TRANSPARENCY &
ACCOUNTABILITY
INITIATIVE

Transparency and
Accountability Initiative
2020 Annual Report

Riding
the Curve

Funder collaboration
in a pandemic year

TAI 2020 Annual Report

Riding the Curve:

Funder collaboration in a pandemic year

TABLE OF CONTENTS

About TAI

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.

Please see our current five-year strategy to learn more.

CORE MEMBERS

MacArthur Foundation

OPEN SOCIETY FOUNDATIONS

FORD FOUNDATION

WILLIAM + FLORA Hewlett Foundation

Luminate
Building stronger societies

ASSOCIATE MEMBERS

CHANDLER FOUNDATION

Foreign, Commonwealth & Development Office

Riding the Curve

2020 was a year for the history books, albeit one many of us would prefer to forget. A year of shocks and shutdowns, of protests and repression, of unprecedented government action and scrutiny, and of overdue reflection on injustices. A year of untold losses.

As detailed in this report, transparency and accountability needs gained new poignancy amid struggles to contain the pandemic and its devastating effects. So, perhaps no surprise that Transparency and Accountability Initiative (TAI) hosted more conversations than ever before. Our members used the TAI community to compare notes on how best to help grantees navigate the pandemic, make sense of developments, reflect on their own roles, and find ways to leverage strained resources.

> **TAI's feedback is more important to me than almost anyone else's … I almost treat them as if they are part of our team, and that serves us well.**
>
> — Collaboration Case Note on Member Bilateral Support, funder member

TAI's new strategy — launched just as the pandemic took hold — was immediately stress-tested. Thankfully, its flexibility and focus on function — not theme — meant it held up well.

The space for collective thinking and action will be all the more necessary in 2021, whether you care about equitable vaccine roll out, addressing a yawning trust gap, or accountable use of Artificial Intelligence (AI). It remains a privilege to work with this group of funders committed to tackling such concerns.

Finally, you might be wondering, why still produce an annual report, especially such a long one? In our case it prompts valuable self-reflection, but there is another very practical reason. It serves as our grant report to all our members. It's designed to meet all member reporting criteria. If you don't yet have shared reporting, I encourage you to make the ask!

In the meantime, here's hoping 2021 is a year we will all be happy to remember. ▬▬

Michael Jarvis

Executive Director
Transparency & Accountability Initiative

Transparency,
participation, and
accountability have
been integral to
successful responses
[to overlapping crises].

— TAI Evaluation, funder member

Shifts in Context

How Did Global Upheaval Impact TAI's Operating Context?

The COVID-19 pandemic forced millions back into poverty. Certain authoritarian leaders used the pandemic backdrop as a means to further repress civil society and in the United States, the fight for racial justice and government accountability reached new heights. Simultaneously, the climate crisis is more evident than ever before as extreme weather events around the globe affect millions.

Funders felt the pressure to respond on multiple fronts. TAI members were not immune. Some shifted priorities and adjusted budget allocations accordingly. Several created dedicated COVID-19 or racial injustice specific funding pools. Potential grantee partners feel pressure to provide a COVID lens or justification to funding requests.

Failings in transparency and accountability were among root causes of the crises - be that lack of disclosure at the start of the pandemic or lack of accountability for enabling the spread of disinformation. However, transparency, participation, and accountability (TPA) have also been integral to successful responses, such as efficient and clean procurement of healthcare supplies. They will be essential to future rebuilding, whether to deliver meaningful climate risk disclosures, reinforce police accountability, or minimize graft in relief packages.

The pandemic brought new scrutiny of economic and social systems. Inequality and injustice have been more starkly revealed. No surprise that taxation debates have been energized around the globe or that the legitimacy of philanthropy is questioned.

These needs, combined with overstretched funder budgets, point to a need for a larger community of funders to support TPA programming.

