



Advancing Participatory Governance Amidst Global Uncertainty

TAI'S 2024 REFLECTIONS

ANNUAL REPORT



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Who we are

The **Trust, Accountability, and Inclusion Collaborative - Funders for Participatory Governance (TAI)** is a platform for donor learning and action. Our members seek to strengthen trust, accountability, and inclusion in societies around the globe (and in their own funding practices) as building blocks for a more just world where democracy, economy, and planet thrive.

TAI **connects and leverages** the deep expertise and leadership of those who fund programming related to trust, accountability, and inclusion. We provide a space for them to **learn from each other and build new thinking and action**. Our members come together to strategize, evolve funder practices, and expand the funder ecosystem. TAI also **acts as a bridge with the field**, assuring flows of knowledge and exchange on evidence, funding trends, and pain points in the funder ecosystem.

TAI is a fiscally sponsored project of [Proteus Fund](#).

→ For more about how TAI operates and our strategy, see our [website](#).

TAI MEMBERS

Ford Foundation



Luminate

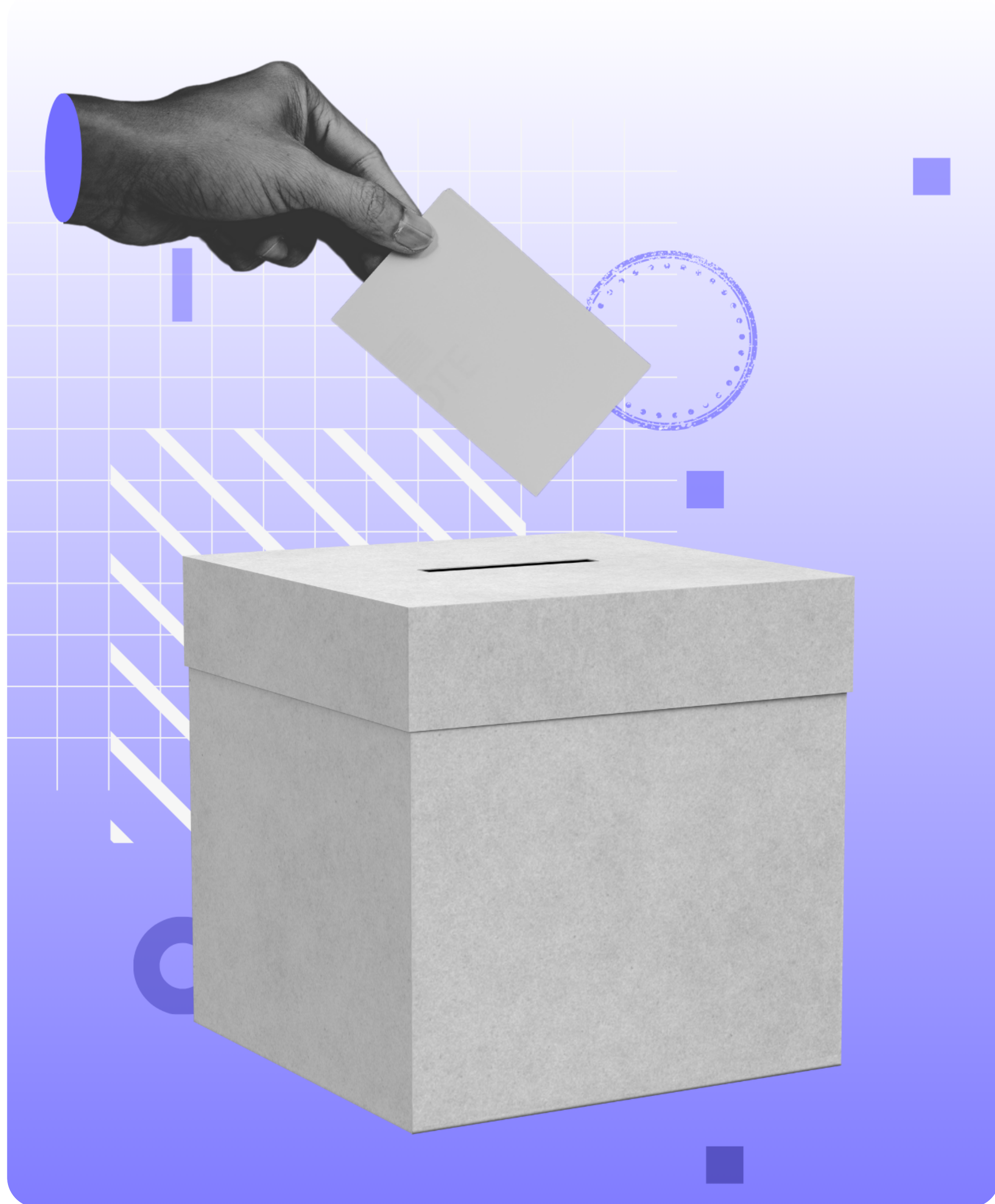


**OPEN SOCIETY
FOUNDATIONS**

MacArthur
Foundation

The UK Foreign and Commonwealth Development office (FCDO) and USAID participate as observers at TAI.

“ *TAI has collaborated with us on elevating anti-corruption and governance issues among funders.* ”



OUR OPERATING CONTEXT IN 2024:

A Year of Electoral Tests and International Reform Battles

Trust, accountability and inclusion challenges were prominent throughout 2024 from global to local levels. The “Year of Elections” served as a stark backdrop, with [over sixty countries heading to polls](#) amid growing social divisions and eroding democratic norms. Incumbent losses, particularly in wealthier nations, reflected deeper societal fissures, while polarization and social media amplified distrust. 42% of respondents of the [2023 Open Society Foundations survey](#), aged 18-35, are supportive of military rule, signaling a generational shift in political attitudes.

In Mexico, the new President proceeded to disband the [National Institute for Transparency, Access to Information, and Personal Data Protection](#) that had played an important watchdog role. Military leadership strengthened its hold in the Sahel region, causing the withdrawal of Mali, Burkina Faso, and Niger from regional security coalitions. In Georgia, a foreign agent law was passed despite widespread protests.

