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TRANSPARENCY, ACCOUNTABILITY AND PARTICIPATION NETWORK

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The Transparency, Accountability and Participation Network (TAP Network) is a broad network of civil society stakeholders united in the belief that open, inclusive, accountable and effective governance is both an outcome and an enabler of sustainable and equitable development. The project's overarching goal is to support civil society stakeholders in fostering transparent, accountable and participatory mechanisms, policies and programmes towards achievement of the Sustainable Development Goals (SDGs), and Goal 16 in particular.

The original grant proposal for the 2015 project year included three outcomes; a fourth was added mid-project to adjust for developments and opportunities in the post-2015 process:

- Outcome 1. A strong coordination mechanism for TAP members and a coherent framework for implementing governance-related initiatives in the post-2015 context are established.
- Outcome 2. Mechanisms for transparent, accountable and citizen-inclusive implementation and monitoring of the overall Post-2015 Sustainable Development Goals framework have been developed and agreements for utilization have begun.
- Outcome 3. TAP membership is expanded through targeted outreach and advocacy to build momentum for a stand-alone goal on governance and accountability and for implementation of the SDGs.
- Outcome 4. Help ensure that robust and appropriate indicators for Goal 16 are developed and agreed upon by Member States.

Significant progress has been achieved on each of these outcomes, as described in detail below. For Outcomes 2 and 4 on SDG implementation and indicators, efforts will need to continue in 2016 due to the ongoing nature of the UN's post-2015 workplan.

OUTCOME 1 – TAP NETWORK COORDINATION

Over the past year, the TAP Network has emerged as one of the leading coalitions working on the 2030 Sustainable Development Agenda, and the go-to group of civil society organizations working collectively on Goal 16 issues. Much of this success is attributed to the efficient, inclusive and transparent coordination of the Network by the Coordinators, supported by project host WFUNA, who consistently disseminated summaries and updates from the global level and facilitated collaboration and consensus-building among a broad group of members with very diverse perspectives and interests. As a Network that advocates for transparency, accountability, participation, as well as good governance, the Network prioritized these principles in its day-to-day work, governance and engagement.

Throughout the year, the TAP Network developed several joint advocacy positions on various key topics. To develop these outputs, the TAP Coordinators facilitated an open, inclusive and transparent process for collecting and synthesizing inputs from

* NOTE: As the TAP Network is generously supported by three individual donors with different grant timelines, contract and reporting requirements are staggered in consecutive months in January, February and March 2016. As such, the TAP Network's programme for the project year beginning in 2015 will conclude on 31 March 2016.

Network Members. As a result, the TAP Network offered a clear, unified voice on TAP issues from a large constituency of civil society representatives, which successfully cut through the post-2015 “noise” and was welcomed by Member States and UN Agencies alike. Additionally, each of these outputs was endorsed by dozens of organizations, which helped convey the broad level of support for the policy positions and TAP issues more generally.

To ensure transparency and accountability within the TAP Network’s internal governance and decision-making structure, the TAP Coordinators facilitated an open and transparent nomination and election process for the establishment of a Steering Committee. Composed of five active member organizations from diverse countries and regions, the Steering Committee is responsible for guiding the TAP Network’s collective activities and strategic decision-making. The Steering Committee meets via conference call on a bi-weekly basis, and a quorum of Steering Committee members must participate to take decisions on agenda items. Minutes of the Steering Committee meetings as well as the monthly TAP Network calls were made available on the TAP Network website.

Being located in New York, the TAP Coordinators were able to track and share the developments, opportunities and entry points into post-2015 processes closely, serving as an essential resource for TAP Network members, particularly those who lacked the capacity or resources to stay abreast of such complex processes. Systematic information and intelligence sharing by the Coordinators throughout the process was necessary to keep TAP Network members in the loop, enabling them to meaningfully contribute to post-2015 and Goal 16 discussions on an ongoing basis. The Coordinators shared information and updates with the Network through monthly coordination calls as well as via email, Google Docs and regular newsletters. The TAP Network hosted several events to bring members and messages to the center of discussions on key issues during the negotiations.