As the effects of the pandemic deepened globally, TAI and its members adapted rapidly and efficiently. TAI offered members new space and products to support reflection and sense-making, solidarity, and potential for collaborative action. This included holding calls around grantee needs (e.g. for remote working) and launching our COVID-19 Monitor series documenting relevant trends to inform funder decisions. The pandemic's urgency has led funders

TRANSPARENCY AND ACCOUNTABILITY HIGHER PROFILE IN 2020

Total Search Engagement on "Transparency and Accountability"

2019 — **5,226,187**

2020 — **7,434,481**
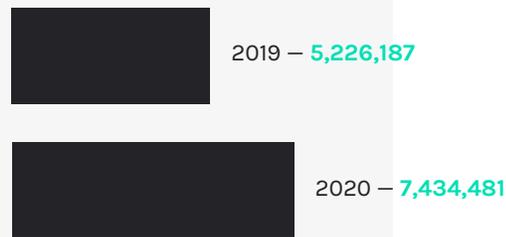
Data: BuzzSumo

to be more flexible (in funding and reporting) and offer more forms of non-financial support. There is now a justifiable push to make some of these reforms permanent.

WHAT DID SO MUCH UNCERTAINTY MEAN FOR TAI'S INTERNAL OPERATIONS?

Being a donor collaborative, our membership is always in the midst of a member strategy refresh, evaluation, or leadership transition. In 2020, we've seen a hold on Open Society Foundations (OSF)'s new strategy, a leadership transition underway at the Ford Foundation's Natural Resource and Climate Change Program, and strategy reviews for William and Flora Hewlett Foundation (Hewlett) and MacArthur foundations. As stated in 2019, this constant flux is a feature, not a bug. Our new 2020-24 Strategy was built for flexibility as a result.

The TAI platform also served to connect and inform individual member strategic directions. For example, OSF staff sought and received member feedback on landscape scans and a draft of the Economic Justice Program (EJP) strategy. Similarly, TAI members provided input to Hewlett in the early stages of its TPA strategy refresh, including OSF sharing its recent strategic research. Several members opened new

pandemic response funding windows, and one member shared proposals under consideration to maximize funding efficiency with peers. Nonetheless, necessary member attention to internal shifts did distract from the potential for collective action in addition to collective sense making.

On a more prosaic note, COVID-19 has certainly changed work forever. TAI has been working remotely since March 2020. It has also affected partners around the globe - for example, the winner of our maiden photo grant contest had to delay his shoot due to coronavirus restrictions. There has been a dearth of serendipitous networking (hard to do over Zoom), but the enforced virtual modality has aided inclusivity of funder and grantee dialogues - no barriers to invitations when visas and travel costs are not an issue (though time zones are).

The Secretariat anticipates adjusting to a hybrid of remote and in person engagements with each other and members by the end of 2021. The inability to travel will certainly bring challenges as we plan our now virtual annual retreat.

In the past, the Atlas Corps program, where professionals from the Global South work with a US organization for a set time, has bolstered TAI staffing. But the pandemic and hold on visas by the US Administration prevented us from onboarding new fellows. As a result, we extended existing fellowships.

Major Publications (2020)

Over the course of the year, we published 46 newsletters, 20 blogs, 9 reports, 9 TPA Full Disclosure series interviews, and 6 Collaboration Case Notes.

TAI MEL Plan

COVID-19 Monitor

TPA Full Disclosure Series

TAI 2020–2024 Strategy

TAI Evaluation Brief

Debt Implications for Fiscal Grantees

2020 Semi-Annual Report

Defining Responsible Storytelling in a Digital Era

Funding Strategic Litigation — Funder Reflections

Finding, Building, and Retaining Data Expertise in Social Accountability Organizations

Information and Accountability: Preface to Evidence Syntheses of Within-Government and Citizen-Government Accountability Pathways

TAI agreed and launched
a new strategy and
accompanying monitoring,
evaluation and learning
(MEL) plan. Here we
recap further progress
mapped to the pillars
of that new strategy.

Where Did We See Progress in 2020?