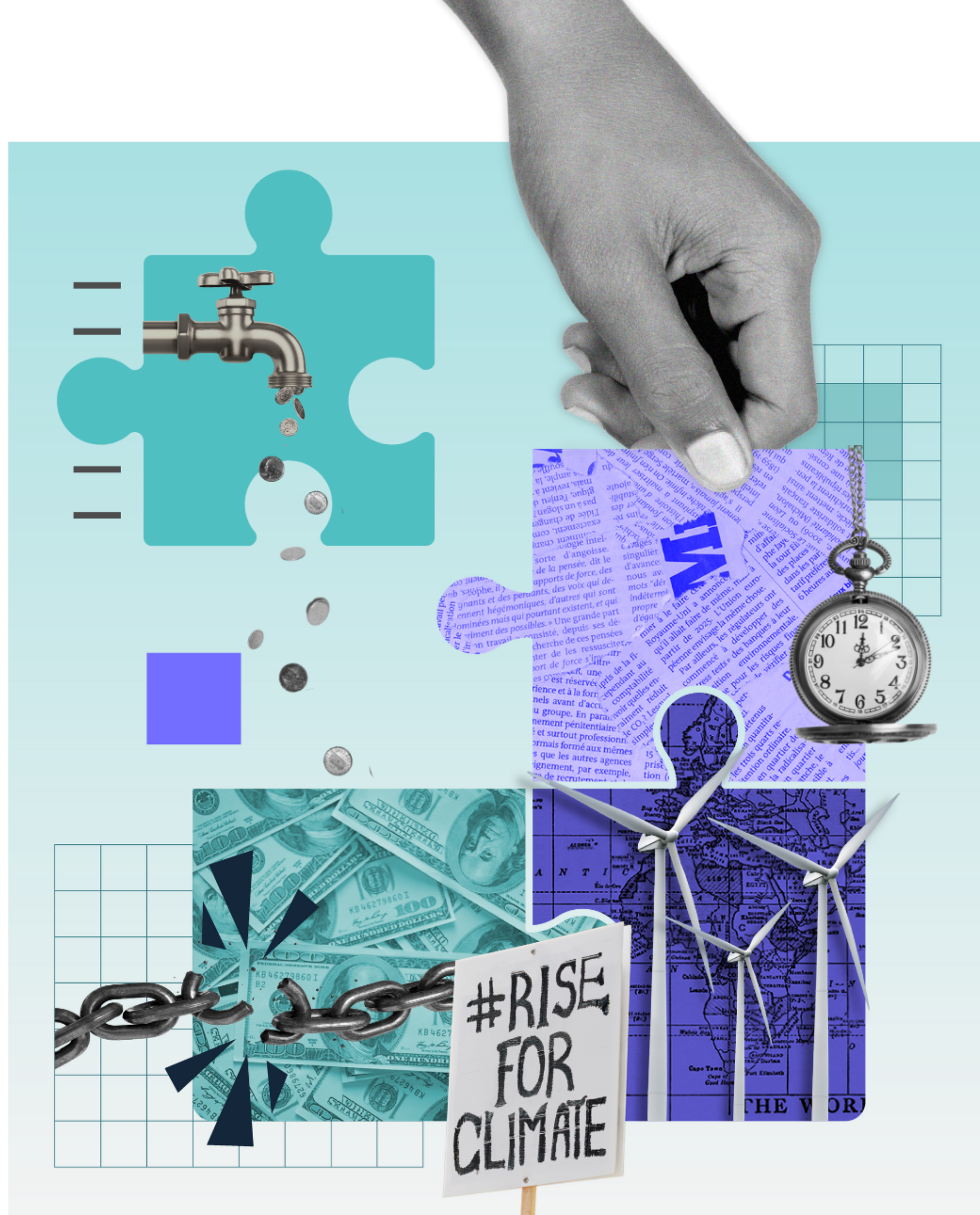
In sum, the operating context became harder for many of the groups supported by TAI members. However, there were also notable moments of publics (and courts) demanding political accountability ranging from the blocking of Macky Sall's attempts to extend his Presidency in Senegal to the swift rejection of the South Korean President's attempt to impose martial law.

Concerns over public integrity and frustrations at fiscal pressures were also notable. For example, a Finance Bill that would have raised taxes was withdrawn in Kenya after fierce citizen protests fueled by perceived unfairness. The number of countries facing a debt crisis grew, but efforts to find a multilateral solution made slim progress – the [G20 Common Framework](#) was widely seen as inadequate. However, some exciting test cases emerged to attach governance conditionalities to debt refinancing, as seen in Sri Lanka.

Progress on international tax reform was more encouraging with negotiations getting underway at the United Nations Convention on International Tax Cooperation. More countries legislated the [OECD agreed 15% corporate tax minimum](#). However, heading into 2025 there is more uncertainty with a new US Administration likely to disrupt efforts and increase chances of a tax war.

Winning public trust for tax increases is not easy, so perhaps it is no surprise that 2024 saw a flurry of policy attention to (and philanthropic interest in) taxes on polluters and the ultra-wealthy that are more palatable. Widespread failure to eliminate fossil fuel subsidies has undermined both fiscal and climate goals. See TAI brief on [“Setting the global agenda for tax, debt and international aid through 2035”](#).





More broadly on the climate front, new research [\(including from TAI\)](#) pointed to a variety of accountability gaps. Corporates, especially in the finance sector, retreated from green commitments in the face of political pressure in certain geographies. The agreement of a [New Collective Quantified Goal](#) for climate finance was one achievement of COP, even if it failed to please many. However, given the difficulty that donor countries had in meeting the previous USD 100 billion target, there is much work to be done on strengthening accountability for delivering promises of support as well as demonstrating effective use of funds. In that respect, 2025 promises overdue attention to country platforms to match finance to needs, but it remains to be seen how effectively they will embed transparency, participation and accountability principles. The need for engagement from TAI member partners is clear.

Despite the “wins” of a new climate finance commitment and replenishment of the International Development Association at the World Bank that grants to the poorest countries, the overall aid picture proved grimmer. Several European donors made significant cuts in aid budgets, especially for civil society. That poses a challenge to philanthropy on whether they can step up to fill those funding gaps.

Amid both government and philanthropic donor communities, localization of funding was one consistent theme during the year, but the latest data points to the difficulty of making progress. One pathway to get money closer to the ground, while also shifting grant-making practices to one that is more inclusive and trust based, is through intermediary funders. It’s no surprise, then, that their role is receiving increased attention. Several reviews, [including TAI’s own](#), have been undertaken of intermediary options, helping spark discussions on operationalizing localization meaningfully and accountably in 2025.

