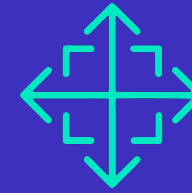


TRANSPARENCY &  
ACCOUNTABILITY  
INITIATIVE

April 2023 – March 2024

# Transparency & Accountability Initiative

## 12-month Work plan



# INTRODUCTION



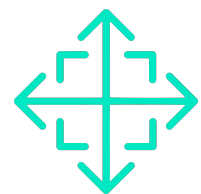
# Overview (I)

Each year TAI prepares an annual work plan under the auspices of our ongoing [Strategy \(2020-2024\)](#) that is shaped and approved by the Steering Committee.

The work plan determines how the TAI Secretariat will invest time and money over the next twelve months together with you, our members.

This will be the final full twelve month work plan before we begin discussions around a new strategy.

See our [last work plan](#) for reference that just concluded last week of March and our live [tracker of progress](#) on that work plan. We will maintain a similar tracker for the twelve months ahead so you can always see the status of what we are pursuing as a collective.



## Overview (II)

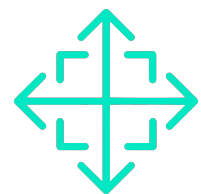
This work plan includes both activities that follow on from the past year and new programming developed together with members according to their priorities.

Members voted on a longer list of options prepared by the Secretariat, then met to discuss and endorse a final plan. Of course, the plan will likely adapt somewhat in practice. It is important that TAI be able to respond to just-in-time opportunities that may emerge.

The Secretariat and members will review progress in Q4. A couple of activities are on hold until that point and will only begin if we have sufficient bandwidth. Other activities may be paused if they are not proving sufficiently useful to the funder community.

The most important criteria used in shaping the work plan are as follows:

- Potential to add value collectively to specific priority areas
- Each member sees activities relevant to its priorities
- Action for each of our strategic pillars: What We Fund, How We Fund, Funder Landscape
- Opportunity to learn and build action across geographies
- Potential to influence broader funding community actions/thinking