Where Did We See Progress in 2020?

participation on the proposal review committee, the Dutch funding mechanism, Voice, launched the Open to Inclusive Governance initiative to fund TPA work conducted by self-led organizations of underserved groups.

TAI conversations also sparked joint action, for example a call for ideas in Colombia with International Finance Corporation (IFC) in collaboration with the Ford Foundation's regional office and support from the BHP Foundation. This work grew from TAI's country-level partnership with IFC to adapt and deploy a first mining sector open data assessment.

WHAT WE FUND

Result: TAI-delivered experiences or content inform member strategic direction or portfolio funding decisions

Members have been more active than ever in using TAI as a platform to confidentially discuss sensitive grant decisions and use peers as a collective brain trust. As noted above, individual members utilized TAI to secure important feedback and share inputs to inform strategy shifts and new funding windows. In addition, TAI authored and commissioned knowledge products informed member decision making. For example, the guidance *So, You Want to Hire a Data Person?* was utilized by OSF in their internal data capacity review.

The Secretariat also identified and incubated collaborative funding opportunities new to member portfolios. With support from the Hewlett Foundation and Secretariat

HOW WE FUND

Result: TAI-delivered experiences or content inform member grantmaker approaches or practices

OSF requested and received evidence from members and other 2020 Learning Day funder participants to support the business case to continue its organizational health fund under the new EJP strategy. Luminate consulted and took inspiration from member practice to shape its new Partner Support program, and in fielding their first grantee perceptions report (GPR). Similarly, Chandler Foundation fielded its first

Really appreciate the increased focus of TAI on helping to grow the donor base for member priorities.

— TAI Member Survey, funder member

GPR, inspired and informed by the practice of other TAI members.

The Secretariat compiled grantmaking data points collected by members as a basis for new commitments re quality of funding.

FUNDER LANDSCAPE

Result #1: Members amplify key messages and evidence-based insights to promote TPA practices

TAI has served to deploy member voices more proactively in response to member interest and grantee partner demand (as confirmed in a survey and consultations). This reflects a new comfort with using TAI to take positions that members may not be able to publicly champion individually. That said, TAI action can also inspire individual member action. For example, TAI interest to sign on to a World Justice Project letter in support of free, fair, and accountable US elections led two additional foundation members to sign on.

TAI also highlighted the importance of TPA themes in the broader development community, particularly their relevance for pandemic response, e.g. organizing a Devex event to

highlight the important role of civil society in that response. TAI placed relevant articles on social movements and governance in widely read online publications, and established regular dialogue among progressive funder networks committed to empowering civic society.

Result #2: Funders within and beyond the current membership are engaged in Secretariat-facilitated activities

TAI member staff from various regional offices and non-member funders contributed to each of the seven sessions held on grantmaker practices. TAI has seen more diverse funder engagement in our work this year. Non-members engaged have ranged from the large (e.g. Bill and Melinda Gates Foundation) to the small (e.g. Joffe Trust) and have included those new to supporting TPA issues.

TAI COLLABORATIVE HEALTH

Result #1: TAI strengthens mutually beneficial collaboration among members

TAI members consistently connected and pursued collaborative initiatives. One example is the ongoing Data Use for Accountability (D4A) learning initiative in Nigeria and Colombia. Two

We were already seeing ways in which our systems had leakages that could cause people already vulnerable to be more hurt, [so it was] helpful to get out of our own heads and institution and make sure we were coming up for air.

— Collaboration Case Note on Funder responses to COVID-19, funder member

members have contributed additional funding to the initiative guided by TAI learning partner Global Integrity. In Colombia specifically, a regional office program officer noted the value of facilitating cross-fertilization among organizations working in the TPA and human rights sectors.

Program officers continue to actively participate in regular lighter-touch coordination calls on natural resource governance and fiscal portfolios, to discuss grant renewals, make connections to potential partners, and discuss relevant evidence generated by grantee partners or TAI.