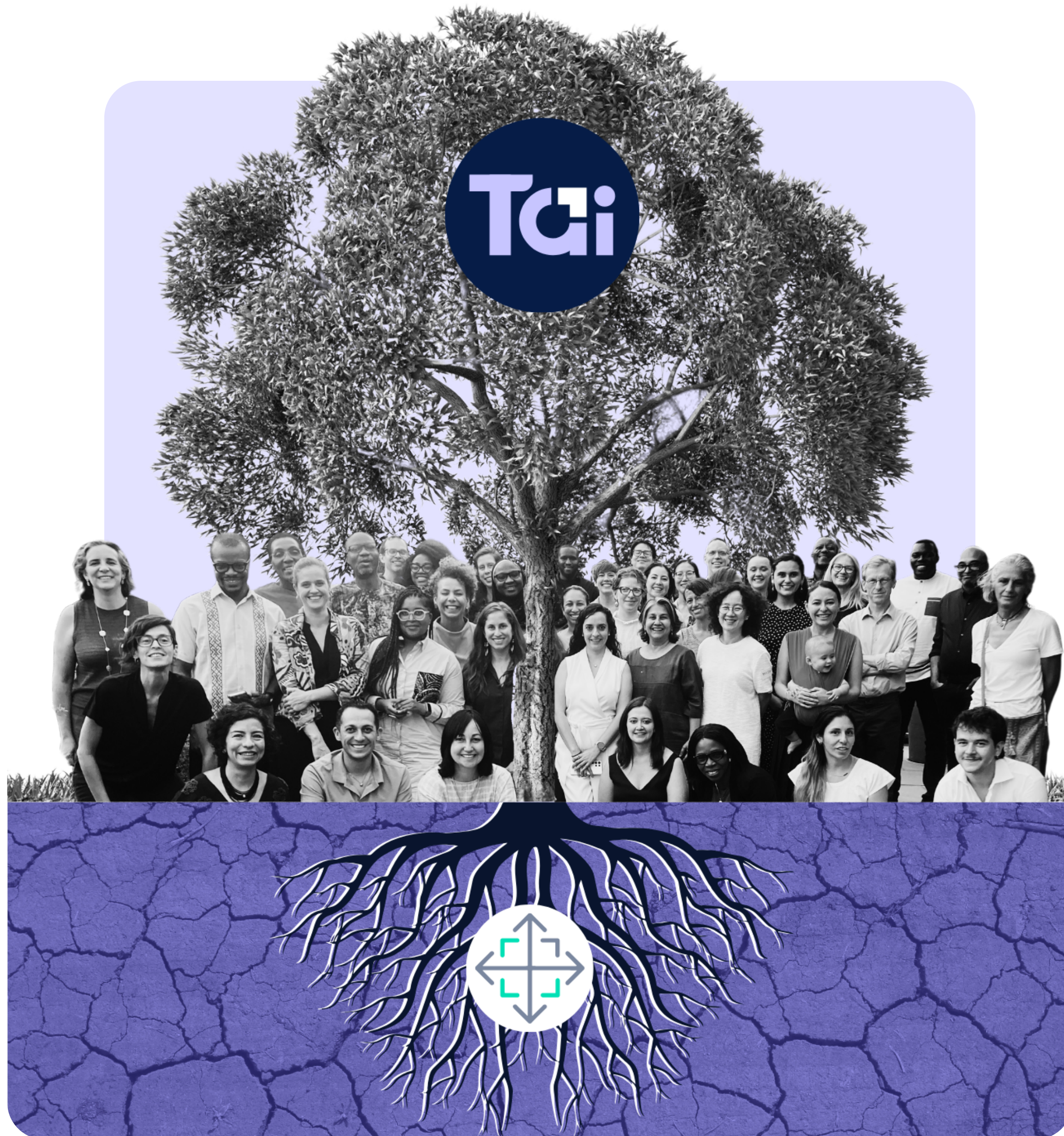
Leadership Changes and Strategic Evolution for TAI in 2024

Shifts in strategy and priorities tend to be constants in the philanthropic space and 2024 was no exception. TAI members underwent significant leadership shifts. Binaifer Nowrojee [was appointed the new president of Open Society Foundations](#) and oversaw the conclusion of its transformation process with new opportunities presented to the board for funding. Several have relevance to trust, accountability and inclusion needs internationally, including the commitment of \$400 million over eight years to support the new Economic and Climate Prosperity program working in Brazil, Mexico, South Africa, Senegal, Malaysia, and Indonesia.

The Hewlett Foundation's President, Amber D. Miller [started her new role](#) in September and Luminate announced the appointment of [Melanie Hui as CEO](#), replacing Stephen King who had led the organization since its inception in 2018. That leadership change aligned with a shift to focus on the design, development, and use of technology that respects human rights and social justice. Our formal observers at USAID and the UK Foreign Commonwealth and Development Office also faced changes of government and the resulting uncertainty over what will be new priorities and funding realities. Headlining more changes to come, Ford Foundation's President Darren Walker announced he will [step down in 2025](#).

At the program level, the Natural Resource and Climate Justice program of the Ford Foundation [updated its strategy](#) (including a name change), while MacArthur Foundation concluded its On Nigeria program and began deliberating on how it will stay engaged in the country. Chandler Foundation focused more on facilitating government and civil society partnerships for greater openness in Malawi and Zambia. The Hewlett Foundation [Inclusive Governance team](#) initiated an innovative Progress, Evaluation, Accountability and Learning approach and framework and the [Civil Society and Leadership Initiative](#) at David and Lucille Packard Foundation strengthened the civic space lens to thematic programming, including intersections with climate solutions.

The scope of these shifts posed a challenge for TAI, expanding the scope of member interests and creating uncertainty as some members closed programs or shifted focus. Meanwhile, other funders are increasing engagement and may take on more active roles. Changes in TAI's membership composition are anticipated next year.



The realities of navigating shifts in member composition and priorities also factored into our own strategy review as a collective. This was the last year of our [2020-24 strategy](#) period. To shape what comes next, a specially formed Strategy Refresh Committee led a process (with the wonderful support of Laura Budzyna, our Monitoring, Evaluation and Learning Advisor), to redefine our theory of change, vision and mission for the coming years.

We already shifted [to our new name in 2024](#), which received overwhelmingly positive feedback. Increased donor outreach and participation in TAI events also suggested that the trust, accountability, and inclusion labels and approaches resonate within the donor community, including increasingly with climate funders.

In terms of internal staffing and processes, we had a welcome year of continuity among the core team. However, we did experience some pressure on the team from the increased variety of themes and asks from members. This also included taking on new projects with dedicated funding from both members and non-members – a departure for TAI.

To manage the demand, we were excited to be able to welcome Leah Eryenyu as our new Gender Just Economies Learning Community Lead, and Alejandro Peña to help on administration. Entering the new strategy period, we will need to review secretariat skills and capacity to make sure we remain well set up to deliver on the ambition in the new strategy.