# Connecting the dots

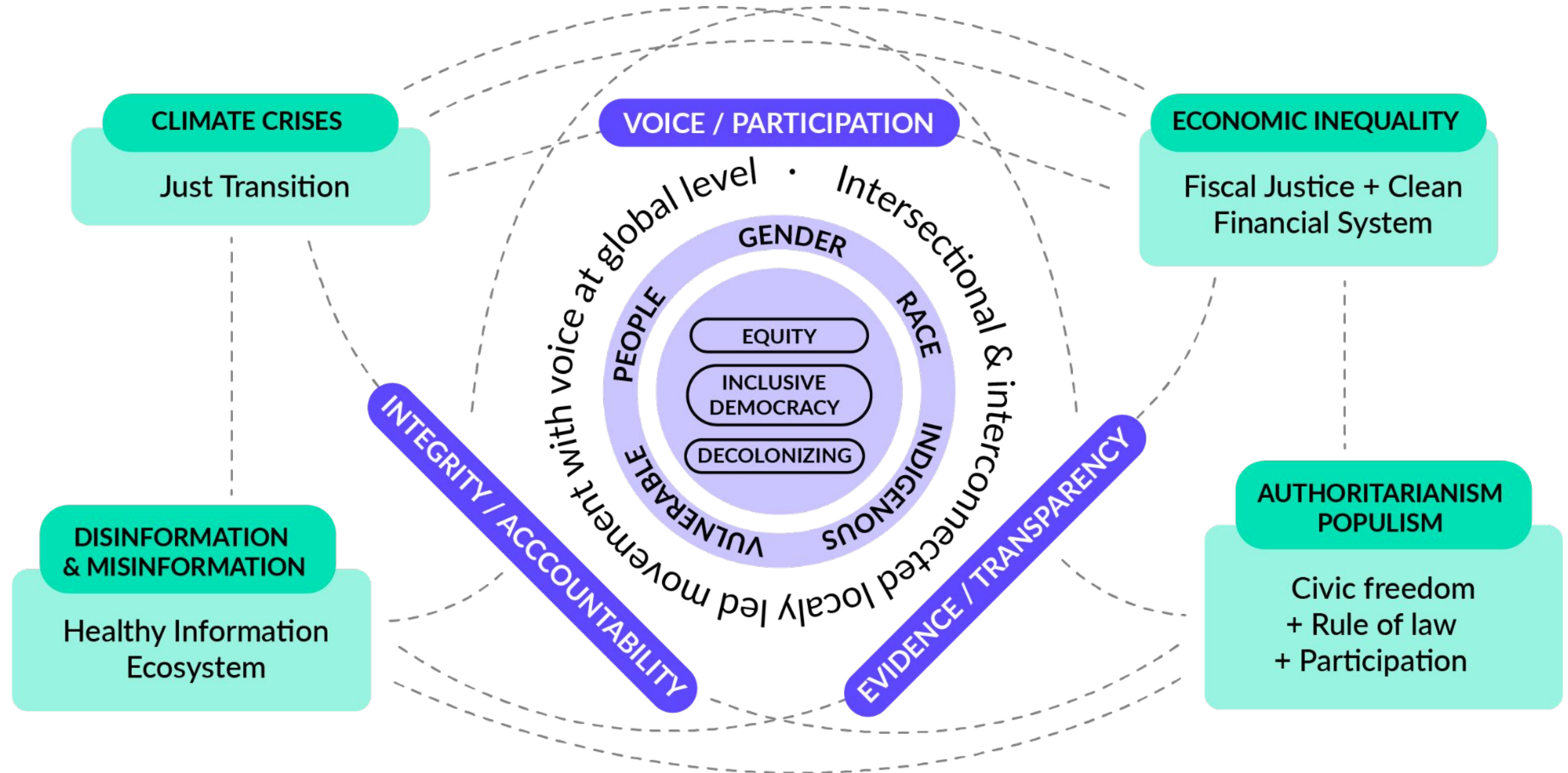
TAI members have identified pressing global concerns that shape their funding choices, as well as forms of collaboration and tools to address these concerns and reach our vision of a democratic world with equity

The challenges are global but embedded in local contexts. We will connect learning across geographies relevant to our members (such as: Colombia, Brazil, Mexico, Ghana, Nigeria, Kenya, South Africa, Indonesia)

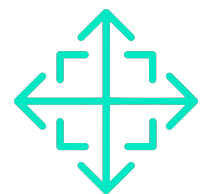
We recognize the intersectionality of the challenges. While activities are listed under the most relevant strategic pillar, we expect that many contribute to multiple pillars in practice and potentially help our membership address multiple themes: pushing back on authoritarianism, securing a just energy transition, building a healthier information ecosystem, and more accountable economic power.



# GLOBAL GOVERNANCE SYSTEM



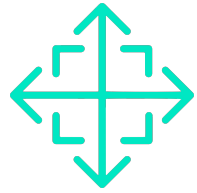




# What Might We Celebrate In 12 Months Time?

**Some illustrative potential results that we might work toward - to get you thinking!**

- A funder roadmap for strengthening participation in country energy transition processes to ensure just transition (Indonesia, South Africa, Colombia, etc.)
- A new pooled fund for anti-corruption / accountability issues as part of the Integrity for Development funding match with USAID (advised but not hosted by TAI)
- At least one TAI member (and/or other funders) will actively test ways of shifting power to partners in different geographies.
- New funding to strengthen information ecosystems, prioritized to fill gaps identified in our mapping.
- Guidance on regionally-based funding intermediaries who can provide effective grassroots governance/TPA support and meet donor fiduciary requirements.