Result #2: TAI core institutional membership size offers value to members

TAI membership expanded with Chandler Foundation joining as an associate member, bringing fresh perspectives and expertise. 2020 saw an uptick in inquiries from foundations asking to learn more about the collaborative. TAI will continue to pursue a managed growth approach, applying the updated membership criteria, and governance terms of reference adopted this year (developed with support from an OSF 2019 organizational health grant).

One benefit of the current membership size is that it enables the Secretariat to provide dedicated bilateral support to members (advice, document review, desk research). This became a formalized offering in 2020 with consistent

uptake from a majority of members.

Result #3: TAI collective MEL system produces quality data used by Secretariat and members

Programmatic and strategic learning and evaluation staff based in three different countries from three member institutions joined the Secretariat in a time-bound outcomes working group. The group finalized a new theory of change, outcomes, and metrics. TAI published its new MEL Plan, adapted reporting against this framework, and began to restructure learning practices.

TAI's learning agenda emerged through a series of unanticipated member conversations on COVID-19. Drawing on these member discussions of the pandemic effects, partner needs, and funder responses, the outcomes working group prioritized learning questions for each strategic pillar.

Aligned Reporting Indicators

Strategic Pillar	Indicator	2020
What We Fund	% of member survey respondents that report TAI participation informed their strategies or portfolio funding decisions	Pending survey result in early 2021
How We Fund	# of financial and non-financial tools introduced or shared through TAI adopted by TAI members	Data collection method still TBD
Funder Landscape	# of member (co)commissioned or authored content to influence specific funder audience disseminated beyond TAI membership	1
Funder Landscape / Cross-Cutting	# of unique funders (institutional program or other organizational unit) represented at Secretariat-facilitated initiatives	35 unique funder institutions; 7 members; 28 non-members
Cross-Cutting	# of documented instances of collaboration among two or more members	6 collaboration case notes published in 2020; Pending 5 collaboration case notes in early 2021
TAI Collaborative	Net change in # of core institutional members from 2017–2019 strategy to 2020–2024 strategy	Steady core membership; new associate member
TAI Collaborative	Secretariat develops and implements MEL Plan for new strategy with members	MEL Plan published and implementation underway

TAI uses these indicators for aligned grant reporting for all members.

What Did We Learn?

What Did
We Learn?

Transparency and accountability failings were among the root causes of current global crises. Yet, TPA applications are proving their worth as integral elements of responses. This creates a further urgency to TAI's mission.

While individual members necessarily focused on managing their own portfolios through the pandemic, TAI bandwidth meant attention could still be paid to amplifying TPA issues. These in turn help advance member and grantee partner goals.

Reflective of member involvement in shaping the new 2020-2024 strategy, we removed a potential fourth strategy pillar on identifying future 'horizon' opportunities in TPA - embedding elements into the Funder Landscape pillar.

Our 2019 collaboration case notes point to TAI value in fostering collaborations. A prime example is our D4A work in Colombia. IFC financed the joint assessment of mining royalties data while Ford Foundation hosted dialogues building on the findings and made grants to address highlighted needs. Both are committed to support the newly launched Call for Ideas. In this example, TAI encouraged IFC engagement, made connections, and facilitated learning.

We can make more of our member-facing work visible to others as a contribution to the field. This will help reinforce TAI's bridging role between funding and practitioners, while still focusing our work on our funder members. Doing this can help TAI increase its reach to the broader funding community, for example in packaging insights from member conversations and reflections on funding strategic litigation.

Member grantees confirmed their value and would like members to use their collective voice more often, but foundation staff less familiar with TAI often perceive TAI as external to them. This can hamper funder "ownership" of messaging. The *Full Disclosure* series is helping to engage and feature more member staff and humanize the motivations for and reality of TPA programming.

Some of our projects have evolved beyond their original concept over time. This is often reflective of a constructive, adaptive approach, but we can do better at reviewing and communicating clarity of purpose and reconfirming value to members.