TAI VALUE TO MEMBERS:

Highlights from our Annual Survey

Each year, TAI conducts a member survey to evaluate the overall health of the collaborative and its influence on both members and the broader funder landscape. The full results are available [here](#), with highlights shared below.

STRATEGIC PILLAR	INDICATOR	2020	2021	2022	2023	2024
What We Fund	% of member survey respondents that report TAI participation informed their strategies	(No data)	32%	32%	31%	29%
	% of member survey respondents that report TAI participation informed their portfolio funding decisions	57%	21%	53%	25%	29%
How We Fund	% of member survey respondents that report changes to grantmaking approaches or practices as a result of TAI participation	57%	32%	11%	25%	12%
Funder Landscape	# of unique funders represented at Secretariat-facilitated initiatives	35	41	75	129	409 (82 Member reps and 327 Non Member Funder reps)
TAI Collaborative Health/ Operation	# of institutional members	7	8	8	9	10
	% of member survey respondents that report at least one collaboration with another TAI member	78%	68%	63%	75%	88%
	% of member survey respondents that report benefitting from collaborative initiatives	94%	100%	90%	100%	100%

In 2024, 100% of survey respondents reported that they benefited from their participation in TAI's activities. Peer learning from other funders, relationship building with other actors in the field, and learning events that deepen their knowledge on participatory governance topics provide the most value.



TAI MEMBER COLLABORATIONS

In 2024, we saw an uptick in the number of member collaborations: 88% of respondents reported at least one collaboration with another member. These included working together on country-level initiatives (71%), co-investing in a strategic grantee or opportunity (59%), synchronizing strategic direction (41%), and co-investing in research (18%).

Notable collaborations launched among TAI members in 2024 include:

- The Gender Justice Economy Collaborative consisting of a pooled fund (hosted by Global Fund for Women) and learning community (hosted by TAI)
- [The Global Fund for a New Economy](#), a new partnership between Ford, Hewlett, and Open Society Foundations to build an economy that is fundamentally equitable and sustainable.
- [The West Africa Democracy Fund](#), a collaboration between Ford, Luminate and MacArthur to help realize the democratic aspirations of West Africans.

TAI'S INFLUENCE ON MEMBER FUNDERS

In the survey, **29%** of respondents reported that TAI had informed how they set or reviewed their strategy, and **29%** said that TAI had influenced at least one funding decision – on par with previous years. This happened through multiple channels: directly, through advice and input from the TAI Secretariat and members into strategy refresh, and indirectly, with TAI research serving as a basis for members' approaches.

By contrast, only **12%** of respondents reported that TAI had informed changes to their grantmaking approaches or practices in 2024. This is lower than in previous years (it was 25% in 2023). This may speak to the fact that many TAI members have already adopted practices that TAI has historically advocated for, and it takes time for newer practices – for instance, approaches to collaborating with intermediaries – to take hold.

TAI'S INFLUENCE ON THE FUNDER LANDSCAPE

82% of respondents say that TAI helped to increase their institution's influence among other funders. This number is an all-time high for TAI, indicating that its authority and visibility in the philanthropic sector has increased in the last five years. Additionally, **53%** say that TAI has supported them to influence another funder's priorities or practices.

TAI influence is also evident with the growing participation of funders and practitioners in TAI offerings. Including TAI secretariat, a total of **1046 participations** were recorded across 2024 activities, an important increase from last year, with 518 instances recorded.

	Instances of participation	# of Organizations	Individual Participants
Secretariat	113	1	12
Members	182	10	82
Non-members	404	113	327
Practitioners	347	227	324
TOTAL	1046	351	745



Exposure to nuanced conversations on intersectionality, intermediaries, etc. helped me deepen and challenge my own thinking and, in turn, influence conversations at my organization. I also benefited from meeting new colleagues at peer foundations, which has made it easier to reach out when necessary.

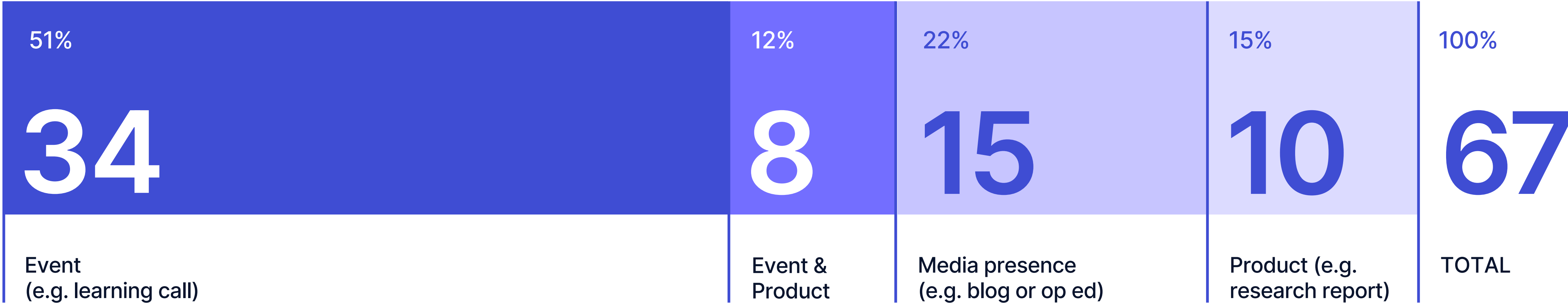
OUR 2024 IN DATA:

Delivering on Strategic Priorities

In 2024, TAI delivered **67 strategic** outputs across our three strategic pillars, aligning with [our planned initiatives](#) while remaining responsive to emerging opportunities. This represents a moderate decrease from our 73 outputs in 2023.*

Events constituted the majority (**51%**) of our outputs, demonstrating TAI commitment to stakeholder engagement and knowledge sharing. Product delivery, e.g. new research reports, accounted for **15%** of our activities, while **12%** successfully combined both events and product launches for maximum impact. Additionally, we expanded our thought leadership through media engagement, with blogs and op-eds published on TAI's platforms and as guest posts representing **22%** of our total outputs.

***Strategy Output**



EVENTS

As we mentioned in the previous section, participation in TAI’s events saw an increase respect to 2023 activities.