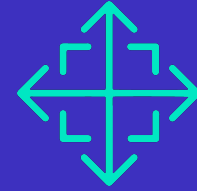


# What Are We No Longer Doing?

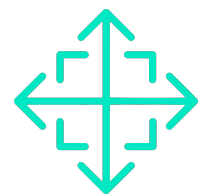
Reflecting on the past year, we have:

- Ended the data for accountability programming, although we continue to flag lessons where appropriate to inform donor/partner approaches.
- Handed over all guidance on governance of the [Pandemic Fund](#) to US State Department reps and World Bank staff - not something we are still actively trying to influence.
- Stopped creating notes documenting specific collaborations in detail as they were not used sufficiently to justify the investment, but we did pool learnings across 3 years of cases for a [Stanford Social Innovation Review article](#).
- Stopped collecting grants data from TAI members, but we keep connected to members grants pages.
- We will no longer host grantmaking practice ad hoc coffee hours, but rather focus the How We Fund programming on issues intersecting with other pillars, such as funding in authoritarian contexts, localizing support, and gender lense to grant giving.





# STRUCTURE OF THE WORK PLAN



# TAI Strategic Pillars

In our current strategy, our activities are grouped across three strategic pillars that are deliberately more functional than thematic (given frequent shifts in member thematic interests). We are increasingly pursuing activities that serve more than one pillar, but continue to present by primary pillar categorization. The pillars are:

## What We Fund

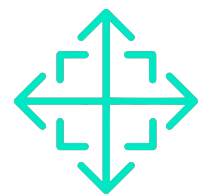
optimizing impact of  
shared thematic portfolios

## How We Fund

reinforcing effective and  
accountable grantmaker  
practice







## Funder Landscape

expanding and enhancing  
funder connections

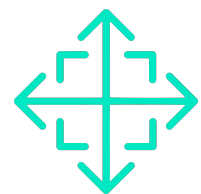


# TAI Strategic Pillars

Given that work plan development involves making choices, we provide a guide to the resources that activities will require to deliver. You will see estimates indicated both around pre-existing commitments and prospective activities as follows:

Financial Commitment (beyond staff time)	Secretariat Time Commitment
\$ = \$1 to \$25,000	 = < 10 Staff Weeks (5 days per week)
\$\$ = \$25,000 to \$50,000	  = 10 to 20 Staff Weeks
\$\$\$ = > \$50,000	   = > 20 Staff Weeks

Final selection of programming involved balancing need with available resources - aligning to our approved budget for the year of around \$1m total.

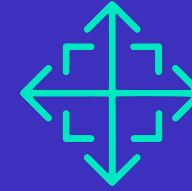


# Details of the final plan

The following slides review the details of the approved work plan grouped by pillar.

There is a brief description of each activity with more detail on those that are new to this work plan versus building on existing member engagements.

We begin with a reminder of cross-cutting functions that the Secretariat provides.



# CROSS-CUTTING



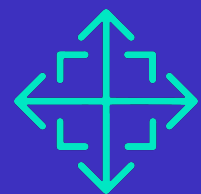
# Collaborative Health

Beyond our strategic pillar, there are a number of core activities that the Secretariat undertakes to underpin funder member collaboration and organizational health:

- **Quarterly Steering Committee Calls** and annual **Learning Day + Retreat** (allow for sharing, learning, strategizing and relationship building)
- **TAI Monthly** (created at request of Steering Committee to provide Secretariat and member updates and reflections in one easy place)
- Secretariat logging of **monthly output and learning data** and our **annual member survey** (essential for collaborative monitoring, evaluation and learning.)
- **Annual and semi-annual report** (serve as grant reports to all members)

Collective resources required: \$\$, 🚶 🚶





# Existing Commitments - Cross-Cutting

1

## **Updating our shared narrative**

- Member working group to reaffirm shared goals and narrative and suggest changes to TAI brand to match, building on sentiment research on keywords, e.g. accountability -

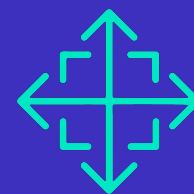
\$, 

2

**Bilateral Member Requests** - Secretariat light touch support to specific individual member asks (typically desk research, review of strategic documents) - 

3


**TAI Weekly** - Synthesis of field research, news, events, jobs and featuring member content for funders/practitioners alike (3,500 readership) - \$, 




# WHAT WE FUND

# Ongoing Commitments


1

**Tax Funder Working Group** - Coordination and strategizing among staff with tax-related portfolios, including discussion of field needs/developments and specific intersections, such as gender and tax (non-member funders included) - \$, 


