but has also been in high demand from other funder collectives.
COMMUNICATIONS

In 2021 TAI also aimed to more strategically reach out to its target audiences with its priority messages.

To this end, an organisational communication diagnostic was developed to assess TAI’s positioning within the ecosystem of TPA-related messages.

As a result of this study, three strategic lines of work were established:

- Creation of the organisation’s communication-information strategy
- Updating the website and growing the organization’s digital social media presence- Linkedin and Twitter.
- Growth in readership of TAI’s weekly.

With these priorities in place, the following results were achieved:

<table>
<thead>
<tr>
<th>TOTAL PUBLICATIONS</th>
<th>102</th>
</tr>
</thead>
<tbody>
<tr>
<td>TAI WEEKLY EDITIONS</td>
<td>43</td>
</tr>
<tr>
<td>FULL DISCLOSURE INTERVIEWS</td>
<td>34</td>
</tr>
<tr>
<td>BLOGS</td>
<td>13</td>
</tr>
<tr>
<td>REPORTS</td>
<td>7</td>
</tr>
<tr>
<td>BRIEF</td>
<td>1</td>
</tr>
<tr>
<td>COLLABORATION CASE NOTES</td>
<td>4</td>
</tr>
</tbody>
</table>
We increased the open rate of the weekly from 16% to 23% and added new subscribers.  

On twitter, we gained more than 1000 followers in 2021, and increased the number of...

**2782 members regular subscribers**  
/ 94 only subscribers

**2896 subscribers**  
↑ 468

**Impressions**  
↑ 34,4%

**Profile views**  
↑ 139,7%

**Mentions of our account**  
↑ 55,8%

Growth has been similar in LinkedIn.

We also extended our influence beyond our immediate scope by publishing on leading international development websites including The World Bank, Center for Effective Philanthropy, Candid and Alliance Magazine. Our member grant database was also picked up and independently analyzed by the Eye on Global Transparency blog.
DIVERSITY, EQUITY, INCLUSION AND JUSTICE

Diversity, Equity, Inclusion and Justice (DEIJ) were a focus of member discussions during the annual Member Week. Individual members shared insights from relevant internal reviews, such as of integrating gender and social inclusion and of DEIJ related audits.

The majority of members made program commitments to improve the quality of grantmaking. Many had DEIJ dimensions. For example, implementing DEIJ audit recommendations and creating DEIJ-related definitions. They will report progress in 2022.

At the suggestion of one member, TAI secretariat organized a training on asset framing for all members that was very well received and inspired members to review the language they use with new awareness of how deficit-framing can risk stigmatizing communities.

Diversity was a factor in rebuilding the TAI Secretariat team. The new 5 person team at year’s end represented 5 different nationalities, 4 continents and a variety of experience. That includes Atlas Corps Fellows – a program with intentionality about bridging experience between young professionals from the Global South and US-based organizations.

The Secretariat was also excited to be part of a DEI review with our fiscal sponsor, Proteus Fund, and has helped start an informal network of progressive philanthropy networks that provides a space to exchange, learn and push each to strengthen DEIJ goals among secretariats and funder members. With those other networks TAI staff participated in a global racial justice training series to strengthen our internal capacity to engage on racial justice dimensions with member organizations.
All TAI publications are published under the Attribution-NonCommercial-No Derivatives 4.0 International (CC BY-NC-ND 4.0) license. **All work produced, suitable for public dissemination, is posted on our website and freely accessible to all users.** To boost uptake of our work, we maintain an active presence on social media to promote our brand and work, as well as share work widely with partners.
What are we excited about for the year ahead?

Building cross sectoral collaborations to put TPA tools and experience to the service of climate justice.

Creating meaningful dialogue with regional players that can inform the nature and focus of our members grantmaking.

Now more than ever, enabling more efficient TPA funders’ collaboration based on data and evidence.

Finding ways to inform funders’ local programming and optimizing remaining global grantmaking in the TPA field.

Integrating information, communication and data management as a cross-cutting approach for more transparent societies.
## Annex

### 2021 Initiatives

<table>
<thead>
<tr>
<th>FUNDER LANDSCAPE</th>
<th>HOW WE FUND</th>
<th>WHAT WE FUND</th>
<th>ORG HEALTH / OPERATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunities for TPA in the climate agenda</td>
<td>Grantmaker Marketplace Quarterly Calls</td>
<td>Beneficial ownership funder contributions and future strategy</td>
<td>TAI Retreat / Learning Day</td>
</tr>
<tr>
<td>Open and inclusive local governance cohort (Voice/TAI)</td>
<td>Funder Coffee Hours Member Learning Series</td>
<td>CSO involvement in tax administration</td>
<td>Quarterly TAI Steering Committee meetings</td>
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<tr>
<td>Education accountability community of learning</td>
<td>Open Government Partnership evaluation facilitation COVID Learning Framework</td>
<td>Tax funding coordination World Justice Project Challenge Donor Roundtable</td>
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<tr>
<td>Global TPA trends &amp; implications</td>
<td>Approaches to member engagement</td>
<td>Anti-corruption agenda with Biden Administration and Summit for Democracy</td>
<td></td>
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