TAI members continued to value the TAI funder space to discuss and coordinate around portfolios of shared interest. Therefore, the Secretariat will continue to host program officer thematic discussions as long as there is consistent participation and engagement from member staff.

What Did We Do?

Among all of the activities conducted during the past year, we feature key activities undertaken to advance the collective strategy. Foundational activities were creation and approval of new strategy, MEL plan and annual work plan.

WHAT WE FUND

Optimizing Impact of Thematic Portfolios

Overlapping portfolios, overlapping learnings. The D4A Initiative continued with support to four member grantees in Nigeria and Colombia framed around a shared learning agenda and coordinated MEL support.

The Secretariat commissioned an evaluation on funder contributions to establishing the emerging norm of beneficial ownership transparency. This is designed to inform future grantmaking on global norms.

Shaping directions. The Secretariat has been working with members and grantee partners to build support for domestic coalitions on tax issues. To complement, the Secretariat also commissioned a mapping of civil society roles and related evidence in improving tax administration.

Regular exchange among members on thematic funding portfolios sparked deeper sense making

amid so much global uncertainty. TAI hosted a dialogue on the future of natural resource governance with the Brookings Institution and the Natural Resource Governance Institute. The headline: this is no time for business as usual. Among topics flagged for further inquiry was the phenomenon of state capture - also subject of funder conversations organized by TAI around Ford Foundation commissioned research.

HOW WE FUND

Reinforcing Effective Grantmaker Practice

COVID-19 Learning Framework: TAI held four member calls to share information about grantee partner needs and institutional responses and to build on members' scenarios and planning work. The Secretariat produced and disseminated related public goods, including a curated list of member COVID-19 responses, and the three-part series *COVID-19 Monitor*, a qualitative analysis and learning tool.

Grantmaker Marketplace: TAI convened three calls including Steering Committee

Members have been more active than ever in using TAI as a platform to confidentially discuss sensitive grant decisions and use peers as a collective brain trust.

— based on TAI participation data

members, colleagues based in regional offices, and invited funder peers to address collective questions around effective and equitable grant-maker practices. From organizational resilience, to individual safety and wellness, and collecting/using grantee partner feedback, members shared experience and evidence and sought and received feedback to advance their work.

Open Government Partnership (OGP) Evaluation: TAI served as an independent convenor for the multi-funder steering committee supporting the ongoing evaluation. In addition to convening quarterly business meetings, TAI supported a series of learning sessions to discuss emerging findings on beneficial ownership, open contracting, and civic engagement.

FUNDER LANDSCAPE

Expanding and Enhancing Funder Connections

Strengthening infrastructure for members' collective voice. Members created a Collective Voice Working Group. Its work included development of shared messages, sharing/prioritizing advocacy opportunities, grantee consultations, and development of a new sign-on protocol. Looking at intersections with other issues and funder interests, the Secretariat and members

co-created specific funder engagement plans. The Secretariat hosted dialogues on planning for US electoral outcomes and resulting TPA implications.

Raising the profile of TPA principles and programming and those funding it. TAI placed coverage of TPA issues in publications with strong funder readership, invited and promoted blogs of field players, and launched the Full Disclosure series. The Secretariat boosted social media reach and profile as well as readership of the TAI Weekly.

Increasing uptake of TPA learnings. The Secretariat mapped entry points for TPA issues in relation to the climate agenda combined with a scan of climate funder interests. TAI hosted a dialogue with Global Partnership for Education and International Education Funders Group on accountability in the education sector.

TAI COVID-19 Timeline

2020: a year of largely unanticipated activites to center transparency, civic participation, and accountability in pandemic experiences and responses.