- ➔ **Members:** 181 instances of participation, representing our nine member organizations and 81 individual participants.*
- ➔ **Non-member Funders:** Participation surged to **395 instances, a remarkable 202%** increase from 195 instances in 2023. This growth involved representatives from 113 organizations and 328 individual participants.
- ➔ **Practitioners:** Engagement rose significantly to **347 instances, up 188%** from 185 in 2023. A total of 227 organizations and 324 individuals participated in TAI Secretariat-facilitated initiatives.
- ➔ **Activities under the *What We Fund* strategic pillar, specifically *TAI Funder Calls*, emerged as the most attended, drawing **614 participations** across its related events.**

*Members	Participants (81)	Participations (181)
Chandler Foundation	2	16
FCDO	6	7
Ford Foundation	18	36
Hewlett Foundation	8	23
Luminate	6	9
MacArthur Foundation	3	18
Open Society Foundation	19	39
Packard Foundation	5	16
USAID	14	17

This growth aligns with the increased visibility and resonance of TAI’s mission. A standout example is the *2024 Annual Learning Days*, which convened **70 funders and practitioners**— almost doubling the attendance of the previous year’s edition in Lisbon. This upward trend is further corroborated by heightened digital outreach and social media engagement, as will be shown in the Communications section of this report.

Highlight Events:

- TAI hosted multiple funder calls, including the **1st Funder Democracy Dialogue Call** to build international philanthropic support for democratic practices.
- TAI co-hosted events with partners, such as the **Green Accountability Panel** at the **International Anti-Corruption Conference** and a workshop on Financial Action Task Force reform with RUSI.
- TAI organized briefings for funders, such as a **philanthropy breakfast on debt reform needs** together with ClimateWorks and Climate Emergency Collaboration Group, and co-convened sessions on corporate capture, tax justice, and climate accountability.

BILATERAL SUPPORT

The TAI Secretariat dedicates resources to provide customized support for our funder members. In 2024, we delivered 18 instances of substantive responses to individual member asks. Key services included facilitating valuable connections between stakeholders and offering expert feedback on draft strategies and program documentation.

Bilateral Support • Total 18



Impact example:

- Through TAI-brokered connections, Chandler Foundation encouraged new thinking on governance conditionalities in IMF-led debt renegotiations, and partnered with fellow member Open Society Foundations in financing aligned advocacy for adoption and tracking of governance markers in Sri Lanka.
- Joint investment by several TAI members through the World Bank’s Governance and Institutions Trust Fund translated a \$65,000 investment in Zambia into a \$6.5 million performance-for-results project and a government commitment to adopt the Open Contracting Data Standard.

INFLUENCE AND ADVOCACY WORK

TAI has made progress in advancing its influence and advocacy efforts over the past year. From shaping global policy discussions to convening funders around critical issues, our work continues to drive meaningful impact.



I have a better understanding of the work of peers and the field more broadly on a variety of participation and economic justice issues as a result of my participation in TAI.

Highlights include:

- Co-authored the T20 policy brief “[A North-South Agenda for the Renewables Challenge](#),” addressing transparency and sustainable supply chains in climate governance.
- Presented findings from the **Healthy Information Ecosystems Philanthropic Funding Scan** at the OECD GovNet plenary alongside partners.
- Launched the **Debt Working Group** to map funder initiatives and analyze overlaps, ensuring alignment and minimizing duplication.
- Hosted a public webinar on funding for information and media, based on findings from [TAI’s philanthropic funding scans](#).
- Delivered a briefing for philanthropy on **Financing for Development** and how funders can engage in the UNDESA process.
- TAI’s research was cited in philanthropic and more mainstream publications from Candid to Inter Press Service.

PARTNER ADVICE

TAI has always been committed to act as a resource to field organizations in an unofficial capacity, wanting to be helpful given our vantage point on the funding landscape and field. Throughout 2024, TAI Secretariat responded to 43 inquiries for strategic or technical guidance from field partners. Most engagements focused on facilitating connections within TAI's global network and fostering collaboration between institutions and organizations.

Additionally, there were also regular requests to provide feedback and guidance on funding prospects and understanding the funding landscape. TAI also assisted by reviewing draft strategy frameworks and key documents, further contributing to strengthening organizational approaches.

Examples of our support to field partners include:

- Collaborated with WINGS – the global network of philanthropy support organizations - to promote transparency and accountability toolkits, which were later adapted by organizations in Chile and Colombia.
- Linked partners with diverse actors at the Skoll Forum to address locally led climate accountability challenges.
- TAI facilitated connections between Westminster Foundation for Democracy and Gates Foundation on overlapping debt scorecard initiatives, reinforcing TAI's role as a go-to platform for funders navigating the debt landscape.
- Advised a pooled fund on building up their strategic communications role.
- Advising several funders on potential investments related to tax justice.
- The 2023 TAI Learning Days, resources and analysis provided by TAI are contributing to the shaping of the Funders Initiative for Civic Space's new work on climate and civic space.

TAI also participated in a variety of field events and consultations – documenting insights for members through blogs and shared notes.

Examples, include:

- ➔ Blog on [Trust-based and locally led processes toward Climate Justice in Brazil](#)
- ➔ Blog on [Pathways to restoring trust through responsible leadership](#)
- listening, narratives, rethinking concepts of democracy



TAI has been a supportive, collaborative network and safe space for discussing challenging topics in the funder space. I am so grateful for the opportunity to have met and interacted with TAI (an amazing team) and participate in TAI's thoughtful convenings. I also really appreciate the way that TAI champions the work of its members and models inclusivity.

DRIVING IMPACT:

Headlines from TAI Activities in 2024

TAI's activities in 2024 reflect a robust strategy to enhance its role as a convener, knowledge hub, and influencer in participatory governance funding and practice. The following reference more significant outputs from the year as per our annual workplan. They are grouped by strategic pillar. We provide links to more detailed content where appropriate. Please reach out to learn more.

CROSS-CUTTING (ACTIVITY / STATUS)

TAI Learning Day(s) + Staff in person meeting

We held our [2024 TAI Learning Days](#) in Mexico, our largest and most diverse gathering yet.

Steering Committee Calls & Annual SC Retreat

We hosted 3 virtual and 2 in person Steering Committee meetings.

TAI strategy refresh

Throughout 2024, a collaborative process between Steering Committee and secretariat developed TAI's new strategic framework for 2025-2029, which will be published in February 2025.

Weekly and Monthly news

Researched, collated and published our TAI Weekly digest of news, events, funding tools and jobs – a valued resource for funders and field, now with 4000 subscribers. Also, provided Monthly updates and collation of resources to members.

Deepening gender equality and social inclusion within member practices

Initiated research on “Supporting Women’s Political Participation in the Global South: A Strategic Analysis for Funders”

WHAT WE FUND (ACTIVITY / STATUS)

Mapping of Member Geographic Priorities (for TAI members only) ●

Developed a visual guide to TAI member priority geographies to highlight potential for coordination.

Debt Accountability Working Group and Tax Funder Working Group ●

Hosted quarterly calls and provided regular collated resources to funders on emerging advocacy opportunities, funding needs and collaboration potential.