OUTCOME 2 – MONITORING AND ACCOUNTABILITY MECHANISMS POST-2015

Throughout the post-2015 inter-governmental process, the TAP Network employed multiple advocacy and influencing strategies towards Outcome 2, taking advantage of opportunities as they materialized. As a result, the TAP Network has become a go-to coalition of civil society organizations working on Goal 16, SDG indicators and accountability for the 2030 Agenda, amongst many other issues.

Working collaboratively through the coordination process described above, the TAP Network released and distributed several position papers on key topics throughout the year, based on and reflective of the collective priorities and perspectives of the Network’s members. Position papers on issues such as follow-up and review, financing for development, and SDGs indicators formed the basis for substantive inputs by the TAP Network into dozens of post-2015 negotiations and consultations. They also helped inform the advocacy and inputs of individual member organizations, broadening the reach of TAP Network priorities and recommendations and strengthening the consistency of messages coming from civil society.

The TAP Network Coordinators in New York, as well as other members of the Network, conducted direct advocacy to target audiences, including Member States, the UN system and other civil society colleagues. TAP resources were circulated to an extensive list of contacts at UN Missions, government ministries, the UN System and other stakeholder groups. Based on joint stakeholder mapping and combined

intelligence, the TAP Coordinators also arranged countless meetings with key decision-makers and stakeholders to discuss policy positions and explore partnerships. Dozens of meetings were held around the post-2015 inter-governmental negotiations in particular, during which TAP Network members from around the world met jointly with various Ambassadors and UN Delegates to advocate for the Network's positions and recommendations. These meetings were critical to ensuring Member States took ownership of TAP Network proposals, incorporating them into their own interventions during the inter-governmental negotiations.

Over the course of the project period, the TAP Network sponsored a number of interactive and well-attended side events and workshops addressing TAP issues, partnering with a wide range of governments, UN Agencies and other civil society organizations from within the TAP Network. These events provided Network members with an opportunity to engage directly with post-2015 decision-makers, and served as another outreach platform for TAP positions and perspectives.

Additionally, the Network was consistently invited to provide interventions and remarks during the formal post-2015 negotiation process, including invitations from high-level UN officials, such as the President of the UN General Assembly, the President of ECOSOC and others. TAP Network representatives were selected to speak at more than a dozen events and interactive dialogues, where they delivered the Network's commonly agreed positions to key audiences.

One priority for the TAP Network was realized with the inclusion of "Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels" in the final set of SDGs adopted in September 2015. Furthermore, the final "Transforming Our World" document incorporated a wide range of language suggestions that were advocated by the TAP Network, most notably in the "follow-up and review" chapter. Expanding beyond the adoption of Goal 16, "peace" was recognized as one of the five pillars of the 2030 Agenda, setting forth a new paradigm for sustainable development beyond the traditional "environmental, social and economic" pillars. This is a monumental win for the TAP Network and for supporters of Goal 16 more broadly. Additionally, references to peaceful societies and good governance throughout the 2030 Agenda as well as outcome documents from related processes has expanded the prominence of these issues to other fora.

While there was significant progress toward Outcome 2 during 2015, much is yet to be decided in 2016 regarding implementation, data, measurement, follow-up and review, and monitoring and accountability of the 2030 Agenda. Owing to TAP's thought-leading work on measurement and follow-up and review, timely events and workshops at critical points throughout the negotiation process, as well as strong inputs and position papers, the TAP Network is well positioned to continue as an influential voice in these discussions during 2016 and beyond – a critical period in the implementation and accountability phase of the 2030 Agenda.

OUTCOME 3 – NETWORK GROWTH

Key to the TAP Network's increasing influence in the civil society space around the SDGs and the 2030 Agenda is the ever-growing strength and diversity of membership within the Network. Since January 2015, membership in the TAP Network has increased by 434 percent (to 178 total organizations to date), including a 1,250 percent increase in the number of organizations based in the global south

(75 total organizations, and 43 percent of total organizations to date). That growth has been predominantly organic, with new members joining after accessing our resources online, at our events and meetings or via referrals from other members.

To facilitate outreach and communications, especially for those outside of New York, the TAP Coordinators created an official TAP Network website (www.TAPNetwork2015.org – now updated to <http://www.TAPNetwork2030.org>) and established a Twitter account (@TAPNetwork2030), with a current audience of 280 followers that continues to grow. The TAP Coordinators also distributed weekly newsletters to share information about the activities and outputs of the Network, as well as updates and intelligence on post-2015 processes. To date, 30 TAP Network Newsletters were disseminated.

