IATI Members' Assembly 2025
Wednesday November 26th (09:00-17:00 CET)
Nairobi, Kenya & online

2025 Members' Assembly Report

Resources Shared (All MA papers and presentations are available at the following link):

- **IATI Members Assembly & Community Exchange 2025 - iatistandard.org**
- **MA Paper 1 Agenda - Members' Assembly Agenda and Community Exchange Programme (26 November)**
- **IATI_Members_Assembly_2025_Presentation_Slides.pdf**

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MA Session 1: Opening of the 2025 IATI Members' Assembly

Time: 09:00–09:45
Format: High-level opening panel
Objective: Formally open the 2025 Members' Assembly, set expectations for the day,

and reflect on IATI's global momentum and role in strengthening transparency and international cooperation.

Speakers:

- **Opening Remarks:** Thea Schepers, Chair of the IATI Governing Board (Netherlands)
- **Keynote Address:** Ms. Alejandra Claros, Secretary-General, CAF – Development Bank of Latin America and the Caribbean
- **Welcoming Remarks:** Mr. Raphael Otieno, Director General, Public Debt Management Office, National Treasury, Republic of Kenya

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Opening Remarks – Thea Schepers, Chair of the IATI Governing Board

The Chair opened the 2025 Members' Assembly by warmly welcoming participants and emphasising the significance of convening the Assembly in Africa for the first time. She highlighted the strong global engagement achieved over the past year—from workshops in Nairobi and Abidjan with the African Development Bank, to expanded outreach across Latin America, Europe, the Middle East, and Asia—reflecting IATI's commitment to supporting partner countries and publishers worldwide. Drawing on prepared remarks and the live transcript, she underscored IATI's scale and achievements: more than USD 3.7 trillion in international cooperation now visible through the IATI Standard; over one million published activities; and 1,841 organisations contributing to an unparalleled global dataset. She noted that two-thirds of global ODA is now accessible through IATI, demonstrating the initiative's growing influence in strengthening transparency, accountability, and evidence-based decision-making. The Chair emphasised that transparency is not peripheral but foundational to effective cooperation: it strengthens trust, accelerates coordination, and empowers countries to do more with less. She concluded by thanking Members for their engagement in shaping the Strategic Plan 2026–2030, describing the Plan as arriving at a critical moment of geopolitical uncertainty, constrained resources, and heightened climate and humanitarian challenges, and encouraged Members to approach the day with ambition and unity of purpose.

Keynote Address – Ms. Alejandra Claros, Secretary-General, CAF

Ms. Claros delivered an impactful keynote in Spanish, describing transparency as a core pillar of development and a responsibility shared by all institutions that mobilise public resources. She explained that CAF—now comprising 25 member countries and moving nearly USD 4 billion annually—has, in recent years, made transparency central to its institutional strategy, not to compete with other multilaterals but because citizens increasingly demand clarity on how development financing is used. She recounted

CAF's own journey in adopting IATI: although technical teams initially struggled to adapt internal systems to IATI methodologies, the process revealed that the bank already held much of the underlying information but lacked a unified framework for sharing it. IATI provided that methodology, enabling CAF to publish in a manner comparable across institutions and regions. She stressed that transparency is a catalyst for trust, efficiency, and inclusive cooperation, and highlighted CAF's work with Publish What You Fund and regional development banks to extend transparency practices across Latin America and the Caribbean. Ms. Claros closed by calling for deeper cooperation between Africa and Latin America, emphasising that both regions face shared financing challenges and stand to benefit from stronger, more transparent development architectures—echoing her appeal to continue investing in initiatives like IATI that strengthen credibility and public confidence in development finance.

Welcoming Remarks – Mr. Raphael Otieno, National Treasury, Republic of Kenya
Speaking on behalf of Kenya's Minister of Finance, Mr. Otieno welcomed participants to Nairobi and highlighted the importance of data-driven transparency in a context where global cooperation is increasingly complex. He has situated Kenya's development priorities within Vision 2030 and the country's broader reforms in public finance and results-based management. Kenya's participation in the recent GPEDC monitoring round, he noted, reaffirmed the centrality of evidence, mutual accountability, and openness in strengthening national systems. He emphasised that as Kenya transitions to lower-middle-income status, concessional financing is diminishing and market-based instruments—such as Eurobonds and blended finance—are becoming more prominent, increasing the need for comprehensive, transparent reporting on all resource flows. He challenged IATI to consider expanding beyond ODA to provide a fuller picture of the financing landscape for countries like Kenya, suggesting that future iterations of IATI's work could evolve toward a broader "international resource transparency" role. Mr. Otieno closed by noting the pride Kenya felt in hosting the Assembly, inviting participants to explore the unique natural and cultural offerings of Nairobi, and expressing confidence that the discussions ahead would help strengthen cooperation, transparency, and shared progress.

MA Session 2: IATI Strategic Plan 2026-2030

Presentation and Launch of the IATI Strategic Plan 2026–2030

Session 2 of the Members' Assembly focused on the presentation, discussion, and endorsement of the new **IATI Strategic Plan 2026–2030**, setting the strategic direction for the initiative's next five years. The session brought together perspectives from across IATI's constituencies—partner governments, providers, philanthropy, and civil society—to reflect on how the Plan responds to a rapidly changing landscape for development cooperation and what will be required to bring it to life.

Framing and Objectives

Opening the session as moderator, **Charlie Martial Ngounou**, IATI Deputy Chair, emphasized that the new Strategic Plan is more than a document that captures priorties—it is a collective commitment to sustaining transparency as a cornerstone of effective international cooperation at a time of rising constraints on ODA, intensifying climate and humanitarian pressures, and increasingly complex financing instruments. He noted that the Plan is the result of one of IATI's most inclusive consultation processes to date, with structured dialogues "from Brussels to Abidjan," ensuring that members across all regions shaped the final direction.