2

**Debt Accountability Funder Working Group** - Coordination and strategizing among staff with debt-related portfolios and exploring potential for new debt accountability frameworks (non-member funders included) - \$, 

3

**Information Integrity Community of Practice** - Regular convenings of funders and practitioners on emergent topics of shared interest to strengthening programming to counter mis, dis, malinformation. USAID is lead organizer and underwrites community; TAI is co-convener and thought partner, helping bridge to philanthropic partners - 

4

**Funding Trends** - Annual update of OECD-DAC funding data for governance/TPA related issues to track trends and identify potential alignments with philanthropic funds - \$, 

## 5 Building Healthy Information Ecosystems (New)

### What is it?

Building on the map of what makes for a healthy information ecosystem developed by TAI, we will create an interactive version to spark funder/practitioner engagement and showing current funding flows to different parts of the system. The OECD is committing to map bilateral funding against the system map and asking if TAI can similarly map philanthropic funding. We will then convene a funder conversation on how best to fill funding gaps and encouraging a constructive approach to building up healthy information ecosystems, not just a threat-based response to mid, dis, malinformation.

### Potential Outcomes:

Shared understanding of current funding landscape; new funding investment to identified gaps; shift in thinking to constructive frame; new tool for funder/field use.

### Strategic Pillar:

What We Fund / Funder Landscape

Investment required: \$, 

### Global themes:

anti-authoritarianism, just transition, economic power

### Secretariat take:

There is real interest in our information ecosystem taxonomy/map and this follow up investment will make the tool truly accessible and help spark the field/funding conversations that are needed.

6

## Taking on dark money that undermines democracy - where can philanthropic \$ make a difference? (New)

### What is it?

This work emerged from the outcomes of TAI Learning Days in 2023. Dark money flows are enabling and sustaining kleptocracies around the globe and are also being deployed by authoritarian regimes to undermine democracies and progressive rights agendas. Urgent action is needed to prevent the proliferation of secrecy jurisdictions and regional hubs for dirty money. TAI will conduct an assessment to identify opportunities for action by civil society actors and funders, complemented by analysis of where current funding is going. The objective is to provide a roadmap for where additional funding/action, ideally through collaborative efforts, can make concrete progress. OSF is providing top-up resources for this effort.

### Potential Outcomes:

Shared understanding of needs among funding community, new funding investment based on the findings and donor discussions

### Strategic Pillar:

What We Fund / Funder Landscape / How We Fund

### Investment required:

\$\$, 🧑 (dependent on OSF top-up grant that is in process)

### Global themes:

anti-authoritarianism, economic power, democracy

### Secretariat take:

This can underpin stronger connections with democracy funders given the shared interests on this agenda

## 7

## The state of democratic governance - funder learning series (New)

### What is it?

Learning series featuring new research and innovative examples in reinforcing democratic governance (examples could range from Martin Wolf presenting on [The Crisis of Democratic Capitalism](#), or panel of journalists who have found ways to promote accountability in autocracies in Latin America). Target senior leadership of membership to act as discussants. Encourage big picture reflection on why our issues matter - mixing thought leaders and funding leaders.

*Will pilot up to 3 sessions in first six months and then asses if meeting objectives; end if not.*

### Potential Outcomes:

Strengthened awareness and dialogue among foundation leadership on these issues, more commitment to the topic by member organizations

### Strategic Pillar:

What We Fund / Funder Landscape

**Investment required:** \$ 

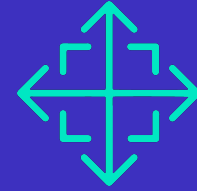
### Global themes:

anti-authoritarianism, economic power

### Secretariat take:

A cost-effective way to get foundation leadership into the conversation, challenge our (group) thinking, and potentially get more high level commitment to the theme.