Illicit financial flows - Undermining democracy, rights and climate action ●

Hosted sessions for funders on investment opportunities in countering illicit financial flows that undermine democracy and climate action (building on [2023 scoping](#)) and undertook follow up exploration at member request.

Fiscal Accountability Ecosystems ●

Oversaw commissioning and development of new case study of South African fiscal ecosystem, including examination of the roles of non-state actors. Developed concept to expand exploration to two next countries with a cross-country learning component, securing new funding.

HOW WE FUND (ACTIVITY / STATUS)

Grantmaker Practice Calls ●

In addition to the conversations at Learning Days, we initiated a series of funder calls on [philanthropy's engagement with governments](#).

Intermediaries in the participatory governance space ●

To inform funder localization efforts we launched a [new study on intermediary funders in the Global South](#), featuring six case studies and four operational models.

Peer funder influencing and coordination - learning series ●

Launched the Influencing Peer Funders Working Group in December 2024.

FUNDER LANDSCAPE (ACTIVITY / STATUS)

Climate justice: integrating trust, accountability and inclusion (funder conversations) ●

Led research and convenings for funder and practitioner audiences throughout the year to draw attention to accountability needs in climate responses from local to global levels, including a new [Working Paper](#), and tracking of funding trends.

Reviewed governance needs in critical mineral development and political economy lessons for green industrial policy, plus lessons from budget community for climate finance (all for forthcoming publication).

Narrative change and the role of strong civil society ●

Completed research on use of narratives to make the case for vibrant, independent civil society – now consolidating recommendations for donors.

Fund Fiscal Advocacy ●

Completed field scoping of funding trends and needs on fiscal issues. Led outreach to funders on tax, debt and accountable spending issues – leading to asks for advice on potential investments. Hosted funder sessions on debt and tax, including at the IMF/World Bank Spring and Annual Meetings and sessions of the UN Financing for Development (FfD) process. Developed briefings for funders, including on [why FfD matters](#).

International Funders 3D Dialogue ●

Invited to scope out potential for a new funder table on international democratic practice/space support. Consultations led to initial convening in October 2024 and development of framing for future dialogues.

SPOTLIGHT ON BUILDING GENDER JUST ECONOMIES

2024 marked the launch of the Collaborative for a Gender-Just Economy, laying crucial groundwork for transformative change. During this foundational year, the learning community focused on essential conceptual development, supported by targeted research including a landscape scan of funding patterns and narrative analysis around gender and economic issues. This analytical foundation has helped position the Collaborative strategically within the broader ecosystem.

A pivotal moment came with the inaugural member retreat, which proved instrumental in shaping the Collaborative's strategic direction. The gathering crystallized the governance structure, mapped activities for 2025, and fostered vital relationships among members—building the trust and connections essential for effective collaboration.

The Collaborative actively engaged with the broader gender justice community through strategic convenings, notably at the 15th AWID International Forum in Bangkok. This landmark event brought together diverse feminist movements globally and highlighted the critical funding gap in gender equality work. The Collaborative's pre-launch event at the Forum received enthusiastic support, validating its mission and approach. This early momentum suggests promising potential for advancing gender-just economic systems through collaborative donor action.



As this was a strategy development year, the chance to share and soundcheck our thinking with peers and with TAI staff proved valuable. Additionally, the chance to explore and rethink how we work through intermediaries has been useful.

Strategic Reflections and Lessons Learned

2024 marked the last year of TAI's five-year strategy, and with it, an opportunity to reflect and reimagine the next five years. As a lead-in to TAI's strategy refresh, we conducted a series of interviews with members, past and present to reflect on how the last strategy unfolded and to inform the new strategy. These interviews uncovered the strengths, weaknesses, and tensions embedded in TAI's current approach.

In these interviews, members agreed that TAI's chief strength is its deep subject area **expertise** and "**birds' eye-view**" of the field. They also emphasized its importance as a **platform for shared learning**. They valued the **individualized support** they receive, with TAI acting as both **connector** and **sounding board**.

Several interviewees called for TAI to go beyond learning to more concrete **collaborations**, with an emphasis on hosting **experimental pilots** that are more difficult to do within the confines of a single foundation. Interviewees also noted that TAI would benefit from more **Global South voices** and discussions grounded in specific **local contexts**.

These interviews also revealed several tensions, revealing divergent views on how TAI should proceed in the next five years. First, while many found TAI's **flexibility and responsiveness** to changing global context and shifting funder priorities to be a strength, others argued that TAI needed a clearer and more **fixed set of goals and priorities** to guard against mission drift.

And second, these conversations uncovered a tension between building **trust and community among members** and **influencing external audiences**, with diverging views on where TAI should prioritize its efforts.

Using these insights, TAI anchored a series of Strategy Refresh conversations with the TAI Secretariat and Steering Committee to refresh its **theory of change** and to decide how it should **prioritize topics, activities, and audiences**.

This resulted in the following decisions, detailed in the forthcoming [2025-2029 Strategic Framework](#):

- Reframe the theory of change to **clarify TAI's goals**, to honor **both individual and collective action** by funders as equally important pathways toward these goals, and to emphasize **funder learning** as a foundational motivator and enabler for action.
- Focus on a set of **rotating topics** anchored in the themes of healthy and vibrant **democracy, economy, and planet**.
- Prioritize the **foundational activities** that most effectively inform members' strategies, practices, and advocacy efforts, and take on **special projects** to advance specific goals or address a critical gap in the field.
- Recognize that engaging with and influencing the **broader donor ecosystem** is an important function for TAI to play

In addition to learnings from our strategic review, we continued to track field and process learnings throughout the year, which inform conversations among our membership and with partners. Here are examples shared by secretariat staff:



As civil society actors advancing human rights and democratic values increasingly face attacks and restrictions, we have seen more funders seeking more effective ways to support local partners. This goes beyond financing protective measures to more of a portfolio approach. For example, in addition to the desire to support movements that has been clear for several years (and where there are some interesting experiments, such as the Collective Action Assistance Fund), we are seeing renewed interest in narratives work, testing engagement with progressive government actors, and encouraging inclusive political participation.

Eszter



As we conceptualize the Gender-Just Economy Learning Community, we are confirming that building a diverse and inclusive space is slow, laborious, and at times frustrating. Moreover, doing this in a collaborative adds another layer of complexity as processes have to be consultative. We are however optimistic that this approach, while costing us on efficiency, will show its outsized value in creating a space that is responsive to the needs of our constituents and that upholds the feminist principles we espouse.