The session aimed to:

1. Provide a concise overview of the Plan's vision, outcomes, and action areas;
2. Demonstrate how it reflects lessons from 2020–2025 and the findings of the independent evaluation;
3. Hear perspectives from partner countries, providers, philanthropy, and civil society on implementation; and
4. Seek Members' formal endorsement and launch the Strategic Plan 2026–2030.

Presentation of the Strategic Plan

IATI Secretariat Executive Director: Yemesrach Workie

The session began with a detailed presentation by the Executive Director, who underscored that the Strategic Plan is *not* a Secretariat product but a co-designed document by the entire IATI community—shaped over a year of bilateral consultations, regional workshops, online dialogues, and direct inputs from across the membership; while acknowledging Members' role in asking "hard questions" about relevance, use, sustainability, and IATI's comparative value.

Drawing on evaluation findings and the broader context analysis, the presentation highlighted three central lessons from the past five years:

1. **The Standard is robust, but data is underused**—with partner-country and policy use lagging behind availability.
2. **The technical architecture is solid, but the financing model is fragile**, requiring urgent reform to sustain core services.
3. **Membership engagement is strong, but IATI must build visibility and strategic positioning**, with Members acting as champions and co-deliverers.

The presentation also introduced the Plan's overarching vision: *a world where transparent international cooperation enables better outcomes for people and the planet*, and its mission to champion transparency for accountability and impact.

Two interlinked outcomes anchor the Plan to 2030:

- **Enhanced data use**, with IATI data integrated into national systems, planning processes, and accountability frameworks;
- **More effective and accountable international cooperation**, underpinned by trusted open data.

The presentation then outlined four integrated action areas:

- **Action Area A: Country data-use systems** – strengthening institutional capacity for integrating IATI data into planning, budgeting, and monitoring.
- **Action Area B: Infrastructure and data quality** – modernising core services, improving usability, and scaling data-quality improvements.
- **Action Area C: Championing transparency** – elevating IATI's visibility and advocacy role in global development and humanitarian fora.
- **Action Area D: Policy and accountability dialogues** – driving use of IATI data in national and global policy processes.

The presentation stressed that the Plan balances ambition and realism: maintaining IATI's minimum viable service while investing in areas that will determine long-term relevance—particularly data use, partnerships, and country engagement. The implementation of the Strategic Plan will be operationalised through a sequenced series of annual Work Plans and Budgets, each translating the five-year commitments into achievable, time-bound priorities. These annual plans will be accompanied by yearly implementation reports that assess progress, identify challenges, and enable Members to recalibrate and re-prioritise activities for the following year. This approach

ensures that the Strategic Plan remains both strategic and adaptive, providing a clear long-term direction while allowing flexibility in response to evolving needs, resources, and opportunities across the IATI community.

Constituency Perspectives

Following the presentation, four brief discussant interventions provided reflections on opportunities and challenges for implementation.

Partner Government – Sierra Leone (Abbie Elizabeth Kamara)

Sierra Leone welcomed the Plan's strong focus on country systems and practical data use. The representative highlighted that IATI data is increasingly used to complement national aid information systems, inform development cooperation reports, and structure dialogue with providers. She emphasized persistent barriers—including capacity constraints in ministries, data interoperability challenges, and the need for more consistent, timely, and well-documented provider data.

Provider – Germany BMZ (Sarah Neumann)

Germany underscored IATI's value for demonstrating accountability, ensuring portfolio predictability, and meeting domestic transparency expectations. The representative stressed that future success must be measured not only by data volume but by **quality, traceability, and demonstrable use**. She highlighted the critical importance of a sustainable financing model and noted that the Plan's ambitions will require predictable resourcing and shared responsibility across Members.

Philanthropy – Gates Foundation (Ammar Malik)

Reflecting on the evolving role of philanthropic actors, the Gates Foundation representative noted IATI's potential to provide a common accountability framework across diverse development funding streams. Opportunities identified included strengthening the capture of climate and blended finance, enabling cross-initiative learning, and ensuring the Standard remains adaptive as new financing modalities emerge.

Civil Society – Association of Freelance Journalists (Winnie Kamau)

The civil society perspective stressed the importance of accessibility, documentation, and local-level data literacy. She underlined the integral role of journalists and watchdog organisations in turning transparency into accountability, and encouraged Members to see IATI as part of a wider transparency ecosystem—one where open data must be connected to civic participation and voice.

Discussion

The open discussion reinforced appreciation for the Plan's clarity, inclusiveness, and renewed emphasis on data use, financial sustainability, and country systems. Member interventions highlighted:

- The need to **prioritise sequencing** within the first 12–18 months to secure early wins;
- Embedding monitoring of data quality and use through the IRRF and future "State of the Data" reviews;
- Ensuring alignment between the Strategic Plan, annual Work Plans and Budgets, and governance reforms (including the Standard Oversight Committee and financial sustainability measures);
- Deepening partnerships with regional and thematic initiatives in climate, humanitarian response, and debt transparency;
- The importance of Members' political, financial, and technical contributions to co-delivery.

Several interventions connected the Plan to IATI's growing recognition within the international financial architecture—including references in the 2025 Financing for Development outcome document.

Decision and Next Steps

The moderator invited Members to endorse the Strategic Plan package, including the IRRF and Theory of Change. With no objections raised, **the Members' Assembly formally adopted the IATI Strategic Plan 2026–2030.**

The Secretariat confirmed next steps:

- Publication of the Plan and annexes on IATI's website
- Integration of the Plan's priorities into the **2026 Work Plan and Budget**
- A commitment to quarterly reporting on implementation progress and risk management mechanisms.

The session closed with a shared recognition that the Plan provides a credible, forward-looking framework. Its success will depend on sustained engagement across

the membership, further investment in data quality and country systems, and a strengthened institutional and financial foundation for IATI's next phase.

