

I. 2025 Budget and Work Plan

This cover note is resubmitted for approval by the Board and takes into account feedback provided during the Governing Board meeting on [\(Minutes\) November 20th](#) and subsequent discussion of the Executive Director and ODS Senior Expert / Team Leader with the Board Chair and Technical seat on [\(informal meeting summary\)](#) December 5th.

This revision reflects a total activity budget of \$996,635, and total personnel budget of \$2,909,184, altogether reduced by \$546,994. Savings have been made primarily in travel budgets, and these savings are shown below in the table of cost categories.

Approval is requested for a revised proposal for a 12-month budget for the 2025 calendar year amounting to \$3,905,819. This represents a significant decrease by \$748,398 or 16.1% when compared to the original submission, and \$546,994 or 12.3% reduction compared to the 2024 budget. This does not include management fees of an additional \$288,102, made up of UNDP General Management Support (GMS) for cost recovery at a standard rate of 8% applied across all project activities, and management fees of UNOPS at 3.95% across activities managed by UNOPS. This is reduced by 3.6% compared to the 2024 budget.

Under the leadership of the Executive Director a number of partnership funding proposals have been developed by the Secretariat and are still under discussion with members for dedicated fundraising on thematic areas such as climate finance and localisation. If successful, these will significantly increase the availability of funding for the initiative.

The Governing Board acknowledges that Secretariat entities have established contractual obligations with personnel based on the structure set out in hosting arrangements agreed by members in 2023 and set out in the [September 30, 2023 Letter of Agreement](#) between the Governing Board and Secretariat hosts. The Board further recognises that personnel are the foundation of the initiative and that reductions in expenditure in this cost category will have profound impacts on the ability of the Secretariat to deliver at an increasing pace. The proposal presented in this budget balances this obligation and resource constraint for 2025 targeting positions that are yet to be recruited.

The Governing Board has established a new Financial Sustainability Working Group with a mandate to explore new business models with a view to expanding income at a time of global volatility.

Specific budget revisions have made under the guidance of the Governing Board, and these are summarised below:

2025 Budget revisions (20 December)	2025 Proposed	2025 Revised	Reduction
Personnel	2,059,088	1,771,584	287,504
Consultancy / Third Party Service Contracts	1,669,159	1,479,100	190,059
IT Applications / Subscriptions	346,300	296,300	50,000
Travel	547,670	276,835	270,835
Grants			0
Others	32,000	10,000	22,000
Print / publication / workshop		72,000	-72,000
Grand Total	4,654,217	3,905,819	748,398
Management Fees	342,594	288,102	54,492

Management costs are reduced in the amount of \$54,492 as a result of this reduction in activities and personnel budget.

These reductions are applied across the range of activities, seeking where possible to replace planned in-person activities through virtual delivery, eliminating travel costs to the maximum extent possible without jeopardising progress.

In line with previous years, the Secretariat remains fiscally responsible and has ensured that annual expenditures have not exceeded cash availability at any time during its 11-year operation. 2025 will be no exception, and the judicious monitoring of income and expenditures will continue. The proposed budget and subsequent revision is conservative, while efforts are intensified to raise additional funding.

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II. Context for 2025 work plan and budget

This is a critical point in time when just five years remain for the international community to achieve the 2030 agenda. In parallel, it is a critical year for IATI to deliver its 2020-25 Strategic Plan and to set out a new path forward for IATI. Investment in the initiative at this time is essential to achieve the objectives set out by members for 2020-25, and to position IATI on a strong path through its strategic planning for the future.

In its most recent Strategic Plan Results Monitoring (2023) report, IATI has seen mixed progress, and is on track to achieve almost 48% of the indicators across the three strategic objectives, while on the remaining indicators, efforts to accelerate progress are needed. Many publishers continue to face difficulties meeting the ambitious targets set for timeliness and comprehensiveness. For instance, only 13.8% of publishers met the quarterly publishing benchmark, down from 15.6% in 2022, and well below the target of 69.8%. This is concerning particularly because IATI data is designed to provide real-time information. Considering the centrality of data quality, focus on this area during the last year of the current strategic plan is key, through enhanced engagement of IATI data publishers and users.