Leah



The climate agenda has so many accountability needs that it has proven difficult to prioritize where concerted funder attention can be most beneficial (and in turn where TAI Secretariat should focus). However, we are already seeing the value of bridging climate and governance-related sub communities, for example supporting shared strategizing between climate and tax justice activists (and their respective funders).

Michael



Our initial scoping for a funder space on international democracy support revealed the complexity of navigating the diverse dimensions and demands of democracy. The term itself is more contested. Donors bring a wide range of entry points to the table—ranging from concern for human rights and civic space to economic power to media integrity. This diversity enriches the conversation but also highlights the challenge of aligning priorities for collective action. Recognizing and valuing these different perspectives will be crucial for fostering inclusive dialogue as a basis for more strategic collaboration.

Yery



Our work on intermediary funders revealed the growing interest within the philanthropic community regarding the role of these organizations, how to collaborate with them, and even the language used to refer to them. This has highlighted the importance of understanding the nuances of working with intermediaries, particularly as we begin to see increasing interest in partnering with Global South intermediaries as a localization strategy.

Cristina



TAI's ongoing support for trust-based philanthropy and new conversations about ecosystems and intermediaries were very useful in my conversations internally and externally.

TAI's Operations and Strategic Alignment in 2024

MEMBERSHIP AND GOVERNANCE

In Q3 2024 we welcomed Emmanuel Kuyole, Program Officer at the Ford Foundation, as the new TAI Chair, replacing Anthony Bebbington. The Committee now has 12 members (7 women, 5 men) from multiple regions.

The TAI retreat in May 2024 was an important moment to connect and to work on our strategic alignment, and we held three virtual Steering Committee quarterly meetings.

This year we established a Strategy Refresh Committee composed of the Secretariat and four Steering Committee members, to work on TAI's new strategy for the next five years. The commitment of this committee, along with the in-person meeting of the Steering Committee at the Packard Foundation offices in Los Altos, California, in October 2024, allowed us to develop our new strategy smoothly and with significant innovations.

The Secretariat is now a core staff of five (Executive Director, Deputy Director, Program Coordinator, Communications Officer, and Gender Just Economy Learning Community Lead). The size is just sufficient to meet the demands of delivering across projects when creatively supplemented with consultants and fellows.

FINANCES

TAI finances are sound entering 2025. For 2024, the Secretariat proposed a budget significantly higher than in past years as we are hosting a fiscal accountability scoping underwritten by the Gates Foundation and the Ford Foundation, and as we are building the Gender Just Economies learning community underwritten by Hewlett and Wellspring. In addition, we received top-up funding from the New Venture Fund to support our push for new funding on accountable tax, debt and spending – “Fund Fiscal”. For this reason, the “Management & Operating Fees” category increased by 45% compared to what we had originally projected at the beginning of the year.

In 2024, we had a small underspend compared to our final approved budget of \$1,753,027.24. The bulk of this difference was because the Gender Just Economies learning community has taken longer than expected to shape up, pushing certain activities further up the calendar, and in turn, impacting projected spending. Most notably, the planned in-person learning convening will now happen in 2025. These resources will be absorbed in the next budget cycle.

TAI provision spending figures 2024

EXPENSE	ACTUAL SPEND	APPROVED BUDGET	BUDGET V SPEND VARIANCE	% ACTUAL / BUDGET
Salaries and Benefits of Direct Staff	\$707,446.71	\$729,378.69	\$21,931.98	96.99%
Consultants	\$580,223.18	\$602,914.55	\$22,691.37	96.24%
Professional Fees	\$26,397.10	\$24,550.00	\$1,847.10	107.52%
Occupancy, office and furniture	\$24,611.09	\$26,154.00	\$1,542.91	94.10%
Travel, Conference Events	\$115,442.16	\$246,830.00	\$131,387.84)	46.77%
Management & Operating Fees	\$179,496.40	\$123,200.00	\$56,296.40	145.70%
TOTAL EXPENSES	\$1,633,616.64	\$1,753,027.24	\$119,410.60	93.19%

One challenge looking forward is that two members are due to end their programming on TAI-relevant topics in 2025, which will likely lead to reduced income for TAI. However, engagement with other funders is expanding awareness and interest in TAI, which may translate into new memberships. We will look to keep our financial picture stable.



I think it helps us to move more conversations around infrastructure support to CSOs.

AMPLIFYING IMPACT:

TAI's Year in Communications and Knowledge Sharing

2024 was a year of significant growth and learning for TAI's Communications. We have consistently shared lessons, updates, and opportunities [through 45 Weekly newsletters](#) that have continued to grow in readership. These newsletters have included career offers, featured content, and news from our members, providing over [212 Tools and Trends for funders](#), all of which are available in our Library.

In 2024, we published [17 blogs](#) covering governance-related dimensions of four key themes: **Healthy Climate, Healthy Economy and Healthy Democracy**. Key topics included accountability and effectiveness of climate finance and assessing its effectiveness, the future of the open movement, and the impact of artificial intelligence on disinformation.

Examples, include:

- ➔ Published the [Anti-Corporate Capture Funding Scan](#), attracting interest from non-member funders such as Wellspring, Humanity United, and Omidyar Network.
- ➔ Released the [International Tax Justice Funding Scan](#), sparking reactions and engagement from practitioners, including Tax Justice Network, Fair Tax Mark, and the Financial Transparency Coalition.
- ➔ Produced blogs and external articles, including Michael Jarvis's piece on climate finance accountability and a collaborative blog on disinformation and AI with the Center for International Media Assistance and The Policy Practice.
- ➔ Published the study [From Local Roots to Global Reach](#), highlighting the role of Global South intermediaries in governance and localization.



**We published
9 reports in
2024**



We published [9 reports](#) that including funder mappings on international tax justice and on healthy information ecosystems, scopings on areas of field need, such as on anti-corporate capture, and explorations of how to strengthen accountable and inclusive grantmaking practice, such as our major report on Global South-based intermediaries.

This year also saw the introduction of our Knowledge Hub, a dedicated space for special research and tools. Highlights include resources on [Healthy Information Ecosystems](#), the [Funder's Guide on Transparency and Accountability](#), [Participatory Strategy](#), among others. We also updated our popular [Funding Data Library](#) focused on Transparency, Participation, and Accountability (TPA) Funding Trends, analyzing where TAI Member Grantmaking is directed.

On social media, we have strategically focused on engaging with our audience, reflecting the collaborative and inclusive nature of our organization. On LinkedIn, our follower count grew from 4,893 at the end of 2023 to 6,448 by the end of July 2024. On X (formerly Twitter), we now have a total of 7,161 followers.