The growth in the strength and diversity of the TAP Network’s membership has also increased the level of coordination and support for Goal 16 issues more broadly. Civil society’s mobilization around these issues has played a key role in pushing Member States to make it a priority.

OUTCOME 4 – GOAL 16 INDICATORS

Early on in 2015, it became clear that there would be an opportunity for civil society to engage in the discussion on indicators that would be used to measure progress towards all 17 SDGs. As the indicators are critical to ensuring successful implementation, measurement and accountability for the 2030 Agenda, the TAP Steering Committee agreed to prioritize this area of work as a fourth outcome for the TAP Network in 2015, in addition to the three outcomes listed in the original proposal.

Since the establishment of the Inter-agency Expert Group on SDG Indicators (IAEG-SDGs), the TAP Network has been actively engaged in its work to develop global indicators for the 2030 Agenda, attending meetings of the group when possible and following its progress. The TAP Network developed several position papers including joint recommendations on SDG Indicators, priority indicators and corresponding metadata for Goal 16, inputs on “grey” indicators, and a response to the second meeting of the IAEG-SDGs in Bangkok. It has also been one of the few civil society groups engaged in the work of the Praia City Group on Governance Statistics, convened to help translate global indicators and data to the national level.

As a result of these efforts, the TAP Network has emerged as a leading coalition of experts on data and SDG indicators, including most notably with regard to Goal 16. Much of the work around SDG indicators will continue on into 2016, however, the Network remains well positioned to influence these discussions thanks to its collective work around these processes in 2015.

CHALLENGES AND LESSONS LEARNED

Coordinating and facilitating the engagement of 178 member organizations covering all regions of the globe and representing a variety of perspectives was a significant challenge. Among the lessons learned is the value of setting up a transparent and participatory process of inputs for statements and policy position papers, where all members had the opportunity to contribute and review changes via an open online platform on Google Docs. For each drafting exercise, multiple drafts were circulated, with the TAP Coordinators or small drafting groups identifying areas of emerging consensus through the finalization of these inputs. The

final documents were then endorsed by individual organizations, ranging from 30 to 60 endorsements per resource. Ultimately, this open and consultative process and the resulting breadth of endorsements accompanied by official logos contributed significantly to the strength and weight of the TAP Network's inputs to the post-2015 process. This method also helped create a sense of ownership for the positions among contributing TAP Network members, who could also use them to undertake advocacy on their own.

Another significant challenge for the TAP Network was the unpredictability of the negotiation process, combined with the often very limited time allowed to input into the process. For example, the work around indicators was unanticipated and began mid-way through the project year, requiring a mid-year addition to the logframe (Outcome 4) and an adjustment in the Network's priorities. Coordinating a collaborative process among multiple organizations often required a significant amount of time for multiple rounds of edits, review and comment from TAP Network members. Throughout the process, we had to be flexible, quickly adapting to changes and developments in the process, and set ambitious timelines in order to meet the official deadlines for submission.

One aspect of the Network that can be a challenge as well as a benefit is the informal nature of membership and members' engagement with one another. Many members have commented favorably that this flexible structure allows them to decide for themselves how they wish to engage in the work, with many joining the Network to access the information and intelligence, and others engaging actively in the substantive and time-intensive work to develop joint positions.

Another lesson learned was the importance of delivering added value for members' engagement – whether by providing additional platforms for members to present their individual advocacy points, or by offering increased visibility and access to key advocacy targets. This was essential to ensuring that members found their engagement worthwhile and to increasing their willingness to take ownership for the work. Given that every member participates in the TAP Network on a voluntary basis and that this work is an addition to their core responsibilities within their own organization, these benefits are important to keep TAP Network members engaged.