The report also confirms that IATI is making significant strides in promoting the use of IATI data through improved engagement with partner country governments, support provided to publishers to use their own data, CSOs using IATI data and increasing the use of IATI's data by systematically approaching thematic groups that could deliver high impact such as Global Alliance for food security (GAFS). Stepping up progress in this area is seen as crucial to maintain growth and achieve data use targets.

A critical step was taken towards achieving Strategic Objective 3 in 2024 through the establishment of a technical working group on Stewardship of the IATI Standard. Work is expected to advance in 2025 through an inclusive process to make the IATI standard fit for purpose.

In terms of advancing the fourth strategic objective of reinvigorating the community of IATI publishers and members, data shows the growing engagement and resilience of the IATI community in promoting transparency and the use of open data. However, review of progress through the monitoring report, combined with a recent review of financial sustainability, shows the urgent need for further expanding membership as well as engagement of existing members in IATI activities, to meet set targets in 2025.

There was an overall decline in the number of visitors to IATI's website in 2023, yet it remains critical to IATI's outreach. This is a challenge which must be addressed to support IATI's ambitious outreach and advocacy goals.

Each of these findings has been factored into the development of the 2025 work plan, which has been designed to advance progress and address gaps, while prompting IATI for greater success in its 2026-30 strategic plan.

In accordance with the process set out at sub-paragraph 4.5 of the IATI SOP, the Board is requested to **approve** the 2025 work plan and **confirm** that it can be shared with members for their upcoming Members' Assembly for their information.

Priorities for 2025

In line with findings from the 2023 Strategic Plan Results Framework, the Secretariat has set out the following clear goals for 2025:

- Deliver the remaining objectives from Strategic Plan 2020-25 and undertake an evaluation of the 2020-25 Strategic Plan.
- Develop a new 2026-30 IATI Strategic Plan through an inclusive process, building on the findings and lessons learnt of the evaluation of the current Strategic Plan.
- Maintain, and continue to strengthen IATI's infrastructure and support arrangements, making investments in key products based on a clear roadmap reviewed by the Governing Board in Q3.
- Build IATI's strategic engagement and significantly improve its visibility through improved online presence, to underpin and reinforce essential advocacy work.
- Demonstrate the value of IATI as an essential resource for decision-makers on humanitarian and development work globally, through concerted efforts to position IATI as a key stakeholder not only in the discussions on *coordination* of aid, but also *efficiency* of aid and ultimately *impact* of aid at the local levels.

A. Governance, Accountability and Strategic Planning (Priority area 2025)

Strategic Planning and Evaluation

IATI's current strategic plan period comes to an end in 2025, and accordingly the work plan includes a significant investment in evaluating the 2025 strategic plan, beginning in Q4, 2024, and using that evaluation to inform the new 2026-30 Strategic Plan. The work plan contains a budget for a small evaluation team and a strategy writer, with Engagement Specialist support. These resources will undertake extensive in-person and online consultations to ensure that all potential stakeholders are reached and members have the opportunity to influence the direction of IATI going forward. IATI will take the opportunity of the development of the SP to enhance the visibility of IATI, transparency agenda within IATI community and beyond including at the political level to secure support for the next five years. All global processes including the next Financing for Development (FFD4) will be leveraged.

Annual Members' Assembly 2025

As required by IATI's Standard Operating Procedures, an annual meeting of all members is held to address governance and strategic decisions for the initiative. Previous Members' Assemblies have taken place in Bogota (Colombia), Rome (Italy), Copenhagen (Denmark), Brussels (Belgium), Montreal (Canada) and have been funded in large part through generous voluntary contributions of members, often as hosts. The EC will once again provide partial financial support to hosting of the MA in 2025 and 2026, under a funding envelope set aside to

also promote data quality over a two year period (see below). The MA is considered as a flagship event for the initiative, bringing together representatives of all constituencies together with observers and invited experts in relevant fields often taking part in engaging Community Exchange. In 2025, the MA will take place in Q4, tentatively in the African region (pending approval), given the concentration of members and beneficiaries in that region, and will also be an opportunity for the unveiling of the new 2026-30 Strategic Plan. As a cost-saving measure, funded participation is reduced by 50% from 30 funded travellers to 15.

