



## Synthesis Report: TAP Network Questionnaire on Strategic Direction for 2017 and Beyond

### **Background:**

This Report provides a synthesis and analysis of inputs from TAP Network Members into the TAP Network Questionnaire on Strategic Direction for 2017 and Beyond. The Questionnaire served as the primary entry point for TAP Network Members to contribute their perspectives and inputs around the medium and long-term strategy of the TAP Network, particularly regarding the TAP's scope of work and future activities, as well as membership and governance of the TAP Network itself.

In addition to opening this questionnaire, the TAP Network Steering Committee and Secretariat hosted two consultation meetings to convene TAP Members to discuss these issues – including one [face-to-face meeting](#) and one [online webinar](#). The inputs received from the questionnaire and the consultation meetings will provide the foundation for the [TAP Network Steering Committee's](#) work to craft a Strategic Plan for the TAP Network, including a comprehensive LogFrame, budget and funding proposal which will be put together on behalf of the entire TAP Network.

This report is one of three reports put together by the TAP Network Secretariat, to synthesize and analyze inputs from TAP Network Members through various opportunities throughout the consultation period – including the Questionnaire and the two TAP consultation meetings in July 2016. All three reports can be found on the TAP Network website here: <http://tapnetwork2030.org/our-work/resources-for-members/>

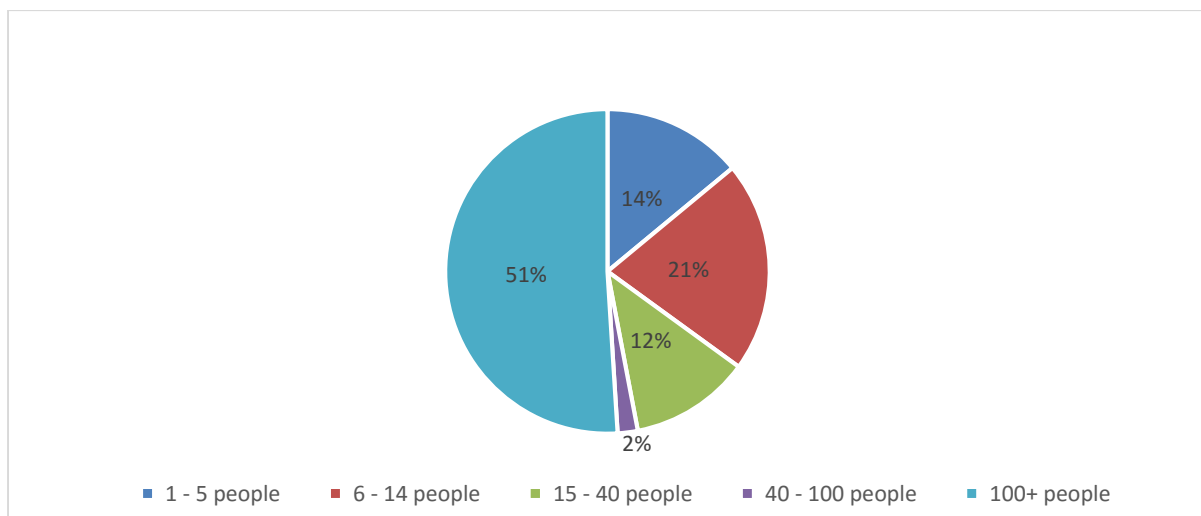
## Respondents:

**Number of total respondents: 46**

### Organization Locations:

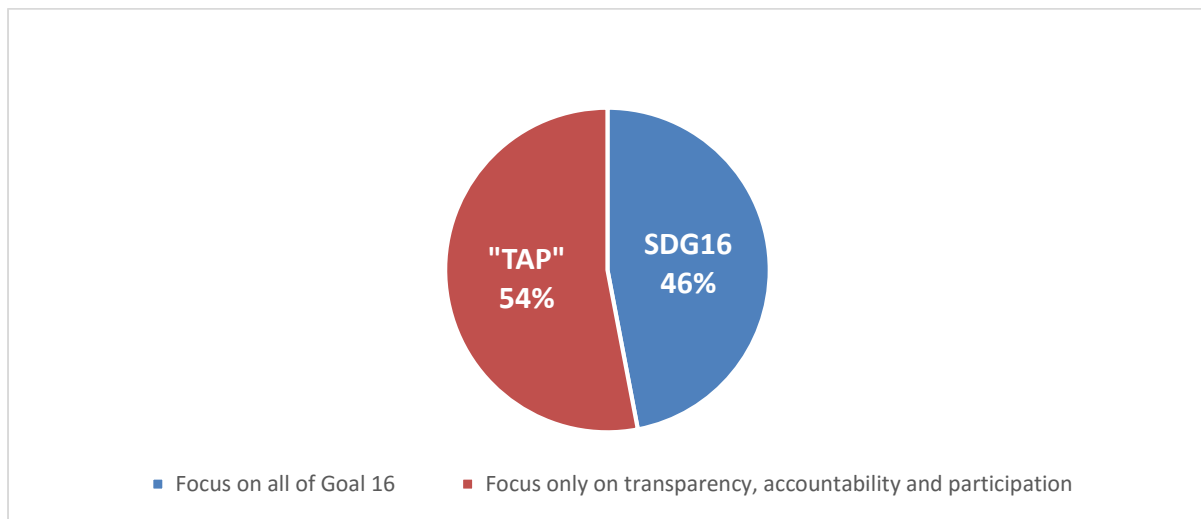


### Size of organization:



## TAP Network Scope of Work

**7. The TAP Network was originally convened to advocate for a standalone goal on governance within the Sustainable Development Goals. As SDG16 emerged to cover TAP issues, the Network also began to address this particular goal as a central focus of its work. Looking ahead, should the TAP Network limit its focus to only the issues of transparency, accountability, and participation, or should it focus more broadly on all SDG16 issues?**



Value	Percent	Count
Focus on all of Goal 16	45.7%	21
Focus only on transparency, accountability and participation	54.3%	25
Total		46

## **8. Please explain your choice to the question (#7) above:**

*Responses to questions 7 and 8 around the focus of TAP's work – whether around “TAP” issues of transparency, accountability and participation or around SDG16:*

*Many respondents noted that these two choices were not mutually exclusive as was presented in question 7 in the questionnaire, and that the Network could focus on **both** “TAP” issues across the entire 2030 Agenda and more pointed work around SDG16 issues, much like the Network has done since its inception. Many highlighted the work that TAP has done on both fronts, including through work around global follow-up and review, SDG16 indicators and around the Goal 16 Advocacy Toolkit.*

*There were some suggestions that focusing on SDG16 would broaden the Network's work too much, and that focusing on transparency, accountability and participation would aid the Network in narrowing the focus of its work and avoid diluting its work. It was also highlighted that this could be a way for the Network to avoid working in siloes, as these principles cut across the entire agenda and SDG16. However, others noted that focusing on transparency, accountability and participation was somewhat vague and would actually be broader than working on SDG16, as these cross-cutting principles can be tied to many different issues and processes.*

*In regards to work around SDG16, some respondents suggested that the Network could focus particularly on the SDG16 issues and targets related to transparency, accountability and participation more specifically, with others noting that narrowing our focus to through such a lens would exclude some already active members of the Network (notably from the peaceful societies realm) from engaging in its work.*

*While there were a wide range of views on these questions, the sentiment that these options were not mutually exclusive could allow the Network to be flexible and continue its ongoing work on both fronts.*

## **9. Based on your answer to question #7, which organizations and/or constituencies that are not already represented in the Network would need to be included to ensure representation and expertise on the breadth of these topics? TAP Network Members list here: <http://bit.ly/29t8T0q>**