# HOW WE FUND

# Ongoing Commitments

1

## **Funding locally led initiatives:**

Learning calls on funding locally led initiatives (including intermediaries and movements), research and mapping, providing a shared space for funders to learn (sustaining movements, lessons from socio-environmental funds, and more) - \$, 🚶

2

## **Transparency and Accountability**

**Guide for Funders:** Design and dissemination of updated guide outlining practical steps for funders to be more transparent and accountable (developed for [WINGS](#)) - \$, 🚶

## 3

## Shifting Power - Intermediaries (New)

### What is it?

Knowing the importance of bringing governance and accountability funding closer to the ground, TAI will conduct a mapping of intermediaries options working at the intersections of TPA, civic space and just transition in Sub-Saharan Africa and Latin America. We will identify best practices and lessons learned in supporting local activism, and identify existing funds that are well set up to support grassroots governance-related programming while meeting international funder fiduciary requirements. TAI will also host funder learning calls with selected Global South (GS) intermediary funders - who can challenge our thinking on what is optimal and what to prioritize.

### Potential Outcomes:

Funders will have an understanding of the various modalities of intermediaries in the GS well placed to fund on TAI member issues; funders will learn with these intermediaries and offer them flexible, long term support

### Strategic Pillar: How We Fund / Funder Landscape

**Investment required:** \$, 

### Global themes:

Locally led initiatives (intermediaries)

### Secretariat take:

It would be real win to have practical guidance and organizational contacts for funders to make “localization” reality for the governance/TPA field; providing viable options for USAID to localize their governance funding could unlock significant funds to local partner organizations.

## 4

## Shifting Power - Inclusive Funding in Practice (Potential)

*\*begin with calls featuring member insights - assess viability/bandwidth for in person session in Q3*

### What is it?


Our 2023 Learning Days highlighted the importance of building trusted, interconnected, locally led initiatives – especially if led by historically marginalized communities, too often excluded from decision making processes. TAI will bring insights from initiatives harnessing TPA tools to fight for community resources/resources (e.g., via VOICE programming) as well as those bringing a deliberate gender and social inclusion lens to governance / participation-related funding (e.g., MacArthur, Hewlett.) We will focus on priority countries of TAI members and explore viability of bringing together for an in person learning event, ideally in one of the target countries.

### Potential Outcomes:

Insights about potential of locally led initiatives and what is considered as success; documented instances of how transparency, participation and accountability tools and approaches can help specific communities advance their rights and welfare. More funders adopt a gender and social inclusion lens to governance related funding.

### Strategic Pillar:

How We Fund / What We Fund / Funder Landscape

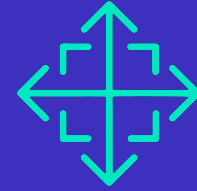
Investment required: \$\$, 

### Global themes:

Locally led initiatives (local groups), anti-authoritarianism, economic power, gender equity

### Secretariat take:


This activity is linked to the one on intermediaries and is transversal to all areas of work by TAI Secretariat and its members. It would give us useful insights about translating inclusion and participation buzzwords into more meaningful reality for partners, reflecting grassroots perspectives, needs and demands.




# FUNDER LANDSCAPE

# Ongoing Commitments


1

**Funder prospecting for fighting corruption** - Building on funding case development and prospect list, coordinated outreach to specific funders to test appetite for a pooled fund; support for joint field pitches - \$, 

2

**Green Accountability** - TAI to support the final call for proposals under the World Bank Global Partnership for Social Accountability to be focused on community-led accountability of green investments - a source of new case examples - and jointly commission a review of how major climate finance facilities can better strengthen transparency, participation and accountability principles into processes for funding allocation and project oversight - \$\$, 

3

**World Bank Governance & Institutions Trust Fund** - Light touch support for ongoing Chandler, Hewlett, MacArthur joint investment in the trust fund; aligning positions on how those funds are used and looking for opportunities to encourage World Bank civil society support and accountability programming - 



## 4

## Climate: Roadmap for participation in energy transition processes (New)

### What is it?

The Climate Learning Series for good governance and climate funders that TAI hosted in 2022, further revealed that while there are many initiatives framed as supporting just transition, the structures to deliver justice in practice are still being built and tested.