MARCH — APRIL

COVID-19 takes over TAI Weekly
Publication

Going Virtual in the
Coronavirus Era
Blog / Idea

New Slack channels for members
Blog / Idea

COVID-19 Responses & Opportunities
Event

TAI Member Responses
to COVID-19
Blog / Idea

Learning in a Time of Crisis
Blog / Idea

TAI pandemic learning
agenda emerges
Blog / Idea

MAY — JUNE

Why Governance Matters in the
Time of COVID-19
Publication

Four Lessons the COVID-19 Crisis
Can Teach Us About Data Driven
Storytelling
Publication

Governance and Social
Movements
Publication

COVID-19 Responses & Opportunities
Event

AUGUST — SEPTEMBER

Bringing Accountability to the
COVID-19 Recovery
Blog / Idea

COVID-19 Monitor Issue 1
Publication

OCTOBER — DECEMBER

Building Back Better Through Civil Society
Event

COVID-19 Monitor Issue 2:
Funder Voices and Responses
Publication

Road to Recovery: Scenarios & Futures
Event

Limits of Learning as Usual
Blog / Idea

COVID-19 Responses Fail Fair
Event

COVID-19 Monitor Issue 3:
Research & Learning During a Pandemic
Publication

Business as Usual Is Not an Option: The Future
of Natural Resource Governance
Blog / Idea

2020 Key Initiatives

The TAI Secretariat supported the funder members in a variety of efforts this past year across all our strategic areas. These ranged from member call series to research to inquiries together with grantees.

What We Fund

| Beneficial Ownership Evaluation |
| Data Use for Accountability Learning Initiative |
| Member Learning Series |
| Natural Resources and Extractives |
| TPA in Imagery - Photo Competition |
| Tax Coordination Calls |
| Tax CSOs Capacity |
| Voice / TAI: From Open to Inclusive Governance |

How We Fund

| COVID Learning Framework and Funder Responses |
| Effective Storytelling - Funders / Civil Society |
| Grantmaker Marketplace |
| Fiscal Governance Indicator Project |
| Member Learning Series |
| OGP Evaluation |

Funder Landscape

| Collective Voice Working Group |
| Full Disclosure Series |
| TAI Weekly |

TAI Collaborative / Operations

| TAI Retreat / Learning Day |
| TAI Steering Committee Quarterly Calls |
| TAI Operations / Communications |
| TAI Strategy and MEL Plan Refresh |
| TAI Governance / Membership |

> The learning calls have been so helpful. It's great to hear from other TAI members' experiences, and learnings have deeply informed the way we approach work.

— TAI Member Survey, funder member

How Did We Operate?

How Did We Operate?

MEMBERSHIP AND GOVERNANCE

In addition to shaping and approving a new five year strategy and related MEL Plan, TAI members agreed to a new member Terms of Reference with clarified roles and responsibilities.

Chandler Foundation joined the collaborative as a new Associate Member under the new terms. OSF, Luminate, and MacArthur all completed member renewals in 2020.

Building on member feedback, the Secretariat instituted voting on work plan options. This was one of several steps to clarify decision making and ensure that resources are deployed to match the collective interest. This is especially important for any significant knowledge product development, such as the commissioned evaluation of funder contributions towards beneficial ownership transparency.

FINANCES

We start out by thanking our members for their continued generous support. Due to the uncertainty created by the pandemic and pending member grant renewals, the Secretariat planned a deliberate underspend in 2020. Travel was one major saving area given pandemic restrictions. In 2019, the Secretariat spent $119,631 on travel/events, but just $13,667 in 2020.
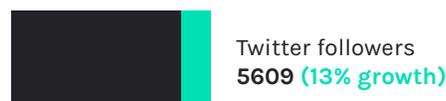
Further savings are anticipated from our fiscal sponsor obtaining a US Paycheck Protection Program loan. Should the loan be forgiven, the Secretariat will save close to $65,000 on salary and rent expenses.

Given continued generous support of our members, we ended the year in a stable financial position.