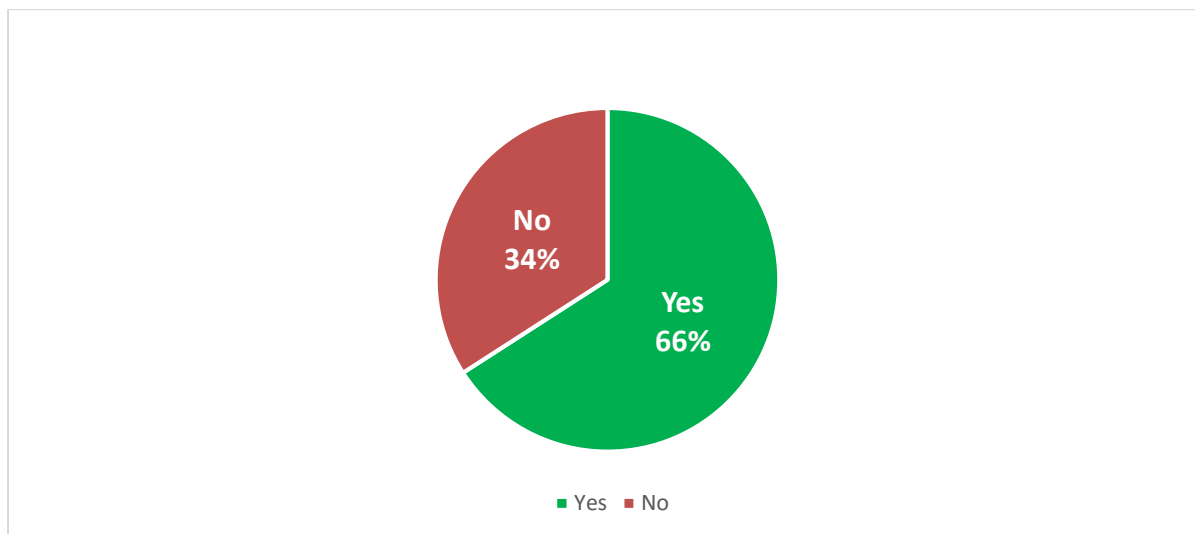
*Out of 46 total respondents to the questionnaire, 14 responded to this question with additional suggestions for organizations and/or constituencies that the TAP Network could include in its work going forward. Those that responded with a preference to focus on all SDG16 issues tended to suggest broadening TAP's membership to include additional organizations that work on peace/security issues, while others suggested that TAP could also include other kinds of stakeholders in its membership, such as parliamentarians, national audit institutions or legal practitioners.*

**10. With the 2030 Agenda adopted and implementation underway, the locus of activity has turned from the UN in New York (global level) to also focus on regional and national efforts. Up to now, the TAP Network has been primarily focused on coordination, collecting intelligence and engaging in advocacy at the global level, with a Secretariat based in New York. Going forward, which of the following strategies should the Network prioritize?**

<b>Overall Ranking</b>	<b>Work Stream</b>	<b>Average Score (ranking 1-4)</b>
1	Global-level coordination, intel and advocacy	1.565217
2	Capacity-building at the national level	2.543478
3	Coordination at the regional level	2.847826
4	Coordination at the national level	3.043478

*Of the four options/strategies suggested in question #10, respondents overwhelmingly preferred TAP to focus on global-level coordination, intel and advocacy. The ranking of the next three options might suggest that respondents preferred that TAP not dive into regional or national coordination itself, but instead strengthen the capacity of organizations and networks to take on this work themselves. With regional and national-level coordination work already being undertaken by other stakeholders, TAP could simply engage at these levels through existing networks, and instead could provide resources and capacity building activities to help strengthen this work.*

**11. Based on your response to the question above (#10), do you think the structure of the Network is well suited to take on your preferred work streams?**



Response	Percent	Count
Yes	65.2%	30
No	34.7%	16
Total		46

**12. If not, what would need to change?**

*Out of 46 total respondents to the questionnaire, 16 provided a response to question 13.*