Regular meetings of the IATI Governing Board will continue to be facilitated by the Secretariat, taking place quarterly online and where possible in-person. In 2025 an in-person meeting will take place back-to-back with planned participation of IATI in an EU-supported workshop, to make savings on travel costs. Board members receive travel facilitation and funding to attend one IATI event per year.

Enhancing Income and Expenditure Management Strategy

In light of the IATI cash flow situation outlined in the IATI Financial Sustainability Paper, a strong income collection from membership and expenditure management strategy will be critical in 2025. IATI must strike a careful balance between resource management and prudent expense practices. Towards ensuring increased income collection, processes that will allow members to receive their invoices earlier in the year, preferably in the first quarter of the year will be followed by prudent follow up. Promotion of the multi-year contribution process will be pursued effectively in 2025. Following the recommendation of the Board established financial sustainability working group, the Secretariat will implement approaches that will enhance income collection.

In terms of expenditure management, personnel costs, which represent the largest portion of expenses, will be regularly reviewed and adjusted according to current needs and income levels. No expansion beyond the approved team structure is anticipated for 2025. Additionally, the 2025 work plan has been developed based on a review of past activities to assess their value and effectiveness. It highlights the key actions for the initiative, concentrating on critical tasks that align with the strategic plan, while avoiding unnecessary expenditures that may pose financial risks and halting activities or services that are considered ineffective or redundant.

To minimize costs, IATI will leverage technology such as the [ICAO Green Meetings Calculator](#)¹ wherever possible. Virtual meetings will replace in-person gatherings to reduce travel expenses, reserving travel for cases where the benefits clearly justify the costs. Furthermore, by tapping into the UNDP's global network, IATI can reduce costs related to logistics and meeting support while benefiting from local expertise. The recent regional workshop in Nairobi is a prime example, where logistical support was provided at minimal cost recovery fees from the UNDP country office.

The 2025 work plan includes clear timelines and assigned responsibilities, coupled with regular monitoring of both financial and strategic progress including quarterly reports to the Board and Members. This will ensure that necessary adjustments can be made in a timely manner. The Secretariat will also maintain transparent communication with stakeholders about financial status and strategic progress to uphold trust and secure ongoing support.

¹ This calculator generates an optimal location for a meeting in terms of CO2 emissions, taking into consideration the city of origin and the number of participants, as well as other parameters.

B. Improving data quality for more effective development (SP Objective 1)

To make significant progress against the initiative's data quality goals, in 2025 we will undertake a detailed **State of Data review**, to review the qualities of the published data, in turn detailing the common practices, opportunities and risks for the initiative and its stakeholders. Building upon this, and to further stimulate discussion, engagement and feedback loops, we will prepare, publish and communicate four briefings on quality areas of IATI data. Lastly, and as a constant source for support and information, the **IATI Dashboard** will be revitalised to become a comprehensive and dynamic point of reference for all published data, alongside specific metrics and insights that are of interest and relevance to the community.

A key priority area for 2025 is to explore pathways toward enhanced downstream partner mapping and the **localization of development effectiveness**. To achieve this, we propose implementing a downstream partner mapping initiative in 2025 aimed at improving visibility into subcontracting chains and the geographical sourcing of aid procurement. This initiative will address transparency gaps between prime contractors and local organizations. As part of this effort, we will partner with the OECD to pilot a project focused on **transparency in aid procurement**, submitted under proposals to modernize the implementation and reporting framework of the [DAC Recommendation on Untying ODA](#). This pilot will leverage existing frameworks, such as the IATI Standard and the Open Contracting Partnership's data protocols, and Open Ownership; and how the new methodology can build stronger engagements with the WP-STAT. The pilot will test methodologies for tracking subcontracts, mapping vendor relationships, and identifying the geographical origins of procurement activities. The envisioned outcomes of this pilot are expected to offer a concrete pathway/methodology for DAC reporters to demonstrate localised procurement and reduce disparities in aid delivery mechanisms, thereby enhancing transparency in aid flows.