“ Seeing TAI change its name and its own framing. That was a very nice surprise and it made me believe that TAI was recognizing and acting on the way the ecosystem and priorities are changing.

Diversity, Equity, and Inclusion

TAI's commitment to diversity, equity, and inclusion (DEI) remains integral to its operations, reflected in both staffing and programming. The Secretariat, comprising five full-time staff supported by advisors and consultants, has made significant strides while identifying opportunities for improvement.

In 2024, TAI strengthened its decentralized and diverse structure, with team members originating from five nationalities across four continents. This model enhances regional representation and fosters diverse perspectives in programming and decision-making. The decentralization initiative, launched in 2022, has allowed staff to be closer to key geographies, enhancing member engagement and partner interactions while providing vital on-the-ground programming insights.

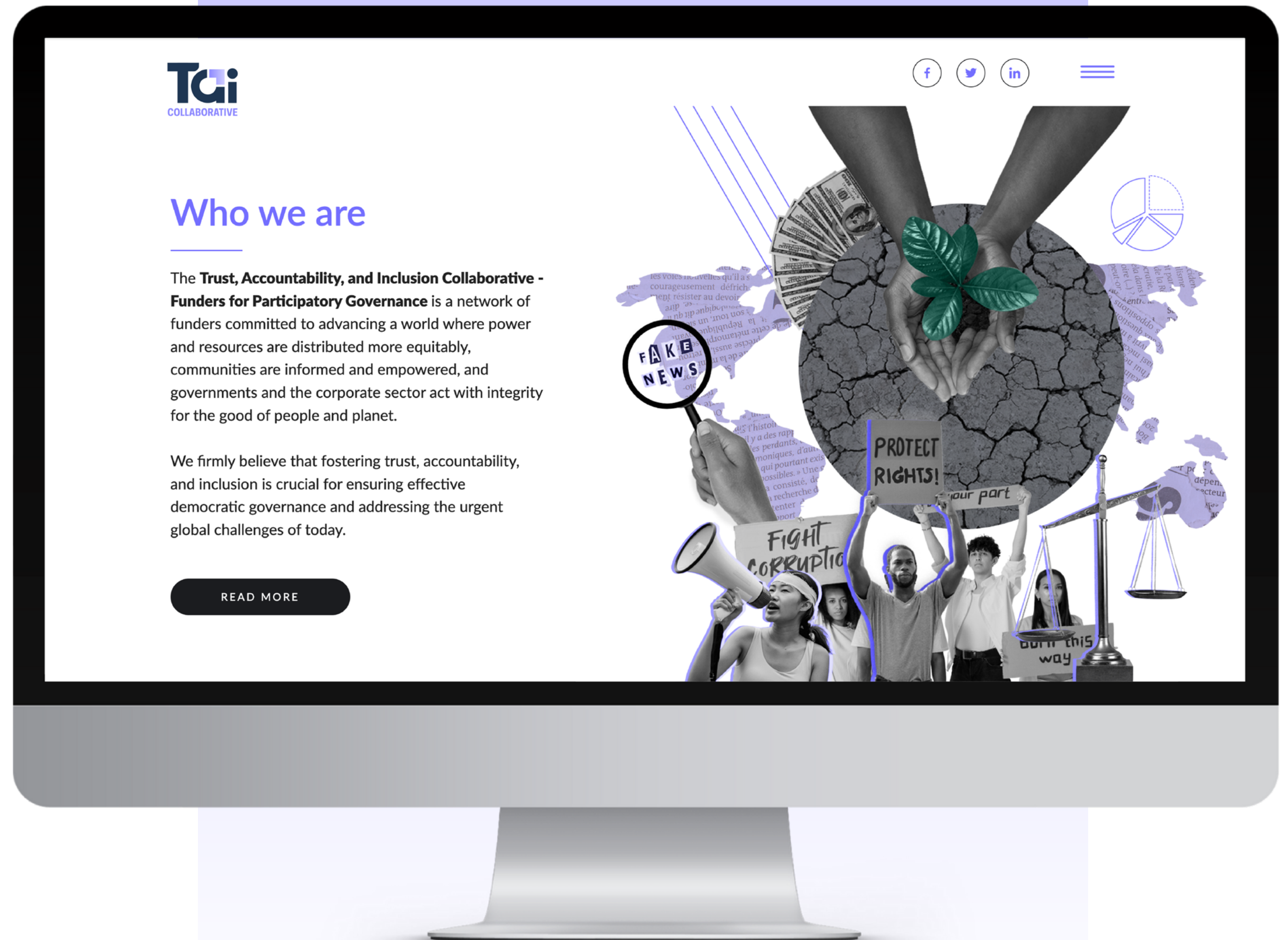
TAI has actively prioritized inclusivity through partnerships and capacity-building initiatives. For example, participation in the Atlas Corps and IREX fellowship programs has benefited TAI by allowing us to work with young professionals from the Global South, bringing their perspectives and experiences from differing contexts. We would particularly like to thank Darlington Marange, our most recent IREX Fellow, for his contributions this year. This intentional approach bridges experiences and perspectives, enriching TAI's work while contributing to broader field capacity.

Through our decentralized model, we have learned the importance of maintaining consistent communication and alignment across a geographically distributed team. In 2025, enhanced tools and frameworks will be explored to strengthen internal coordination while preserving the benefits of regional proximity.

Future priorities include enhancing internal processes for inclusivity, continuing to prioritize diverse perspectives in all aspects of our work, and hosting convenings in different geographies.

Intellectual Property

All TAI publications are published under the Attribution-NonCommercial-No Derivates 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 in the new year?



Promoting donor commitments and support for ambitious outcomes from the 4th International Financing for Development Conference that will set the aid, tax, debt nexus agenda for the next decade.

Michael



The activities of the Gender Just Economies learning community beginning in earnest with an eye on our inaugural in-person festival of ideas where we intend to convene both funders and practitioners to learn and connect, and make a case for why a feminist perspective on the economy is important.

Leah



Kicking off the implementation of our new 5-year strategic framework to amplify intersectional collective action and maximize the impact of participatory governance funding.

Cristina



Our Learning Days and Learning trips that build community, deepen trust, spark new ideas, walk the talk, and engage more funders in advancing democratic practices, economic justice, and climate accountability.

Eszter



Unlock the potential of the 3D Dialogues to deepen collaboration and innovation in supporting democracy. We have a unique opportunity to align efforts, address gaps, and amplify impact. I look forward to fostering richer conversations, building stronger connections across funding priorities, and advancing shared strategies that respond to the complex demands of democracy in meaningful and transformative ways.

Yery