We learned through the negotiations process that building personal relationships with key advocacy targets is critical to the success of our work. So having the TAP Coordinators based in New York allowed them to follow the negotiation process closely and strengthen personal relationships with key influencers. However, because the majority of the entry points for advocacy centered around New York, ensuring diverse representation of the Network at in-person events was a challenge, as was engaging national-level CSOs outside New York. Smaller member organizations, especially from the global south, simply did not have the resources to send representatives to New York on a regular basis, and the TAP Network did not always have the budget to cover their attendance. However when events took place elsewhere, the Network made every effort to identify a member from that region to attend and report back. The Network benefited significantly from the creation of the Steering Committee in this regard, as it represented a formal group of organizations that could take decisions on behalf of the entire Network, including the selection of speakers for various opportunities and funding for travel support throughout the year.

The immense amount of information coming out of the post-2015 process required constant communications to Network members. Consequently, it was important that

outreach be efficient and concise, and to strike a balance between too much information and keeping members informed. To help with this, the Coordinators provided regular newsletters to summarize each week's updates and messages to the Network. Additionally, all updates are available on the TAP Network's Google Group platform, and the TAP Network's Twitter account and website are also key outlets for sharing information with members.

Finally, while we are most grateful for the support of three donor organizations, we found reporting to be a challenge because each organization has its own requirements and processes. With various reports requested during the year as well as grant timelines that were staggered to end in consecutive months (January, February and March 2016 respectively), it meant that significant time was required from both TAP Network Coordinators as well as WFUNA staff to meet the requirements for all three donors. It would be very helpful in the future if the supporting organizations could perhaps agree on one timeline and reporting process, to streamline the process.

CONCLUSION

In sum, the TAP Network continues to engage some of the foremost experts on the issues of transparency, accountability and participatory governance. We have made considerable progress over the course of 2015 in helping to bring TAP issues to the fore of post-2015 discussions and to inform those discussions with positions endorsed by a wide variety of civil society actors under the Network umbrella. As the indicator and follow-up and review frameworks are developed in 2016, the TAP Network will build on this foundation and continue working to ensure the perspectives of its members are included.

In the spirit of transparency and accountability, the TAP Network will share this report with all of its members, as well the results of an independent evaluation of the 2015 project year and reports to donors supporting the TAP Network.

As ever, we greatly appreciate the support of the Hewlett Foundation in making this important work possible.