A series of tailored and practical guides for different cohorts of publishers and publishing practices will be developed to support data publishers with good practices. These will incorporate key user needs and use cases for such data, to further provide publishers with the evidence and materials through which to improve, enhance or refresh their own data, where needed. For those new to IATI, these materials will provide examples of need for their data, as well as best practices from their peers.

For those organisations that have limited technical capacity, or fewer data points to administer, the **IATI Publisher** tool will continue to serve as a free-to-use offer directly from the IATI Secretariat. Building on close collaborative work in 2024 with Young Innovations, the Publisher tool will take on and replicate all free-to-use features of the well-known AidStream, so that a streamlined support service can be provided. This is a crucial step for the sustainability of this particular offer (made by the Governing Board in 2021) to this cohort, and will redress the balance of the over-reliance over many years on Young Innovations to provide this without resources. The Secretariat will continue to inform organisations of other tools available in the marketplace, and signpost these accordingly.

Many parts of the core IATI infrastructure, including the Unified Platform, have benefited from

rationalisation and monitoring throughout 2024, and this work will continue into 2025. A maturity assessment paper on IATI tools was reviewed by the IATI Governing board in Q3 of 2024, giving the foundation to further enhance and refine the key infrastructures and tools maintained.

Finally, a further route to better quality data lies via the IATI Standard itself. Benefitting from the input of a vibrant and active Standard Stewardship Working Group (SSWG) in 2024, the Secretariat plans to operationalise and routinely undertake change control for the IATI Standard. In practice, this means ensuring that change requests and needs can benefit from a deeper analysis and assessment of impact, whilst also ensuring that the Standard progresses at a pace and scope that should be expected of a modern day data initiative. Given that the last recorded change to the IATI Standard was in 2018, this is a welcome step forward, and 2025 will see deeper engagement and progress, which will ultimately enhance the purpose of the data being published.

C. Enhancing Data Use (SP Objective)

Achieving a significant increase in data use is one of the key objectives set out in the IATI Strategic Plan 2020-25 and which the Governing Board wishes to encourage. Accordingly, the Board and Secretariat hosted a series of brainstorming sessions in August 2024 to invite the inputs of members on ways to step up the progress towards achieving data use.

Members identified a range of useful and innovative activities, several of which will be taken up within the development of IATI's Data Use Strategy and the new Strategic Plan for 2026-30. Most directly, a demand will be addressed in 2025 for IATI-led training events for key stakeholders, and to develop training materials for CSOs, CSO intermediary groups, and partner country government representatives.

In tandem with outreach and advocacy efforts, the secretariat will aim to be present at relevant external conferences and events, providing further opportunities for engagement and support around using IATI data. Where possible and relevant, community stakeholders and experts will be invited to support or represent the initiative, especially when cost and logistical savings can be made.

The Standard Stewardship Working Group (SSWG) highlighted the need for a “data use standard” to ensure that data users need not replicate or reinvent common processes when consuming IATI data. This will be explored and underpinned by the roll out of the IATI Data Policy into the tools and infrastructure maintained by the initiative, particularly in terms of using the Unified Data Pipeline. This will have the end result of tools such as d-portal, CDFD and the IATI Datastore following the same logic and methodologies.

Crossing over to the priority area of online presence and frictionless user journeys, further enhancements will be made to the look, feel and navigation of these tools, so that stakeholders can act with assurance and confidence. Trials will also be made in order to simplify these tools, while not forgetting the need for complexity. This will be backed up by a rigour in analytics, both in terms of usage statistics, and the trends of support requests received.

With the IATI Support desk in mind, a push will be made to explore self-service mechanisms for

common queries, alongside building cross collaboration with others on deeper dive assignments. This approach has been trialled with members such as the Netherlands Ministry of Foreign Affairs, with an eye on efficiency of support resources, whilst also ensuring IATI offers a friendly and supportive face. Importantly, evidence shows that for many organisations and initiatives that approach IATI for support, there is a resultant long period of time to any resolution. This is an important dynamic, moving the initiative into processes focused on learning and development, rather than purely technical fixes.