MA Session 3: Partnering for Impact – Mobilizing IATI's Membership Network

Time: 11:30–13:00
Format: Interactive Discussion
Objective: Confirm financial sustainability consensus and direction for building on minimal viable IATI through strategic engagement and growing membership value.
Facilitator: Thea Schepers, Chair of the IATI Governing Board (Government of the Netherlands)
Discussants:

- **Guillermo Vitale**, European Commission
- **Sohir Debbiche**, African Development Bank (online)
- **Eddie Sneh**, Government of Liberia

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1. Introduction and Framing of the Session

The session opened with a framing by the Governing Board Chair, who underscored that IATI's financial sustainability is now a defining strategic priority for the membership. She stressed that sustaining a minimum viable IATI requires collective responsibility — both in reinforcing the financial foundations of the initiative and in shaping new avenues for member engagement and value creation. Against this backdrop, Session 3 was designed not only to present the current financial realities but to invite Members to co-design the direction of travel for IATI's financial model, diversification efforts, and long-term institutional resilience.

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2. Financial Overview Presentation (IATI Secretariat)

The IATI Secretariat presented the financial overview for 2025, highlighting both progress and persistent vulnerabilities. Through prudent cashflow management, IATI is projected to close the 2025 financial year with an estimated **USD 1,001,227**[1] in available funds. This has been made possible through strong revenue performance and

[1] Unspent balance from 2025 (USD 406K) + 2026 contributions (USD 425K) + Future year contributions (USD 170

controlled expenditure across Q1–Q3, supported by predictable cash inflows throughout the year.

Key highlights included:

- **Strong performance in member contributions:** 97% of high-paying members had submitted their 2025 contributions on time.
- **Expansion of the funding base:** Two new major contributors are potentially considering enrolment from 2026 onward, each committing **USD 85,000 per year**, signalling growing confidence in IATI's mandate.
- **High predictability of future income:** 93% of all contribution agreements for 2026 and beyond have been formalised through multi-year contracts.
- **Cash health and liquidity:** IATI is projected to begin FY2026 with **USD 831,000**[2] in available operating cash, maintaining operational continuity into the new Strategic Plan period.
- IATI Work plan and budget, which is aligned with the SP, will guide operations of IATI in 2026, the minimum viable product designed to enable flexibility in the event that financial situation deteriorates during the course of 2026. This shows the responsible approach that the Secretariat is following in managing financial sustainability risk. Quarterly reports to the board will cover the risk assessment per the minimum viable product risk trigger matrix which is being finalized taking into account the Governing Board input at the Q4 board meeting on 25th of November 2025.

The Secretariat noted that, while the current position is stable, risk would be managed closely. Rising operational and infrastructure costs, alongside increased expectations for country-level engagement and data use support, underscore the need for a reinforced financial model.

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3. Procedural Decisions on Financial Sustainability

The Secretariat presented a summary of the written procedural decisions endorsed by the Governing Board prior to the Assembly, which included cost-reduction measures and prioritisation adjustments to maintain a minimum viable IATI service under constrained financial conditions. These procedural decisions formed an important backdrop for the Assembly's deliberations, ensuring members were fully informed of the steps already undertaken to safeguard operational continuity.

[2] Unspent balance from 2025 (USD 406K) + 2026 contributions (USD 425K),

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4. Membership Contribution Proposals and Electronic Voting

A central component of Session 3 was the formal voting on the proposals to increase IATI membership contributions as outlined in **MA Paper 8: Governing Board Financial Sustainability Proposal 2026–2030**. Members voted through the ElectionBuddy system on two questions:

Voting Question 1

Do you endorse the proposal to increase IATI membership contributions by 17.6% in 2027?
☐ Yes / ☐ No

Result:
The proposal was **endorsed unanimously** across all membership constituencies:

- Providers of Development Cooperation
- Partner Countries
- Civil Society and Others

Voting Question 2

Do you endorse the proposal to introduce annual smaller increases for 2028–2030?

- 5% in 2028
- 4.76% in 2029
- 4.54% in 2030
  ☐ Yes / ☐ No

Result:
All three constituencies **endorsed** the proposal.

These decisions were framed as essential steps toward protecting IATI's long-term financial stability and ensuring the Secretariat can deliver the Strategic Plan 2026–2030.

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5. Update on Secretariat Relocation to a Lower-Cost Duty Station

The Executive Director provided a short update on the ongoing process regarding relocating IATI Secretariat to a lower-cost duty station. She explained that this measure is being explored to reduce long-term operational expenditure while preserving Secretariat capacity, with decisions expected following a structured assessment process in 2026. Some members requested due consideration to be made in 2026 if the benefit of relocating out weighed the cost. Members welcomed the update and noted the importance of ensuring continuity, staff wellbeing, and minimal operational disruption.

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6. Constituency Perspectives from Discussants

The facilitator invited reflections from three discussants representing key membership constituencies. Their interventions helped contextualise the financial proposals within the broader operational and strategic environment of IATI.

European Commission – Providers' Perspective (Guillermo Vitale)

Speaking on behalf of major providers of development cooperation, the European Commission underscored the urgency of stabilising IATI's financial model. Guillermo Vitale commended the Secretariat's transparent financial reporting and prudent management, noting that predictable financing is a prerequisite for maintaining a trusted global data standard. He emphasised that IATI's technical services, infrastructure, and data quality investments constitute *global public goods* that donors rely on for transparency, coordination, and accountability. In this context, he highlighted that the European Commission is already complementing its core membership contribution with voluntary funding and other targeted support, aimed at strengthening Secretariat capacity and maximising the impact of IATI's work. This complementary financing reflects the EC's commitment to safeguarding IATI's core technical and policy functions during a period of financial strain.