*The majority of respondents noted that TAP’s work and structure to undertake national and regional level coordination just did not exist, and this would need to improve if we were to take on this work. Respondents also noted suggested that de-centralizing how TAP operates, including through bottom-up approaches to program work/development might also be helpful if TAP was to undertake national and regional-level coordination. However, others noted that TAP should simply work with existing national and regional coordination mechanisms that already exist around SDG-related work, to avoid creating new structures. There were also suggestions that TAP could establish more working groups to take on some of these work streams, which would also help delineate responsibilities for TAP members to take on more concretely.*

**13. Aside from the strategies outlined above in question 10, are there any additional strategies/approaches that TAP should prioritize going forward?**

*Of the 46 total respondents to the questionnaire, 21 responded to question #13.*

*Similar to responses to question 13, some respondents suggested that TAP could provide capacity building resources and programs to help support existing networks at the national and regional levels, which would allow for more national-level ownership of TAP's work. This includes supporting organizations at the national-level to engage in national review processes. Other suggestions included linking the SDGs with human rights and improving collaboration with the human rights community, research/evidence collection and development, campaigning around "TAP" issues or work around accountability for the UN System and/or civil society.*

## TAP Network Activities

**14. Of the following resources, products and/or activities that TAP could potentially work on going forward, please rate the importance of each for you and your organization. On the following scale, please rate (not important to very important):**

**Average Score (1-5 scale; 5 = very important, 1 = not important)**

2030 Agenda and Goal 16 Follow-Up and Review/Accountability	4.48
Goal 16 Indicators and Data	4.15
Capacity-Building Tools (i.e., Goal 16 Toolkit, Toolkit Modules, etc.)	4.11
Joint Position Papers/Global Advocacy	4.10
Capacity-Building Activities (i.e., Workshops, Webinars, etc.)	4.04
Info and Intel on Key TAP Issues and Processes (Calls, Notes, Briefings, Newsletters, etc.)	3.98
Partnerships for Data Collection and Dissemination	3.89
Events and Outreach	3.87
Funding to Support TAP Member Participation at Various Opportunities	3.72
Regional-Level Coordination	3.26
National-Level Coordination	3.24

*Respondents identified some of TAP's previous core activities and goals, including work around global advocacy and follow-up and review, SDG16 indicators and capacity building as most important for their organizations' work going forward. This prioritization of Goal 16 indicators might also be a better indication that the respondents are in fact identifying Goal 16 as a priority area of work for the Network, in addition to work around broader 2030 Agenda accountability. Again, regional and national-level coordination ranked last, either suggesting that these might not be priorities for organizations, or that TAP cannot/should not provide much added value around these work streams, due to existing work that is already being done by others.*



## 15. Are there any additional work streams that the TAP Network should consider taking on?

*Of the 46 total respondents to the questionnaire, 15 responded to question 16.*

*Similar to responses to previous questions, respondents suggested that TAP could utilize existing regional or national networks to help coordinate its work at these levels. Other suggestions included bridging the gap between human rights work and SDG work, collecting and aggregating best practices for advocacy at all levels, campaigning and also a role as a civil society “watchdog” to hold governments accountable to SDG commitments.*

## 16. Given your responses to the questions above, please share any opportunities (global, national or local) that you think would be important for the TAP Network to engage in:

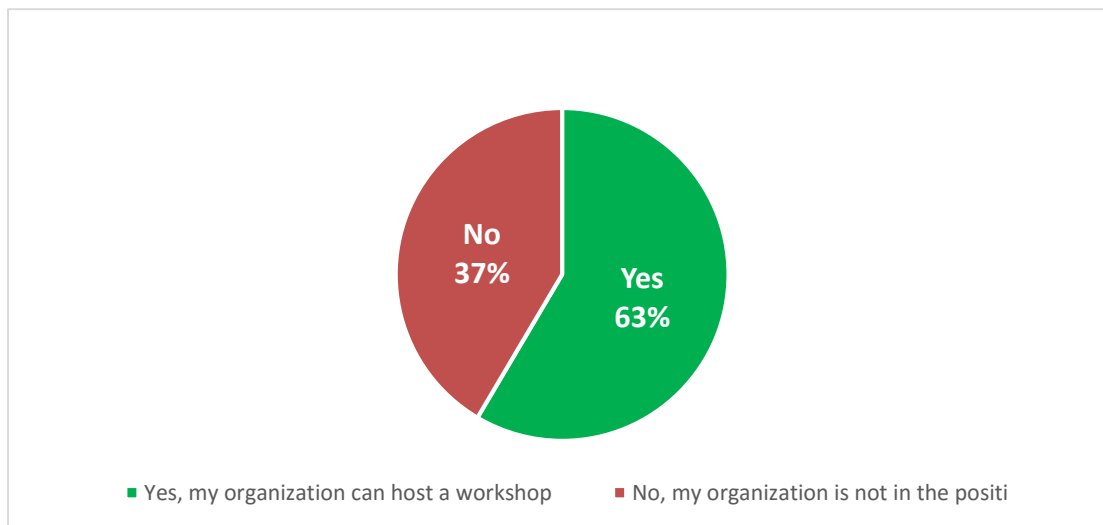
*There were many suggestions for other processes opportunities for TAP to engage with in its future work. These included working with other similar global advocacy campaigns such as Together2030 and Action for Sustainable Development, working more closely with the Global Partnership for Sustainable Development Data, working with the UN Regional Commissions, engaging more directly in UN General Assembly Committee work, working more closely with UN Human Rights processes and utilizing the Open Government Partnership platform to encourage additional commitments to SDG16 by governments.*

*However, in addition to these entry points around “official” processes, many respondents suggested that TAP should consider how it operates outside of these “official” opportunities, including how to strengthen accountability and engage with local communities, and how to expand its capacity building work to strengthen stakeholders’ capacities to engage in TAP’s work.*

## 17. Please rank your preferred means of digital communications with the TAP Network:

Overall Rank	Item
1	Email/Google Group
2	Google Docs
3	Newsletters
4	Conference Calls
5	TAP Website
6	Webinars
7	Twitter
8	Wikispaces or Other Online Platforms

**18-19. There are a number of TAP Network resources available to support capacity-building for civil society, including the Goal 16 Advocacy Toolkit, which is now available in 3 languages (English, Spanish and French). Would your organization be interested in hosting a workshop using the Goal 16 Advocacy Toolkit?**