For some in the community, using IATI data is done at the programmatic level, invoking technologies and techniques such as Application Programme Interfaces (API) that often require little human input, once established. Whilst this has always been a feature of IATI, the 2025 work plan will shine a specific light on this, especially in terms of exploring synergies with others that supply or maintain complementary services. With an eye on Artificial Intelligence (AI), and the fact that IATI is edging towards being *Big Data*, community consultation will help gather a position paper on the *use* of these technologies in the domain transparency of development and humanitarian work, to further inform the strategic planning processes.

D. Advocacy, engagement and communications (SP Objective 3)

Although the initiative continues to expand its publication of data (now exceeding 1,700 publishers), significant advocacy and engagement efforts are still needed at the global, regional, and national levels to achieve systematic data use. Furthermore, with dramatic shifts in the development financing landscape—including the rise of MDBs, South-South cooperation, and emerging donors, along with innovative financing tools like climate bonds and a move towards funding global public goods, it is vital that IATI continues to be seen as a relevant tool for ensuring transparency on these financial flows.

In 2025, IATI will expand its efforts to engage global and regional platforms to revitalise political commitment towards the initiative, and more widely the transparency agenda. This work will be guided by IATI's [Engagement Strategy 2024 - 2025](#) which was approved by the Board in Q3. An important element in the strategy is working towards recognition of IATI in the outcome document of the upcoming Fourth International Financing for Development (FFD4) Conference, June 2025 Seville, Spain. Engagement already began in 2024 at the [UN HLPE](#), and IATI will engage closely in the FFD4 process in 2025, including hosting a side-event. Engagements in 2025 also include an IATI/ EU Transparency Workshop with member states, a data use workshop in West Africa, engagement on climate transparency with Small Island Developing States (SIDS) and other possible engagements online. Increasing IATI's engagement at political levels is essential to build visibility for the initiative, with greater likelihood of welcoming new high value memberships.

While new memberships will serve to increase the overall resource envelope, retention of existing members is equally important. 2025 will bring several opportunities to convene members online to work together on thematic areas through formal working groups. Working Groups on Financial Sustainability and South South Cooperation will remain in place in 2025 - with updated mandates, and there will be multiple opportunities for engagement throughout the year as set out in the Strategic Planning roadmap including the Strategic Plan working group

which will be activated as a reference group. In-person gatherings alongside external meetings taking place regionally will cover different thematic communities, humanitarian publishing, and donor harmonisation work to advance the quality of published data. Quarterly online calls will also allow members to caucus on key future-oriented topics such as strategic planning.

While donors are scrutinising aid budgets ever more closely, one key focus will be to identify and engage with member organisations in a more holistic manner, so that those with political power are aware and familiar with the work of the initiative. This will also require sharpening of IATI's value proposition and communicating it widely.

IATI will seek to expand its reach and endorsement among national decision-makers by leveraging its position as a UNDP-hosted initiative based in New York, to engage representatives of UN Permanent Missions. This will build on efforts in 2024, which included presentations of IATI data by the Executive Director to ambassadors (and other representatives) from member states. As well as engagement at the high level, the initiative will also explore innovative approaches for engaging CSOs and partner country governments with data use training to be delivered virtually wherever possible and meet members' priorities expressed in 2024 during the [IATI Members Data Use Brainstorming Sessions in August](#). Significant cost savings will be realised through conducting these activities only online, however, the Secretariat and Board will examine key in-person engagement opportunities on a case-by-case basis, based on fund availability.

In 2025, IATI will also seek to elevate its online reach and presence by delivering key communications activities, beginning with a renewed communications strategy to be delivered in Q1. As a digital-first initiative, IATI's online presence is central to supporting membership, publishing, research and advocacy. Yet IATI's Strategic Plan 2020 - 2025 Results Framework's reports over recent years have shown that targets for the main information website iatistandard.org have not been reached, and stakeholders have voiced frustration with navigating and using our digital resources.

In 2025, we will invest in improving IATI's online presence to address these challenges and better reflect our ambitions and impact across the entire web estate, bringing the initiatives' myriad websites together into a coherent user experience. This process will move beyond surface-level improvements to create seamless user journeys by applying best practices from the fields of service design and content design. The approach will be driven by research undertaken in the latter part of 2024, to ensure it directly addresses user needs.