Vitale concluded by reiterating the importance of exploring additional diversification measures to reduce overreliance on a small number of major contributors and to ensure the long-term sustainability of IATI's operations.

African Development Bank – Multilateral Perspective (Sohir Debbiche, online)

Speaking virtually, the African Development Bank underscored the strong alignment between IATI's strategic direction and AfDB's own priorities for strengthening

country-level data systems across the continent. Sohir Debbiche highlighted that capacity building for partner governments—particularly around integrating development finance data into national budgeting and monitoring processes—remains a central pillar of AfDB's support to its regional member states. She noted that AfDB's ongoing collaboration with IATI, including joint efforts to strengthen data use, develop practical training materials, and engage ministries of finance and planning, directly enabled IATI to advance several of its 2025 priorities.

Debbiche emphasised that partnerships like these demonstrate how Members contribute to IATI's sustainability in ways that go beyond financial contributions. Through co-delivery of technical support, hosting of regional workshops, and facilitation of country dialogues, institutions like AfDB help expand IATI's reach, reduce Secretariat costs, and accelerate progress toward shared transparency and data-use objectives. She concluded by affirming AfDB's continued commitment to deepening collaboration with IATI and supporting the implementation of the Strategic Plan, particularly in strengthening national systems, enhancing interoperability, and ensuring that open data translates into real development impact.

Government of Liberia – Partner Country Perspective (Eddie Sneh)

Representing partner-country governments, the Liberian delegate emphasised the concrete value that IATI brings to national planning, transparency reforms, and whole-of-government coordination. Eddie Sneh noted that Liberia has been an active political champion of IATI in global fora—most recently through strong advocacy at the **Financing for Development (FfD4)** process, where Liberia highlighted transparency as a foundational pillar for effective development cooperation. This political endorsement, he stressed, reflects Liberia's belief that open, timely, and comparable data strengthens trust between governments, citizens, and development partners.

Sneh also outlined how Liberia has been expanding its domestic use of IATI data, investing in systems that go beyond traditional budgeting functions. He described how the government is leveraging IATI-linked processes to support civil society registration and accreditation, improve oversight of externally funded projects, and enhance coordination across ministries and CSOs. These efforts demonstrate that IATI is not simply a reporting mechanism, but an enabler of institutional strengthening and whole-of-society transparency.

Importantly, he affirmed Liberia's commitment to IATI's sustainability by noting that the government has budgeted its 2026 membership fee, signalling national ownership and long-term engagement. Sneh concluded by stressing that for partner countries,

predictable Secretariat support—training, troubleshooting, data-use guidance, and systems integration—is indispensable. He welcomed Members' endorsement of the contribution increases, framing them as an investment in safeguarding the very services that allow partner countries to embed IATI into national systems and deliver meaningful development results.

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7. Interactive Discussion

Members were invited to share reflections and propose additional measures to strengthen financial sustainability. Several themes emerged:

- **Broader engagement with philanthropic and private-sector funders**, building on IATI's new Strategic Plan emphasis on non-traditional financing actors.
- **Further operational efficiencies**, including opportunities offered by the Secretariat's possible relocation.
- **Strengthening multi-year agreements** to enhance predictability of cashflow.
- **Clarifying the link between financial sustainability proposals and delivery of the Strategic Plan**, ensuring that increased contributions translate into tangible benefits for Members.

Members generally agreed that, given the external environment and rising demand for data transparency, now is a critical moment to reinforce IATI's financial foundations.

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8. Decision Point and Next Steps

Decision Point:
Members of the Assembly **formally endorsed both membership contribution increase proposals** (for 2027 and for 2028–2030).

Next Steps:

- The Secretariat will incorporate these decisions into the FY2026–2030 financial planning framework; and formalize the rate increases into the Standard Operating Procedures
- Adjusted contribution rates will take effect beginning in **2027**, with annual increments through **2030**.

- The Secretariat will continue advancing income diversification measures and provide periodic updates to the Governing Board.
- Secretariat to advance analysis on relocation to a lower-cost duty station and update Members in 2026.

MA Session 4 – Strengthening IATI's Institutional Foundations: Governance, Membership, and the Standard stewardship

Overview and objectives

Session 4 invited Members to reflect on a package of institutional reforms aimed at strengthening IATI's governance foundations as the initiative enters the 2026–2030 Strategic Plan period. The discussion focused on three linked processes: (i) updating the IATI Standard Operating Procedures (SOPs) and reconstituting the SOP Working Group (SWG); (ii) institutionalising Standard governance through Annex II and the proposed Standard Oversight Committee (SOC); and (iii) reviewing the 2026 Governing Board elections process and broader strategic governance questions.

These reforms were framed against IATI's evolution into a globally recognised Public Digital Good, referenced in the FfD4 Outcome Document, and the findings of the Independent Evaluation of the IATI Strategic Plan (2020–2025), which highlighted the need for clearer governance protocols, modernised change-management processes, clarified Member roles, and a more strategic, representative Governing Board.

Facilitator:
• **Jack Lightley**, UK Foreign, Commonwealth & Development Office (FCDO)

Discussion Areas (per Agenda):
• SOP revision and reconstitution of the SOP Working Group (SWG)
• Standard Oversight Committee (SOC) Terms of Reference and Annex II
• Governance, membership, and evaluation priorities
• Information on the forthcoming 2026 Governing Board Elections

Papers Referenced:
• MA Paper 7: Recommendations to the Board on the SOP Working Group
• MA Paper 9: Cover Note for the Evaluation of the IATI Strategic Plan
• MA Paper 10: Governing Board Elections 2026 – Process, Principles & Timeline
• MA Paper 11: Standard Oversight Committee (SOC) Terms of Reference

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Secretariat introductory briefing

The session opened with a presentation by IATI's Executive Director, **Yemesrach Workie**, who offered a refresher on IATI's governance architecture and the role of the SOPs.