Project Goal		Indicators		Means of Verification	
Ensure transparent and accountable mechanisms for, and citizen participation in, implementation and monitoring of the SDGs		<ul style="list-style-type: none"> * Inclusion of clear, attainable targets and indicators on Goal 16 for the Sustainable Development Goals (SDGs) in the Post-2015 agenda * Strong follow-up and review mechanisms in place to ensure accountability in the Post-2015 agenda * Enhanced civil society role for the implementation, follow-up, measurement and accountability of the Post-2015 agenda and the SDGs 		<ul style="list-style-type: none"> * Adoption of the SDGs at the UN Summit in 2015 * Baseline/Endline Analysis of the Post-2015 accountability framework and review mechanism adopted by High-Level Political Forum on Sustainable Development 	
Outcomes	Outputs	Indicators	Means of Verification	Activities	
1. Help ensure Member State agreement on robust stand-alone goal on good governance, including transparency, accountability and citizen participation with the Post-2015 Sustainable Development Goals	1.1 Increased recognition and influence by the TAP group amongst Member States, UN System and civil society on the issue of Sustainable Development governance	1.1a 300% increase in the number of individual members of the TAP google group 1.1b 300% increase in the number of organizations represented on TAP google group 1.1c 300% increase in number of countries that TAP organizations are based in Global South	1.1a Continuous tracking of membership and group make-up 1.1b Digital media analytics 1.1c Baseline/Endline assessment	<ul style="list-style-type: none"> * Coordinating inputs and drafting of policy papers within the TAP group * Outreach and publicizing policy papers through various media outlets and events * Liaising with UN Secretariat and lobbying of Member States by TAP members and coordinators 	
	1.2 Infiltration of TAP policy inputs that highlight the merits of a standalone goal on good governance, transparency, accountability and citizen participation, into the formal Post-2015 processes.	1.2a Four events hosted in partnership with Member States 1.2b Attendance of delegates from 20 different Member States at various TAP events	1.2a Tracking of events hosted in partnership with Member States 1.2b Tracking involvement of Member States in "Group of Friends"	<ul style="list-style-type: none"> * Coordinating inputs and drafting of policy papers within the TAP group * Outreach and publicizing policy papers through various media outlets and events * Liaising with UN Secretariat and lobbying of Member States by TAP members and coordinators * Organizing events/workshops in partnership with Member States and UN agencies 	
2. Help ensure that robust and appropriate indicators for Goal 16 are developed and agreed upon by Member States	Outputs	Indicators	Means of Verification	Activities	
2.1 Infiltration of TAP inputs that contribute to the formulation of a sound indicator framework, as well as appropriate and relevant indicators to measure Goal 16	2.1a Development of TAP position paper on the indicator framework for goal 16 2.1b Development of online platform for Goal 16 Indicator recommendations from TAP organizations 2.2c Outreach via email to all 193 Member States Missions in New York for all TAP position papers on Indicators	2.1a Completion and dissemination of Position Paper	2.1a Completion and dissemination of Position Paper 2.2b Establishment of platform for Goal 16 Indicators for TAP organizations	<ul style="list-style-type: none"> * Development of a common TAP position paper on the SDG/Goal 16 Indicators Framework * Outreach and publicizing policy papers through various media outlets and events * Development of online platform for Goal 16 Indicator Recommendations * Liaising with UN Secretariat and lobbying of Member States by TAP members and coordinators * Organize and host workshops and events on the sidelines of the UN negotiations, as an opportunity for Member States and TAP members to discuss issues informally * Coordinate TAP Network's engagement in the Praia City Group on Governance Indicators and the Interagency and Expert Group on SDG Indicators 	
		2.2c Establishment of platform for Goal 16 Indicators for TAP organizations			
3. Inclusion of robust review and monitoring mechanism for the implementation of the SDGs, with a focus on transparency, accountability and citizen participation.	Outputs	Indicators	Means of Verification	Activities	
3.1 Infiltration of TAP policy inputs that outline concrete recommendations for a review, monitoring and accountability mechanism/framework, into the formal Post-2015 process	3.1a Development of TAP position paper on accountability/review & monitoring 3.1b Outreach via email to all 193 Member States Missions in New York 3.1c Events hosted in partnership with four Member State delegations 3.1d Attendance of delegates from 20 different Member States at various TAP events	3.1a Completion and dissemination of Position Paper	3.1a Completion and dissemination of Position Paper 3.1b Tracking of events hosted in partnership with Member States via participant lists	<ul style="list-style-type: none"> * Development of a common TAP position on the "review, monitoring and accountability framework" for SDGs * Outreach and publicizing policy papers through various media outlets and events * Liaising with UN Secretariat and lobbying of Member States by TAP members and coordinators * Organize and host workshops and events on the sidelines of the UN negotiations, as an opportunity for Member States and TAP members to discuss issues informally. * Produce policy inputs and TAP promotional materials for Member States, and outputs/outcomes from events * Coordinate bilateral meetings for TAP representatives and coordinators to present TAP positions to Member States delegations and key UN officials 	
		3.2a Events hosted in partnership with four Member State delegations 3.2b Attendance of delegates from 20 different Member States at various TAP events		3.2a Tracking of events hosted in partnership with Member States via participant lists	<ul style="list-style-type: none"> * Organize and host workshops and events on the sidelines of the UN negotiations, as an opportunity for Member States and TAP members to discuss issues informally * Produce policy inputs and TAP promotional materials for Member States, and outputs/outcomes from events
4. Enhance the participation of all stakeholders within TAP in the discussions and processes regarding the review, monitoring and accountability for SDGs and on Indicators for the SDGs and Goal 16	Outputs	Indicators	Means of Verification	Activities	
	4.1 Ensure that TAP becomes the leading coalition of stakeholders working on TAP and governance issues, and mobilize a broad network to support the group	4.1a 200 total endorsements for TAP position papers or open letters from CSOs 4.1b 5,000 total webpage views 4.1c 200 Twitter followers 4.1d Total Klout score of 45	4.1a Tracking number of endorsements on TAP position papers and open letters 4.1b Continuous tracking of social and digital media analytics through various online tools	<ul style="list-style-type: none"> * Develop partnership opportunities with key stakeholder groups and constituencies * Identify key experts within the group on various TAP principles, and enable and empower them to lead work of TAP on these areas * Events and outreach activities by the TAP network * Continuous bilateral meetings between coordinator and all stakeholders 	
	4.2 Provide timely intelligence and information to TAP organizations around all Post-2015 processes	4.2a Briefing notes produced from each key Post-2015 negotiation session on accountability and Indicators 4.2b Debriefing calls with the entire TAP Network at least once per month 4.2c Newsletters produced once per week	4.2a Resources uploaded on to TAP Network website	<ul style="list-style-type: none"> * Draft notes from key meetings on accountability and indicators in New York * Host monthly calls with the TAP Network to discuss Post-2015 negotiations * Produce weekly newsletters that synthesize each week's activities and intelligence updates * Provide regular updates on various processes as needed for TAP organizations to engage in the intergovernmental discussions in New York 	
4.3 Help strengthen the work of stakeholders at the local, national, regional and global levels on TAP-related work	4.3a At least one TAP organization contributing blog content for the TAP Network website per month 4.3b TAP resources downloaded by people in 10 different countries 4.3c Development of a platform for sharing of best practices on local and national level governance issues	4.3a Baseline/Endline assessment 4.3b Continuous tracking of social and digital media analytics through various online tools 4.3c Completion of platform for best practices/information sharing	<ul style="list-style-type: none"> * Produce capacity building tools and resources for stakeholders at the regional and national levels to contribute to the work of TAP at all levels. * Outreach to stakeholder groups at national level. * Provide online platform for information sharing on best practices for sustainable development governance at the local and national levels 		