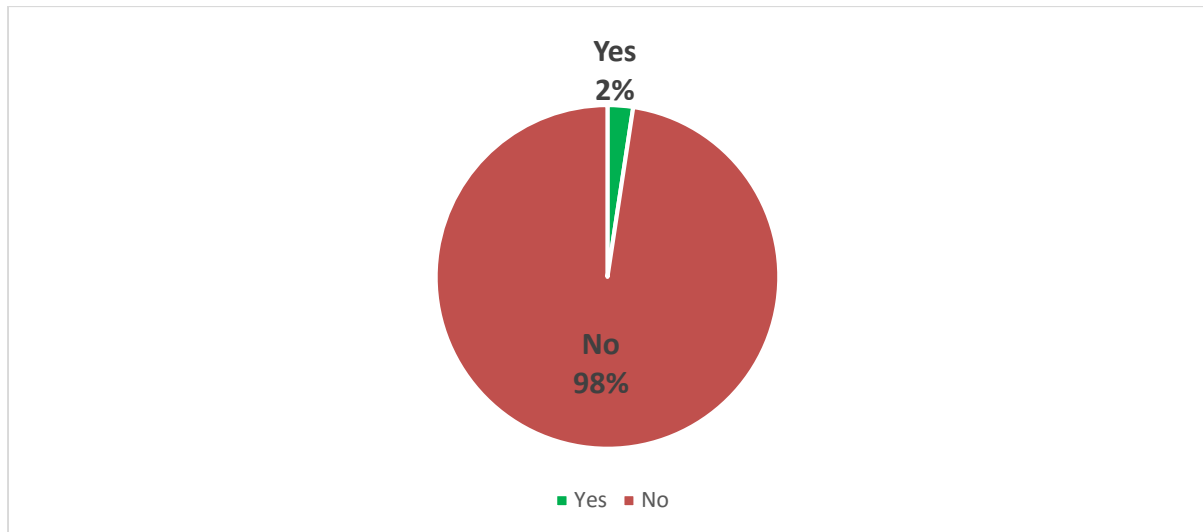


Response	Percent	Count
Yes, my organization can host a workshop.	63%	29
No, my organization is not in the position to host a workshop at this time.	37%	17
Total		46

*Encouragingly, 29 respondents (63% of total respondents) expressed an interest/commitment to hosting a workshop around the TAP Network Goal 16 Advocacy Toolkit in the future. We will be following up with all who expressed interest via the questionnaire on putting these workshops together.*

## Network Hosting and Membership

**22. To date, the World Federation of United Nations Associations (WFUNA) has served as the host of the TAP Network Secretariat in New York, managing all TAP Network grants and reporting. Is there a need to change this arrangement for hosts of the TAP Network?**



Response	Percent	Count
Yes	2.1%	1
No	97.9%	45
Total		46

**23. If so, please provide suggestions for alternative arrangements and how this could work.**

*Of the 46 respondents, one respondent provided additional thoughts on alternative arrangements for the hosting of TAP Network Secretariat and reporting functions. This suggestion was for the Network to consider diversifying hosts of TAP, similar to other models in existence, such as the model taken up by Beyond2015 and other similar coalitions or networks.*