She recalled that IATI is the product of a sustained series of international commitments to transparency and open data—from Accra (2008) and Busan (2011), through the Addis Ababa Action Agenda (2015), the humanitarian Grand Bargain (2016), and most recently the FfD4 Seville Outcome Document, where IATI is again recognised as a core standard for tracking development and humanitarian finance. Against this backdrop, she underlined IATI's unique identity as a **multi-stakeholder initiative**, bringing together partner country governments, bilateral and multilateral providers, development banks, civil society organisations, and other actors.

Yemesrach then reviewed IATI's governance structure: the **Members' Assembly (MA)** as the highest decision-making body; the **Governing Board** of seven members (two per constituency plus a technical seat) providing strategic oversight; the **Secretariat** (UNDP, UNOPS and ODS) responsible for day-to-day operations; and the wider IATI community, including many non-member stakeholders who actively use and contribute to IATI data. She reminded Members of their responsibilities, including approving the Strategic Plan and Standard upgrades, providing financial contributions, and offering expert advice and oversight.

She described the **Standard Operating Procedures (SOPs)** as the "first stop" for any questions about how IATI is governed: they codify roles and responsibilities, decision-making processes, membership contributions and categories, Board code of conduct, and the procedures for upgrading the Standard. While the SOPs were last updated in 2024, experience during the recent period—particularly around written procedures and the application of new governance tools—has highlighted elements that are no longer sufficiently clear or fit-for-purpose.

Yemesrach therefore introduced three governance processes now before the Membership:

1. **Updating the SOPs and reconstituting the SOP Working Group (Revision 9)** – including a review of membership categories and contribution models, MA oversight and Board composition, term limits, written procedures, and due-diligence processes.
2. **Institutionalising Standard governance via Annex II and the SOC** – establishing a predictable, transparent process for Standard changes (including

semantic versioning and a 45-day objection window) and a multi-stakeholder Standard Oversight Committee to guide and scrutinise revisions.

3. **Reviewing the 2026 Governing Board elections process –** including timelines, constituency balance, eligibility and seniority expectations, and how to ensure a more strategic, outward-looking Board.

She emphasised that the **Independent Evaluation** calls for governance that is "light, agile and dynamic," and that Board elections in 2026 will be pivotal in steering IATI through the next Strategic Plan period. She encouraged Members with the necessary passion, political backing and capacity to seriously consider standing for Board roles, noting that an Information Note with timelines and criteria has been shared.

Cluster 1 – Strengthening the SOPs and reactivating the SOP Working Group

Facilitator **Jack Lightly (UK FCDO)** introduced the first discussion cluster, guided by questions from the Concept Note: whether the proposed 2026 priorities for the SWG are sufficiently comprehensive, whether new membership categories (e.g. publishers) should be established, how MA roles in Board accountability should be articulated, and what governance risks must be resolved before SOP Revision 9.

Key points from the discussion included:

- **Affordability of membership fees for CSOs and smaller actors.**
  A civil society representative from the Association of Freelance Journalists shared feedback from a Nairobi CSO workshop, where participants felt that current membership fees—particularly in the lower tiers—remain prohibitive. She suggested introducing a lower band (e.g. around USD 300) to broaden access and reduce reliance on waivers, noting that many local organisations want to contribute financially but cannot meet current thresholds.

- **Cost–benefit of small-tier contributions.**
  There were cross-constituency concerns on the administrative burden of chasing small-tier contributions, and asked for a clearer cost–benefit analysis: the administrative effort for UNOPS to chase small contributions may outweigh the revenue generated. Yemesrach confirmed that from the lowest tiers IATI currently receives **less than USD 50,000** annually, while the initiative has recently lost around **20 CSO and technical/private sector members**, falling from roughly 100 to about 75 members in good financial standing. She stressed that this erosion directly undermines IATI's multi-stakeholder character and called for careful reconsideration of lower-tier fees and models.

- **Membership categories and Board composition.**
  Participants raised the question of whether membership categories and Board composition fully reflect today's aid and data landscape, including foundations and private sector actors. An AfDB representative suggested considering additional Board seats or observer roles for these actors, while ensuring balance between day-to-day IATI focal points and more senior policy-level representatives.
- **Prioritisation and scope of SOP Revision 9.**
  A former SWG member cautioned against overloading the new working group with too broad a mandate. She recommended that the Board and Secretariat **prioritise and sequence** issues, distinguishing between technical "tidying up" (e.g. aligning language with the new Strategic Plan) and more complex governance questions that require deeper consultation. Clear prioritisation and managed expectations would allow the SWG to deliver concrete outputs and avoid repeating past challenges.

Board members acknowledged the need for prioritisation and clarified that while some decisions (e.g. adjustments to Board size or constituency models) may take longer and involve the next Board, others—such as clarifying written procedures—could be addressed earlier.

Cluster 2 – Institutionalising Standard governance and revision control

In the second cluster, Jack invited feedback on **Annex II** (the proposed Standard change process) and the draft **Standard Oversight Committee (SOC)** TORs: whether they are sufficiently clear and workable, whether the SOC meets expectations for transparency and oversight, and how versioning and change cycles should be managed in practice.

From the Secretariat side, it was recalled that in IATI's early years the Standard went through multiple rapid iterations as the community "prototyped" its way towards a broadly accepted structure. This was followed by a six-year period of stability where the Standard did not change.. With new financial flows and policy priorities emerging—particularly climate, humanitarian and private finance—there is now a need to **"restart the engine"** of Standard evolution, but with clearer governance and predictable processes.

Recent steps, such as the launch of the **Standard Gazette** and the pilot of the proposed Standard change process, were highlighted as early building blocks. The SOC

is intended to sit alongside these tools as a **diverse, multi-stakeholder advisory body** that:

- reviews and interprets change proposals in light of user needs and technical feasibility;
- ensures transparency and due process in how changes are consulted and decided;
- advises on versioning, deprecation and transition paths, helping to manage contentious changes.