DIVERSITY, EQUITY, AND INCLUSION

Despite the internal context challenges noted above, the Secretariat worked with two Atlas Corps Fellows this year, Busayomi Sotunde (communications fellow) and Zoya Belmesova (MEL fellow). As a small organization, the Secretariat benefits greatly from the experience and perspectives drawn from their prior

TAI SOCIAL MEDIA GROWTH IN 2020

TAI Website Views
95,673 (14% growth)

TAI Weekly subscribers
2,144 (28% growth)

Twitter followers
5609 (13% growth)

Our follower base on LinkedIn and Facebook are also growing fast at **211%** and **93%** respectively from the previous year.

professional endeavors. TAI is able to go deeper and produce better quality work as a result of the effort, questions raised, and insights offered by these colleagues.

TAI designed the annual Learning Day featuring peer practice-informing discussions on putting diversity, equity, and inclusion (DEI) principles into practice in global grantmaking. These practices have taken on further salience as global crises this year revealed ongoing and systemic gaps in access, inclusion, and agency for certain communities and types of organizations.

Ongoing TAI collaboration with Voice, supported with additional funds from Hewlett, centers DEI in pursuit of more open and inclusive governance. This initiative is supporting six grantee partners led by people from underrepresented groups in Western and Eastern Africa. This year, the groups participated in a learning and design phase to explore approaches and partnerships to more explicitly integrate transparent and accountable governance in their ongoing social change efforts. The Voice team published a blog to share lessons from launching during a pandemic.

Finally, several of the learning agenda questions in TAI's MEL Plan seek to explore DEI issues, from inclusive learning with grantee partners to equitable funder practices. TAI anticipates a continued focus on DEI as members prioritize areas to continue improving how they fund.

COMMUNICATIONS

In line with TAI's thought leadership role and the new member focus on building links to the broader funding landscape, we experimented with ways to reach new funders and practitioners alike.

In addition to launching the Full Disclosure series, we began accepting guest blogs from non-TAI members/grantees that introduced new concepts or insights. We worked with partners to disseminate content, for example to share collaborative learnings. We extended our reach to leading international development websites, including the World Economic Forum, The Internationalist, Brookings Institution, and Alliance Magazine. The *Weekly* newsletter and TAI website remain popular among TPA field practitioners. In 2020, we saw an increase in external requests to feature content in the newsletter and to guest-publish on the TAI blog.

Outreach efforts included promoting our learning resources in four languages (English, German, Russian, and Spanish), more collaboration with the communications team of member organizations, ensuring our digital resources are reader/SEO-friendly, connecting content to current events, and updates of our website to ensure it remains reader-friendly and navigable. We kept an eye on where major knowledge products gained uptake. The "long tail" of products is too often ignored (not least

This weekly newsletter from TAI is an amazing resource if you're interested in transparency and accountability.

— Kecia Bertermann,
Director of Learning and
Impact at Luminate,
via LinkedIn

as it requires time/resources to track), but can inform future knowledge generation.

These paid off. We started the year with unprecedented readership growth, which plateaued mid-year as many experienced digital fatigue, but picked up again year end. Overall, readership of our Weekly newsletter grew by 28%, our web page views grew by 14%. Our social media presence and website traffic also increased significantly, allowing us to share relevant content with a broader audience.