Significant funds are being pledged to Just Energy Transition Partnership (JETP) and equivalent processes in specific countries, but these have been largely top-down donor-government discussions. Building on expressed interest of a core group of funders, TAI will support codesign of a roadmap for strengthening participation in the roll out of funding commitments, focusing on Indonesia, South Africa, Senegal, and Colombia. We will also build and proactively share a repository of funders with just transition programming, including intermediary/local funders, and connect dots where useful.

### Potential Outcomes:

Guidance to make JETP type processes more inclusive; more funding to the just aspects of the transition in different geographies; eventually, a pooled fund created to support cross geographical learning and advocacy

### Strategic Pillar:

Funder Landscape / What We Fund

**Investment required:** \$\$, 🧑 🧑

### Global themes:

just transition, economic power

### Secretariat take:

This is an opportunity to bring greater participation and accountability to high stakes country transitions that can be a model for other countries; it is an opportunity to further reinforce links with climate funders, while adding value to the work of TAI members

5

## Climate and governance futures (Potential)

*\*assess at start of Q4 if bandwidth to take on*

### What is it?

TAI's learning series with E3G last year revealed extensive governance risks that can undermine progress to climate goals, but what about the risk of climate (in)action undermining democratic governance? Achieving net zero can come at a cost that is more than financial - are we heading to a decarbonized Buen Vivir or decarbonized dystopia? There is a need to consider how to balance competing rights in responding to the climate emergency and think more urgently about how climate change will challenge existing governance models and assumptions. TAI will look to partner on a series of think pieces on these topics, review participatory models that can inform climate/governance decision making in Global South contexts (focus on TAI member priority countries), and produce a proposal for a larger convening on the topic if it proves merited.

### Potential Outcomes:

New debates on two way impact flows between climate goals and governance goals; new case studies of Southern-led participatory processes; criteria for considering climate impacts on designing of democracy, governance, TPA programming

### Strategic Pillar:

Funder Landscape / What We Fund

**Investment required:** \$\$, 🧑

### Global themes:

just transition, economic power

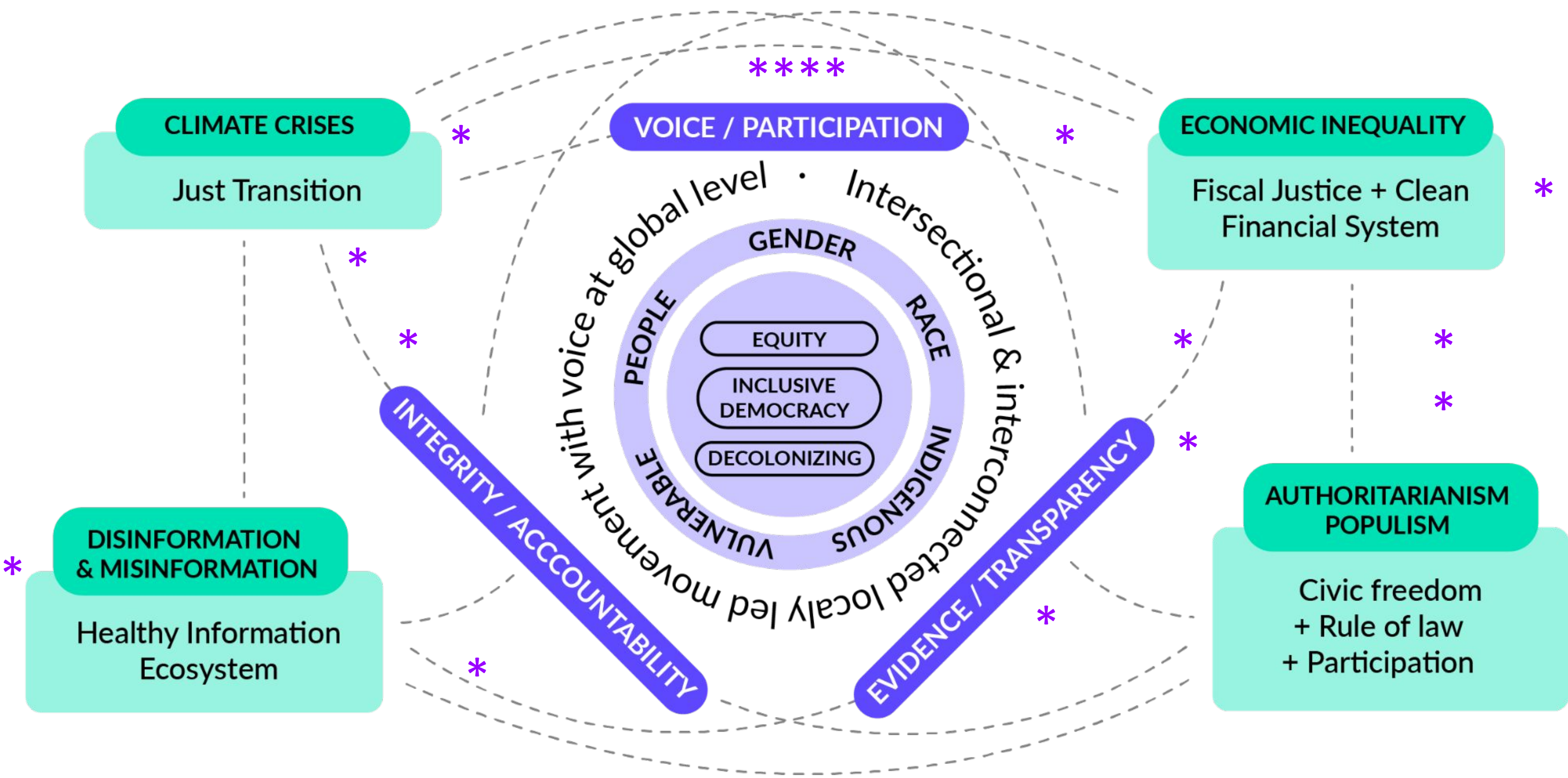
### Secretariat take:

We're surprised there is not already more opinion/debate on this theme; we'd love to kick start it (or help find the right home for these conversations)

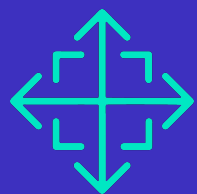
# HOW DO OUR ACTIVITIES MAP TOGETHER?

\* = Activity in proposed work plan

## GLOBAL GOVERNANCE SYSTEM







# Timeline for delivery

WORK PLAN ACTIVITIES	2023			2024
	Q2	Q3	Q4	Q1
<b>CROSS-CUTTING</b>				
TAI Weekly	ONGOING			
Bilateral Member Requests	ONGOING			
TAI Shared Narrative				
<b>WHAT WE FUND</b>				
Tax Funder Working Group	ONGOING			
Debt Accountability Working Group				
Information Integrity Community of Practice				
Funding Trends Analysis				
Taking on dark money that undermines democracy				
The state of democratic governance - funder learning series				
Building Healthy Information Ecosystems				
<b>HOW WE FUND</b>				
Funding Locally-Led Initiatives Series				
Transparency and Accountability Guide for Funders				
Shifting Power – Intermediaries for Governance Funding				
Shifting Power - Inclusive Funding in Practice				/////
<b>FUNDER LANDSCAPE</b>				
Funder prospecting for fighting corruption				
World Bank Governance & Institutions Trust Fund	ONGOING			
Green Accountability				
Climate: Roadmap for participation in energy transition processes				
Climate and governance futures			//////////	

//// = potential activity if sufficient bandwidth



# Budget

TAI follows a calendar year budget to match our fiscal sponsorship requirements, so this budget is not fully aligned to this work plan, but does cover three quarters of the implementation period, so remains a good guide to available resources.

Expenses	Amount USD
Staffing and Benefits	562,354
Consultants & Consulting Expenses	275,100
Professionnal Fees	12,500
Office Expenses	1,300
Communications	2,300
Occupancy	24,000
Furniture/Equipment	4,457
Travel & Conference	53,650
Events	37,050
Management & Operating Fees	71,667
Total	1,044,378