Members from the technical community expressed **strong support** for the SOC proposal, noting that such a forum has been requested for many years. They argued that a structured oversight mechanism is essential to keep the Standard current with technical and data-use needs, to provide a stable framework for introducing and, where necessary, removing elements, and to reduce friction and mistrust when difficult changes are proposed.

No major objections were raised to the overall direction of Annex II or the SOC, but Members emphasised the importance of:

- maintaining open, accessible consultation channels for all constituencies;
- clearly communicating timelines and expectations around objection windows;
- ensuring that the SOC retains an **oversight and advisory** role, rather than duplicating the Board's formal decision-making responsibilities.

The Secretariat committed to incorporating Member and Board suggestions received during and after the MA before integrating Annex II and the SOC into the SOPs.

Cluster 3 – Board elections process and strategic governance

The third cluster addressed the **2026 Governing Board elections process** and broader strategic questions about Board composition, representativeness and effectiveness.

Key themes included:

- **Alignment of constituency models with desired diversity.**
  Participants noted a growing pool of highly motivated potential candidates—particularly from the Global South and from organisations with different profiles—but observed that this momentum does not always align neatly with existing caucus and constituency structures. One CSO leader urged IATI to reconsider Board composition and safeguards so that promising

organisations and individuals are not excluded by rigid constituency allocations, while still preventing any single group from dominating.

- **Outward-looking, strategic Board roles.**
  A current Board member reflected that IATI Boards have tended to be inward-looking, with discussions focusing heavily on internal community issues. Drawing on experiences from other organisations, he argued for securing seats for **external or non-IATI voices**—for example, leaders from other data initiatives or related policy arenas—to strengthen strategic alignment, avoid duplication, and position IATI within a broader ecosystem of standards and platforms.

- **Expectations for commitment and potential incentives.**
  Several speakers underlined that Board service requires significant time, reading and preparation on top of full-time jobs, and stressed the importance of **commitment, passion for transparency, and willingness to be active.** A former Board member suggested exploring modest forms of recognition or sitting allowances to acknowledge this workload, while others noted that the recent period has been unusually demanding due to concurrent strategic, financial and governance reforms.

- **Benefits of Board service and the importance of passion.**
  Current Board members from UNICEF and other organisations emphasised the benefits of serving: exposure to global strategic issues, learning opportunities, and building a diverse professional network. They stressed that Board work can be deeply rewarding for those who genuinely believe in transparency and data as public goods. At the same time, they cautioned that without this intrinsic motivation, the workload could quickly feel burdensome.

- **Progressive engagement and addressing "silence in the room."**
  Several members reflected on the notable quietness in the plenary. They suggested that this silence may reflect the technical complexity and intimidation felt by newer participants, as well as the challenges of engaging deeply with governance issues in a short plenary slot. Suggestions included experimenting with different facilitation formats, protecting resources for in-person MAs (rather than reducing them due to cost pressures), and encouraging members to **"take the next step"** in their engagement—for example, by contributing more actively in working groups or caucuses as a pathway toward eventual Board service.

Board members reassured newer participants that it is normal to feel overwhelmed initially, and encouraged them to ask questions and lean on more experienced colleagues. One departing member suggested that **two consecutive terms (four**

years) is a good balance—allowing time to learn the ropes and then contribute fully, while making space for new voices.

Emerging messages and next steps

Across the three clusters, a number of cross-cutting messages emerged:

- Members broadly **welcomed the reconstitution of the SOP Working Group** and provided early guidance on its priorities, with a strong emphasis on revisiting membership categories and contribution models to protect IATI's multi-stakeholder character, particularly CSO and technical/private sector participation.
- There was **clear support for institutionalising Standard governance** through Annex II and the SOC, seen as essential to restarting Standard evolution in a transparent, predictable way that balances innovation with stability.
- Members encouraged the Board and Secretariat to **reflect on constituency models and Board composition**, including options for external or observer roles, and clearer expectations for active engagement and seniority.
- Several contributors highlighted the need to **strengthen Member engagement** in governance discussions more broadly, through more accessible formats, sustained capacity-building, and preserving opportunities for in-person deliberation.

The Secretariat and Governing Board will now incorporate these inputs into:

- the final Terms of Reference for the SOP Working Group and SOC;
- the integration of Annex II into the SOPs (Revision 9); and
- refinements to the 2026 Governing Board elections process and related communications to Members.

Further opportunities will be provided for Members to submit written comments as the governance reforms move forward in the period leading up to the 2026 elections.

MA Session 5: From Progress in 2025 to Action – Highlights and Pledges

Time: 15:45–17:00
Format: Plenary presentation, interactive Q&A and Member reflections
Objectives:

- Showcase major achievements delivered in 2025 and the strategic value generated across IATI's workstreams;
- Present the 2026 Work Plan and Budget, anchored in the IATI Strategic Plan 2026–2030;
- Highlight opportunities for collaboration, partnerships and co-delivery;
- Engage Members directly in identifying how they can contribute to the 2026 Work Plan.

Speakers:

- Presentation: **Yemesrach Workie**, Executive Director, IATI Secretariat

Facilitator:

- **Anand Nair**, Governing Board Member, Fields Data

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1. Framing of the Session

The facilitator opened the session by recalling that Members had endorsed the new Strategic Plan and discussed IATI's financial position earlier in the day. This session therefore focused on: (a) what had been achieved in 2025 against the work plan agreed at the January virtual meeting; and (b) how the 2026 Work Plan and Budget would translate strategic commitments into concrete delivery and shared responsibilities for Members.