Internally, we launched a brief poll seeking members' feedback on serving them better with the Monthly in-house newsletter. We are adapting their input into future issues, but readership is still low.
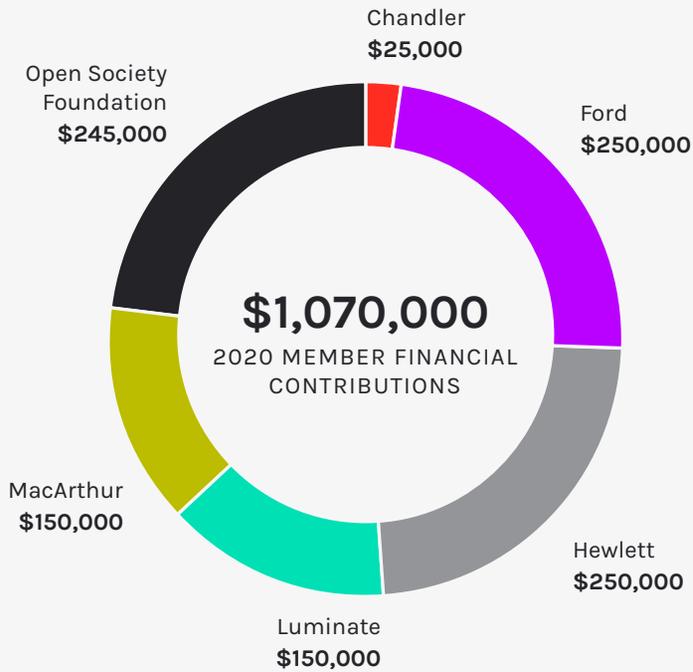
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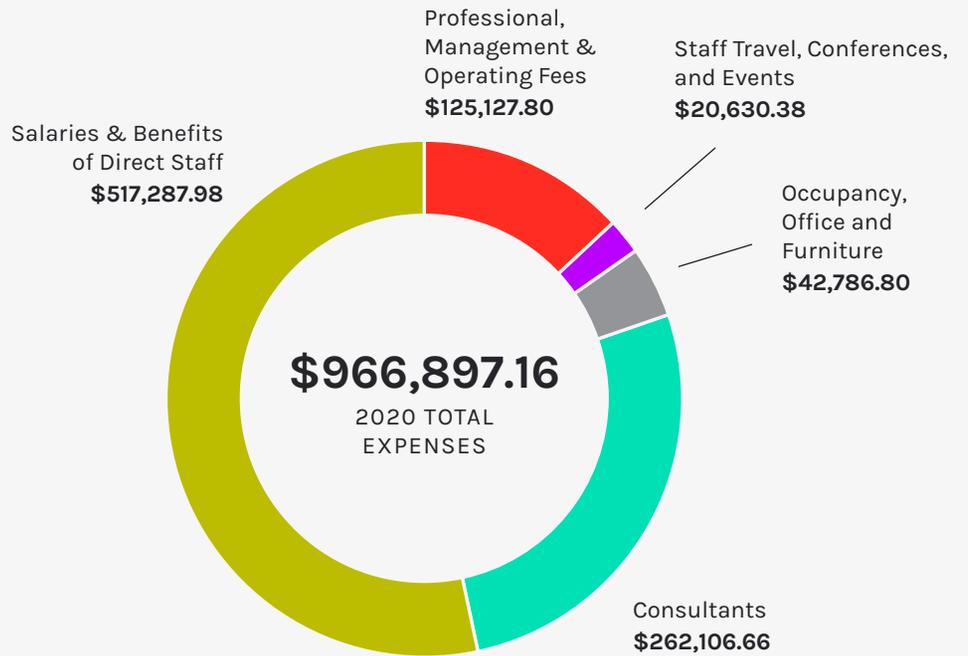
Revenue & Expenses

Revenue

Member Grants

Chandler
$25,000

Open Society
Foundation
$245,000

Ford
$250,000

$1,070,000
2020 MEMBER FINANCIAL
CONTRIBUTIONS

Hewlett
$250,000

MacArthur
$150,000

Luminate
$150,000

Expenses

Professional,
Management &
Operating Fees
$125,127.80

Staff Travel, Conferences,
and Events
$20,630.38

Salaries & Benefits
of Direct Staff
$517,287.98

Occupancy,
Office and
Furniture
$42,786.80

$966,897.16
2020 TOTAL
EXPENSES

Consultants
$262,106.66

What Are We Excited About For the Year Ahead?

Alison

Enhancing TAI's "bridging function" to connect funder and grantee partner learning

Busayomi

Strengthened collaboration with funder member communications teams and reinforcing the framing of the new strategy

Michael

Testing funders ability to help strengthen accountability within the latest rounds of COVID-related procurement and financial relief packages

Richard

Engaging new and diverse funders around TPA issues

Zoya

Exploring more development sector areas, such as climate, through the TPA lens

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.

TRANSPARENCY &
ACCOUNTABILITY
INITIATIVE

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