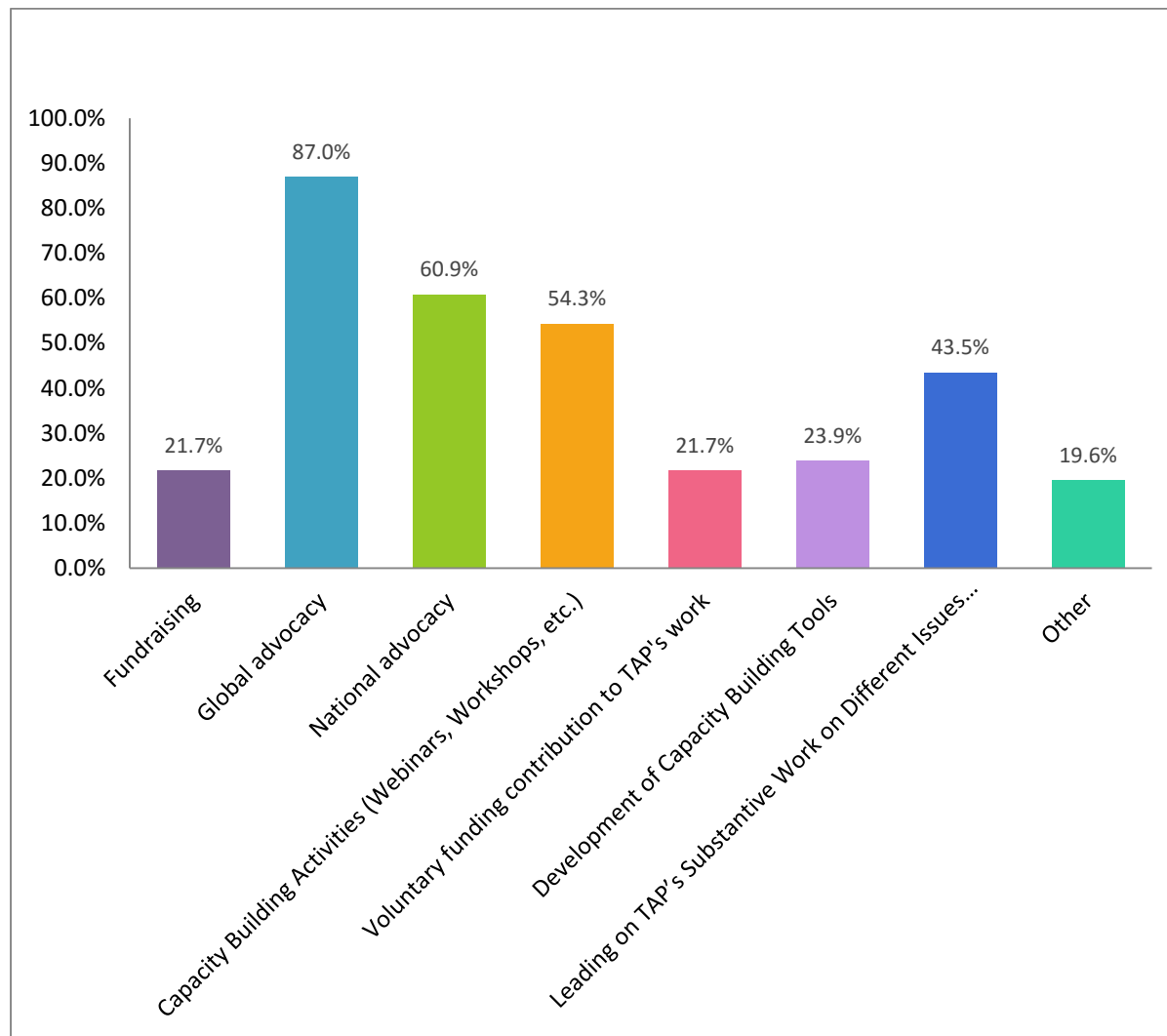
**24. As noted in the independent evaluation, some TAP Network members have contributed significantly to its work, while others have been more passively engaged. This is a product of the Network's open and flexible membership structure. What do you think are the main challenges/barriers to active participation from members in TAP's work?**

*There were many good comments identifying challenges and suggestions on how to improve active participation from TAP Members in all areas of its work. The challenge that was overwhelmingly highlighted by respondents was the time/capacity restraints for organizations to dedicate to TAP's work. Respondents from the global south highlighted that ICT issues were a challenge, with lack of internet access and/or the prohibitive costs for joining conference calls a barrier to their participation in some cases. The loose structure of TAP also was highlighted as a challenge, and it was suggested that de-centralizing some of TAP's work around various work streams, to help organizations engage and take ownership of TAP's work. It was also highlighted that since TAP is supported by a funded Secretariat, many members might feel that there is less of a need for them to engage in TAP's coordination/management work. It was also highlighted that many are part of the Network just for the updates and intelligence that is provided by the TAP Secretariat and members, and are not interested in engaging in TAP's work substantively.*

**25. What suggestions do you have for getting more members to more actively contribute to TAP's work?**

*Again there were many good suggestions for ways to encourage members to more actively engage in TAP's work. Some comments highlighted the need to de-centralize TAP's work, including within the Secretariat itself, noting that in this new phase of national-level implementation, it may be necessary for the Secretariat to be housed in multiple regions instead of just New York. Related to this point, some suggested that TAP could either expand staffing for the Secretariat, or identify voluntary coordinators at the regional and national levels to help TAP engage more deeply at these levels. It was also noted that clearer guidelines for engagement as members would be helpful to outline expected contributions to TAP's work from members themselves. Some also suggested that TAP could also consider establishing working groups to help take on certain work streams, and delegate responsibilities of managing these working groups to specific members who work on these issues closely.*