The Executive Director explained that the presentation would provide highlights from the **2025 Implementation Report**, followed by a brief overview of the **2026 Work Plan and Budget**, with more detailed information available in the written documentation.

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2. Secretariat Presentation: Progress in 2025

The Executive Director recalled that in early 2025 the Secretariat had organised its work around **five critical objectives**, now reflected in six thematic pillars of the IATI Implementation Report. Key highlights included:

a) Governance, Accountability and Strategic Planning

- Completion of a **co-designed, forward-looking Strategic Plan 2026–2030**, underpinned by an independent evaluation and broad global consultation.
- The evaluation was used as a learning tool to refine governance arrangements, business processes and the future business model.

b) Improving Data Quality for More Effective Development

- Launch of the **State of the Data** review series, with three initial deep dives:
    - **Document links:** identification of IATI's unique volume of documentation (close to half a million documents), demonstration that these are AI-readable, and detection of a high proportion of broken links, prompting targeted feedback to publishers.
    - **Organisational lists:** discovery that around **17,000 organisations** are referenced in IATI data, but often under inconsistent names and in multiple languages, highlighting the need for better harmonisation and vocabulary management.
    - **Timeliness:** a discussion on IATI's comparative advantage as the only open data system with near real-time, forward-looking data, encouraging publishers to improve frequency of updates (monthly where possible).
- Conceptual work to evolve **publisher statistics** into a **data quality dashboard**, and to ensure more meaningful comparisons across different types of publishers.

c) Support to Publishers and Users

- The **Support Desk** handled approximately **1,200 queries** from around **500 organisations**, including **96 first-time publishers**, contributing to a growing publisher base (1,841 publishers at the time of reporting).
- The Secretariat recognised the role of Members who have developed innovative tools – for example, AI-supported improvements to project descriptions and portfolio analysis tools – and emphasised the importance of feedback loops between publishers and users.

d) Enhancing Data Use and Country-Level Engagement

- A flagship **IATI–AfDB West Africa Regional Workshop** in Abidjan brought together around **80 participants from 8 francophone governments**, combining

publishers and users in the same room to discuss integration of IATI data into national systems and practical challenges of data use.

- The Executive Director underlined that this mixed-constituency format would be replicated and scaled in future regional and country-level engagements.

e) Advocacy, Engagement and Online Presence

- Implementation of a new **engagement and communications strategy**, following the Governing Board's call for IATI to look outward and play a more proactive role in global policy debates.
- Successful engagement in the **FfD4 process**, culminating in explicit recognition of IATI in the Seville Outcome Document, supported by coordinated advocacy from Members (including written outreach to the G77 and participation in side events).
- Strengthened partnerships with the **European Commission**, **OECD**, and other initiatives, including:
    - The **EU Transparency Workshop** in Brussels;
    - Joint work under the Seville Platform for Action with TOSSD and other partners;
    - A pilot **FTS–IATI data exchange** with Danida, demonstrating that "publish once to IATI, report to FTS" is technically feasible;
    - A joint **policy note on tracking contractors and tied/untied aid** with OECD and ODS.

f) Operational and Financial Management

- Significant improvements in **financial transparency**, including standardised reporting with UNOPS and quarterly publication of financial data via an **open data dashboard.**
- Ongoing engagement with new and emerging providers, including climate funds and South–South cooperation providers, to diversify IATI's resource base.

The Executive Director reiterated that the written 2025 Implementation Report focused on progress against the approved work plan, and therefore could not fully capture the breadth of activities delivered by Members themselves (e.g. CSO-led trainings and research).

3. Looking Ahead: 2026 Work Plan and Budget

The presentation then outlined how the **2026 Work Plan and Budget** operationalises the first year of the Strategic Plan 2026–2030, structured around **four strategic Action Areas**:

1. **Action Area A – Strengthening Country Data-Use Systems**
    - Mapping of the **top 25 recipient countries** to assess where they are in their journey of using IATI data within public finance management systems.
    - Tailored support packages, including regional training (with a focus on **small island developing states and the Pacific**) and peer-learning case studies between countries (e.g. Nigeria, Liberia, Kenya, Gambia, Sierra Leone).
    - Preparation of policy briefs and country data use mapping to inform future support.
2. **Action Area B – Enhancing IATI Infrastructure for Data Quality and Usability**
    - Continued maintenance and improvement of IATI's tooling ecosystem (e.g. IATI **Validator, Publisher, Datastore, CDFD** and **d-portal**, including work on a **single sign-on** solution).
    - Launch of a **redesigned IATI Dashboard** and four further **State of the Data** reviews.
    - Targeted engagement with the **top 20% of publishers**, who account for over 80% of IATI data volumes, to address systemic data quality issues.
    - Strengthening the Support Desk through better guidance, documentation and analysis of recurring queries.
    - **Standard custodianship:** Formal review and processing of change proposals to the IATI Standard in accordance with the revision control procedures, including consultation with the Standard Oversight Committee (SOC).
3. **Action Area C – Championing Transparency and Accountability for Effective Cooperation**
    - Participation in four major global transparency/advocacy events.
    - Production of flagship advocacy publications and establishment of a **Transparency Advocates Network.**

- A dedicated **philanthropy forum** and development of a **philanthropy / high-net-worth funding strategy** to unlock new resources for IATI.

4. **Action Area D – Promoting Use of IATI Data in Policy Dialogues**
    - At least three national/subnational policy dialogues using IATI data (linked to INFFs, development effectiveness monitoring and other country processes).
    - Two new **research partnerships** with academic or policy institutions (building on work with the University of Korea and others).
    - Continued engagement in global policy platforms (OECD/TOSSD, UNCTAD, etc.) and collaboration with foundations such as the Gates Foundation.

The Executive Director noted that the **2026 budget** is significantly reduced compared to 2025 (a cut of USD 750,000 in core resources), with the largest share devoted to **Action Area B** (infrastructure and data quality) and **institutional performance**, followed by Action Area A, then Action Areas C and D.