Indicators	Status	Detail
1.1a 300% increase in the number of individual members of the TAP Google Group	ACHIEVED	368% (increase from 72 to 265 individual members)
1.1b 300% increase in the number of organizations represented on TAP Google Group	ACHIEVED	426% (increase from 41 to 175 organizations)
1.1c 300% increase in number of countries that TAP organizations are based in Global South	ACHIEVED	777% (increase from 9 to 70 organizations from the Global South)
1.2a Four events hosted in partnership with Member States	ACHIEVED	4 Events (7 total Member States)
1.2b Attendance of delegates from 20 different Member States at various TAP events	ACHIEVED	55 Participants
2.1a Development of TAP position paper on the indicator framework for Goal 16	ACHIEVED	1 Position Paper
2.2b Development of online platform for Goal 16 Indicator recommendations from TAP organizations	ACHIEVED	1 Google Doc Platform
2.2c Outreach via email to all 193 Member States Missions in New York for all TAP position papers on Indicators	ACHIEVED	193 Delegations
3.1a Development of TAP position paper on accountability/review & monitoring	ACHIEVED	1 Position Paper
3.1b Outreach via email to all 193 Member States Missions in New York	ACHIEVED	193 Delegations
3.1c Events hosted in partnership with four Member State delegations	ACHIEVED	4 Events (7 total Member States)
3.1d Attendance of delegates from 20 different Member States at various TAP events	ACHIEVED	55 Participants
4.1a 200 total endorsements for TAP position papers or open letters from CSOs	ACHIEVED	538 Total Endorsement
4.1b 5,000 total webpage views	ACHIEVED	7,176 Webpage Views
4.1c 200 Twitter followers	ACHIEVED	276 Total Twitter Followers
4.1d Total Klout score of 45	ACHIEVED	45 Klout Score
4.2a Briefing notes produced from each key Post-2015 negotiation session on accountability and Indicators	ACHIEVED	5 Briefing Notes Produced
4.2b Debriefing calls with the entire TAP Network at least once per month	ACHIEVED	8 TAP Network Conference Calls
4.2c Newsletters produced once per week	UNFINISHED	N/A (Weekly newsletters were necessary some weeks, but not for all weeks throughout the year. However, newsletters were always produced at least bi-weekly, with a total of 30 disseminated during the project period.)
4.3a At least one TAP organization contributing blog content for the TAP Network website per month	UNFINISHED	N/A (This indicator was not achieved due to lack of interest from members of the TAP Network)
4.3b TAP resources downloaded by people in 10 different countries	ACHIEVED	119 Countries (based on Google Analytics from our website - tapnetwork2030.org)
4.3c Development of a platform for sharing of best practices on local and national level governance issues	UNFINISHED	N/A (This indicator was not achieved because of changing priorities for the TAP Network, but continues to be a long-term goal for the TAP Network)