**24. In which areas will you engage in TAP's work in 2017 and beyond? Select all that apply.**



Value	Percent	Count
Fundraising	21.7%	10
Global advocacy	87.0%	40
National advocacy	60.9%	28
Capacity Building Activities (Webinars, Workshops, etc.)	54.3%	25
Voluntary funding contribution to TAP's work	21.7%	10
Development of Capacity Building Tools	23.9	11
Leading on TAP's Substantive Work on Different Issues (i.e. Working Groups on Access to Justice, Anti-Corruption, etc.)	43.5	20
Other	22.0%	9

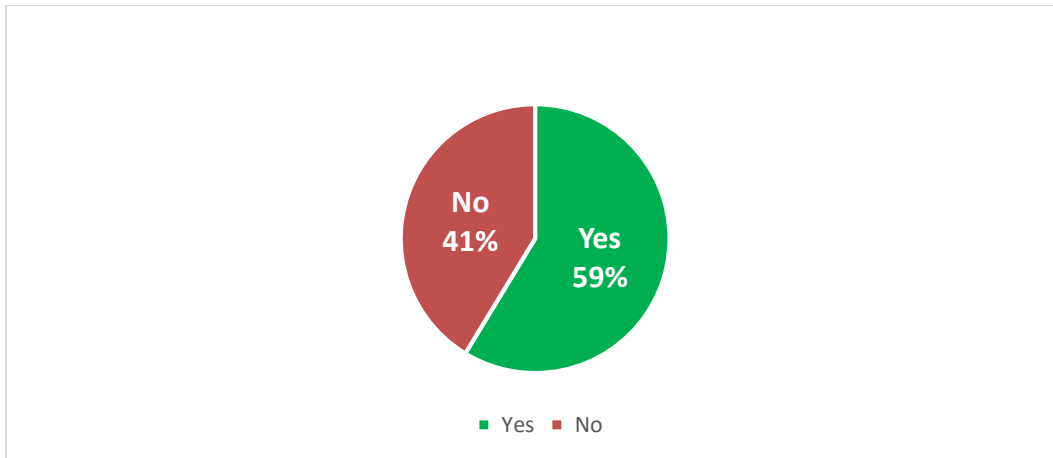
## **25. Do you have any additional recommendations for how the Network could structure its membership and governance to maximize its reach and impact?**

*Respondents seemed to have similar answers for this question as question 25 above, with many suggesting that delegating responsibilities to members themselves as regional, national or thematic focal points, and for TAP to be clearer on what is expected of members contributing to TAP's work. However, responses varied when addressing broader issues of the "governance" architecture for TAP. Some suggested that the governance structure for TAP was not as clearly outlined as it could be, with many noting that they are unaware of the work that the Steering Committee or members themselves are undertaking on a regular basis. Other suggested that the current structure of TAP's Steering Committee taking responsibility for strategic planning and overall vision for TAP is an efficient and preferable way of operating for large membership networks such as TAP. Overall, it seemed that either general lack of knowledge of the full governance structure of TAP, or genuine lack of desire to engage in TAP governance issues may have limited the amount of explicit responses on this question.*

## **26. Do you participate in any other networks or coalitions that might serve as a model or offer best practices for the TAP Network?**

*Many suggestions were made as models for TAP to learn from, including Action 2015, Together 2030, The Global Partnership for Sustainable Development Data, Action for Sustainable Development, NGO Major Group, OGP, UNCAC, FOIANet, OECD Watch, Global Legal Empowerment Network, African Coalition on Corporate Accountability. However, the limited nature of this question did not ask respondents to explore what could be learned from each of these initiatives, and drawing conclusions from these suggestions would be incredibly difficult, given the very diverse nature of the models put forward by respondents.*

**27. Funding for the TAP Network has been secured on an annual basis thus far and runs through the end of 2016. Would you be willing to support the TAP Network in its fundraising efforts for 2017 and beyond?**



Value	Percent	Count
Yes	59%	27
No	41%	19
Total		46