At the same time, we will expand our offer of content to better connect with existing stakeholders, and inspire new audiences. This includes creating visually compelling data stories and digital policy briefs to showcase IATI's ambitions and impact.

E. Coordination, efficiency and impact (Priority area 2025)

A key objective of IATI is to support those using data to enhance the coordination of aid and humanitarian resources, and understand the networks of delivery and impact. To further realise this, there are three distinct areas for engagement.

Working with UN OCHA and the Financial Tracking Service (FTS) has been an important area of cooperation in 2024, with important progress made to understand how IATI data can be of use for a wide variety of **humanitarian** needs. Building upon this partnership, further progress is planned to deepen the utility of IATI data for systematic use by FTS, through a pilot led by Denmark to harmonise reporting processes between IATI and FTS to make data more actionable and relevant for humanitarian stakeholders. This offers a critical opportunity to focus on European Union member states and their partners, following the decommissioning of the widely-used EDRIS reporting mechanism for EU humanitarian reporters. Close collaboration at this time is essential to address a major risk to data quality and reporting, potentially impacting the visibility and coordination of humanitarian flows. By establishing a scalable, semi-automated IATI-FTS reporting model, this pilot also offers a practical solution for other EU Member States transitioning from EDRIS, strengthening data reliability and accessibility of humanitarian flows.

A new important group of IATI data use stakeholders emerged in 2024, and the Secretariat has supported these '**thematic communities**' on an ad hoc basis. So far these groups have included *Education Cannot Wait*, *Global Alliance for Food Security*, *Land Portal*, *Indigenous Peoples* and *Disaster Preparedness*. Each community has come to rely on IATI data to different extents, alongside other datasets, to meet their own needs. In becoming familiar with IATI, each has found different ways to overcome challenges inherent in using IATI data, for their specific use cases. A workshop is proposed in 2025 to bring representatives from these communities together (Geneva) to share experiences, identify commonalities and learn how IATI can support these and other emerging communities through both systematic and policy development.

IATI publishers often refer within their data to implementation partners, co-financiers or other stakeholders who are *not* publishing data in IATI. This is important data that is valuable within those relevant networks, and there is strong evidence of a need to centrally support IATI publishers and users to gain clearer insights around **mutual delivery networks**. IATI has long championed the need for precise and clear identification of partners within the published data, which has helped inform agendas such as localisation and "follow the money". To progress this further in 2025, we will work to demonstrate best practice and share the insights that can be gained from better data. This may benefit from the establishment of a Working Group on this topic.

A feature common to all of these partnerships is that the IATI Standard, and the data published within IATI have already been found to meet a clear need for their organisations and experts that have a pre-existing mandate to serve others. IATI's role is in helping to systematically identify and eliminate the challenges they face in their particular environments. With challenges common to each of these partners, a concerted effort now, will result in significant improvements for other data users and partnerships as they emerge. This will also strengthen IATI's own knowledge base and enable the team to develop better guidance, and to provide better responses to publisher requests.

III. Comparison with prior years budgets and work plans

IATI Secretariat Finances by Scope	2023	2024	2025 - original proposal	2025 - revision
Scope 1: Accountability Structure	640,072	453,204	678,555	441,802
Scope 2: Stewardship of the IATI Standard	185,640	290,748	319,420	320,768
Scope 3: Technical Infrastructure	277,315	766,100	815,732	803,332
Scope 4: Publisher and User Support	1,069,724	616,582	532,344	458,980
Scope 5: Advocacy, Community and Communications	858,301	595,421	848,764	636,408
Scope 6: Policy and Planning Services	339,767	377,775	883,796	738,068
Scope 7: Operational Management	470,961	1,196,653	409,722	360,761
Scope 8: Procurement and Contracts Management	353,849	156,491	165,884	145,700
Scope 9: Transition Activities	1,120,003	-	-	
Grand Total	5,315,632	4,452,974	4,654,217	3,905,819
Management Fees	414,011	311,890	342,594	288,102

Annual budget comparisons 2022-25 by Cost Category	2022*	2023	2024	2025 Proposed	2025 Revised	Reduction
Personnel		2,230,462	1,793,372	2,059,088	1,771,584	287,504
Consultancy / Third Party Service Contracts		2,539,801	1,374,944	1,669,159	1,479,100	190,059
IT Applications / Subscriptions		258,652	341,142	346,300	296,300	50,000
Travel		286,718	543,355	547,670	276,835	270,835

Grants			400,000			0
Others				32,000	10,000	22,000
Print / publication / workshop					72,000	-72,000
Grand Total	4,327,169	5,315,633	4,452,813	4,654,217	3,905,819	748,398
Management Fees	228,120	414,010	311,890	342,594	288,102	54,492
*Cost category mapping not available for 2022						

IV. Resource Envelope for 2025

The budget will be funded through membership and voluntary contributions, and is based on the following assumptions on income developed by the Secretariat as part of a broad [review of financial sustainability](#) which shows that the funding envelope for 2025 is within the range of USD 4.041- 4.95 million dollar based on the execution of IATI work plan in 2024 which more likely to be around USD 3.85 (80% of the 2024 work plan) allowing 2025 activities to start while resources are being mobilised.

Table 1 Income scenarios

Scenario 1: 100% Delivery	Amount (USD)
2024 Income*	5,851,377
2024 Expenditure**	4,764,863
2024 Balance	1,086,514
2025 Membership Fees	2,955,215
Total financial position of IATI for 2025	4,041,729

*Includes cash carry-over from previous year and membership contribution increased by 4.77% annually (average year-on-year growth from 2020 to 2024).

**Activity costs increased by 30% annually (half of the average year-on-year growth from 2022 to 2024); personnel costs increased by 2.5% annually.

Scenario 2: 80% Delivery	Amount (USD)
2024 Income*	5,851,377
2024 Expenditure**	3,850,000
2024 Balance	2,001,377
2025 Membership Fees	2,955,215
Total financial position of IATI for 2025	4,956,592

*Includes cash carry-over from previous year and membership contribution increased by 4.77% annual increase (average year-on-year growth from 2020 to 2024).

**Activity costs increased by 30% annually (half of the average year-on-year growth from 2022 to 2024); personnel costs increased by 2.5% annually.

V. Work Plan Annexes

Table 2 Strategic Priority / Activity / Budget

Strategic Plan Objective	Activity	Budget (USD)
1. Governance, Accountability and Strategic Planning (2025 Priority)	Governing Board meetings	31,100
	Strengthening Secretariat Functioning	33,365
	MA 2025 Organization & Hosting	201,970
	2020-25 Strategic Plan Evaluation	21,000
	New Strategic Plan Development of (2026-30 SP)	34,500
	SP Stakeholder Consultations online (West Africa, EU, MENA, LAC, Pacific)	0
	Strengthen income collection process from Membership.	0
	Personnel Budget	988,476
		1,310,411
2. Improving data quality for more effective development (SP Objective 1)	State of the Data review	0
	Quality of Data briefings - Quarterly	0
	Development of Publishing Guides	0
	Support for Smaller Publishers	62,000
	Ongoing Deployment & Maintenance of IATI Technical Infrastructure	101,200
	Undertake changes to the IATI Standard	0
	Refresh Insights Dashboard	0
	Personnel Budget	757,620
		1,005,820

3. Training and support for data users (SP Objective 2)	IATI presence at External Conferences	16,000
	IATI-Led training for key stakeholders (virtual)	0
	Develop IATI's Data Use Strategy	0
	Deliver IATI Support Services	18,000
	Align tools for data access and use (eg CDFD, datastore, d-portal)	40,000
	IATI API Ecosystem	1,800
	Personnel Budget	486,032
		525,832
4. Advocacy, engagement and online presence (2025 Priority)	Develop IATI's Communication Strategy	0
	Reports and publications	38,000
	Strengthening Community Engagement	128,700
	Consolidate and improve IATI's digital presence	90,000
	Simplified registration with IATI	24,000
	Engagement in FFD4 political process (in person)	22,000
	Personnel Budget	539,200
		821,900
5. Coordination, efficiency and impact of aid (SP Objective 3)	Downstream Partner Mapping	15,000
	Develop Climate Financing Options for IATI	0
	Establish FTS-IATI Data Exchange	58,000
	Support to Thematic Communities and Data-Led Initiatives	31,000
	Personnel Budget	137,856
		241,856
Grand Total		3,905,819

Table 3: Strategic priority / Cost category / Quarter

Strategic Priority	Cost category	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Grand Total
1. Governance, Accountability and Strategic Planning (2025 Priority)	Consultancy (UNDP)	36,000		13,750	13,750	63,500
	Consultancy (UNOPS)		10,000		18,000	28,000
	IT Applications/Subscriptions	1,150	1,150	1,150	1,150	4,600
	Personnel (UNDP)	151,119	151,119	151,119	151,119	604,476
	Personnel (UNOPS)	96,000	96,000	96,000	96,000	384,000
	Print / publications			7,000	50,000	57,000
	Travel		44,865		123,970	168,835
1. Governance, Accountability and Strategic Planning (2025 Priority) Total		284,269	303,134	269,019	453,989	1,310,411
2. Improving data quality for more effective development (SP Objective 1)	IT Applications/Subscriptions	50,800	50,800	50,800	50,800	203,200
	Service Contracts (ODS)	189,405	189,405	189,405	189,405	757,620
	Travel	45,000				45,000
2. Improving data quality for more effective development (SP Objective 1) Total		285,205	240,205	240,205	240,205	1,005,820
3. Training and support for data users (SP Objective 2)	IT Applications/Subscriptions	9,950	9,950	9,950	9,950	39,800
	Personnel (UNDP)	26,513	26,513	26,513	26,513	106,052
	Service Contracts (ODS)	94,995	94,995	94,995	94,995	379,980
3. Training and support for data users (SP Objective 2) Total		131,458	131,458	131,458	131,458	525,832

4. Advocacy, engagement and online presence (2025 Priority)	Consultancy (UNDP)	79,250	58,250	28,250	8,250	174,000
	Consultancy (UNOPS)	5,000	18,000			23,000
	IT Applications/Subscriptions	2,500	41,200	2,500	2,500	48,700
	Others	10,000				10,000
	Personnel (UNDP)	134,800	134,800	134,800	134,800	539,200
	Print / publications	7,000		5,000	3,000	15,000
	Travel		12,000			12,000
4. Advocacy, engagement and online presence (2025 Priority) Total		238,550	264,250	170,550	148,550	821,900
5. Coordination, efficiency and impact of aid (SP Objective 3)	Consultancy (UNDP)		15,000	38,000		53,000
	Personnel (UNDP)	34,464	34,464	34,464	34,464	137,856
	Travel	10,000	26,000	15,000		51,000
5. Coordination, efficiency and impact of aid (SP Objective 3) Total		44,464	75,464	87,464	34,464	241,856
Grand Total		983,946	1,014,511	898,696	1,008,666	3,905,819

Table 4 Scope / quarter

Scope	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Grand Total
Scope: 1. Accountability Structure	63,741	94,841	45,625	237,595	441,802
Scope: 2. Stewardship of the IATI Standard	80,192	80,192	80,192	80,192	320,768
Scope: 3. Technical Infrastructure	191,158	191,858	229,158	191,158	803,332
Scope: 4. Publisher and User Support	136,495	107,495	107,495	107,495	458,980
Scope: 5. Advocacy, Community and Communications	198,794	191,794	133,910	111,910	636,408
Scope: 6. Policy and Planning Services	190,392	211,392	179,142	157,142	738,068
Scope: 7. Operational and Financial management	86,749	100,514	86,749	86,749	360,761
Scope: 8. Procurement and Contracts Management	36,425	36,425	36,425	36,425	145,700
Grand Total	983,946	1,014,511	898,696	1,008,666	3,905,819
UNDP GMS 8%	70,636	69,593	64,216	59,896	264,340
Management fees - UNOPS 3.95%	3,990	5,712	3,792	10,269	23,762
Grand total Activities + personnel + fees	1,058,571	1,089,816	966,704	1,078,830	4,193,921

Table 5 Gantt Chart showing key Activities