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4. Interactive Q&A via Mentimeter

An interactive Q&A followed, with questions submitted via Mentimeter. The discussion was wide-ranging, covering evaluation follow-up, financial sustainability, hosting arrangements, CSO engagement, interoperability and the changing aid landscape.

Key themes and responses included:

a) Follow-up to the Independent Evaluation

- Participants asked about the main recommendations and how they are being addressed.
- The Executive Director highlighted, in particular:
    - The critique that IATI had been **too inward-looking and reactive**, prompting the new emphasis on advocacy and proactive engagement.
    - The finding that, while infrastructure and data quality had improved, **data use lagged behind**, leading to the strong focus on data use in the Strategic Plan.

- The recommendation to develop a **new business model** and address financial sustainability, reflected in the financial reforms and membership contribution proposals discussed earlier in the MA.
- The call for IATI to adapt quickly to a shifting **aid and development finance landscape**, including new flows and actors, and to ensure the Standard can capture these.

b) IATI's Most Meaningful Achievement

- Asked to identify IATI's single most meaningful achievement, the Executive Director emphasised:
  - Over the longer term: the **marked improvement in data quality**, attributable to sustained efforts by publishers and recognised in external assessments (e.g. ATI).
  - In 2025 specifically:
    - IATI's inclusion in the **FfD4 outcome document**, providing political leverage and recognition when engaging new partners; and
    - IATI's recent **recognition as a Digital Public Good** by the Digital Public Goods Alliance, positioning IATI within a global portfolio of transformative digital solutions eligible for future investment.

c) Hosting Arrangements and Location of the Secretariat

- One question asked whether the Secretariat could be hosted in African cities such as Monrovia or Nairobi.
- The Executive Director explained that:
  - IATI is currently hosted by **UNDP (New York)** and **UNOPS (Vienna)**, with additional Secretariat staff (Technology provider) in the UK. This Secretariat design which entails 3 organizations involved in providing services to IATI has built in a high cost structure which has been put in place for the longest time.
  - It is technically possible to have Secretariat functions located in different regions, but any changes would need to be assessed carefully in terms of **value for money**, UN hosting arrangements, and operational efficiency;
  - Virtual working already allows close engagement with African and other partner countries regardless of physical location.

- Members were invited to consider this question in future discussions on hosting beyond the current arrangement, which runs to 2028.

d) Membership Contributions and Budget Levels

- Multiple questions focused on whether **membership contributions or the overall budget could be reduced**, especially given fiscal constraints many Members face.
- The Executive Director stressed that:
    - The 2026 budget already reflects a **substantial reduction** in core resources compared to 2025 and is considered the **"bare minimum"** needed to maintain essential services and deliver the work plan.
    - Further reductions would undermine IATI's ability to support new publishers, serve partner countries and deliver on country-level engagement.
    - IATI's Secretariat structure, with three organisations delivering services, is "expensive by design", and while there may be scope for future efficiency gains, deeper cuts in 2026 would be counter-productive.
    - Given inflation and the depletion of reserves, this is **not the moment to decrease contributions**, but rather to support the transition to a **diversified income model** through the membership fee proposals under consideration.

e) Engagement with Civil Society Organisations (CSOs)

- A question asked whether IATI could facilitate **meetings between CSOs and development partners.**
- The Executive Director acknowledged that engagement with CSOs in 2025 had not been as strong as desired, partly due to staffing constraints, and identified this as a key area for improvement.
- She noted the important role played by organisations such as **Publish What You Fund** in building CSO capacity, and committed to:
    - Identifying niches where the Secretariat can add value without duplicating existing efforts;
    - Exploring options to broker or facilitate **dialogue between providers and CSOs** in 2026, if this remains a Member priority.

f) Publishers vs Users, and Focus on Top 20% Publishers

- Participants questioned the distinction between **publishers and users**, and why the work plan focuses on the **top 20% of publishers**.
- The Executive Director underlined that many entities are **both publishers and users**, citing the AfDB, Germany, Australia, FCDO and the Netherlands as examples.
- The focus on the top 20% is driven by capacity constraints and the fact that these publishers account for over **80% of the data volume**; working closely with them generates systemic improvements that can later be shared with smaller publishers.
- She stressed that IATI values smaller publishers, including NGOs, academics and philanthropies, and continues to invest in tools such as the **IATI Publisher** tool to support them, even if the 2026 targeted engagement efforts must prioritise the largest data providers.

g) Interoperability and "Publish Once, Use Often"

- Members asked whether there is an overview or visualisation of IATI's **interoperability with other standards.**
- The Executive Director noted that interoperability has become a central theme, especially given resource constraints and reporting burdens.
- She highlighted:
    - The **FTS–IATI pilot** with Danida, which demonstrated the feasibility of publishing once to IATI and repurposing this for FTS reporting;
    - Ongoing exploration of interoperability with **TOSSD and UNCTAD** (including through the South–South Cooperation Working Group and related Seville Platform for Action commitments);
    - Plans to deepen and communicate this work in 2026, including consideration of the investments required to scale such services to all Members.

h) Responsiveness to the Changing Aid and Donor Landscape

- On how the work plan responds to a changing donor landscape, the Executive Director stressed that:
    - Aid is becoming **smaller, more fragmented and more complex**, with an extended delivery chain and many new actors (CSOs, academia, philanthropies, climate funds, South–South providers).

- Partner country treasuries increasingly lack visibility over the full resource envelope, especially flows that do not pass through government budgets.
- The 2026 work plan therefore places strong emphasis on:
  - **Country-level engagement** (Action Area A) to ensure IATI data reaches decision-makers;
  - **Data quality and coverage**, including outreach to philanthropies and new providers, so that more of the ecosystem is captured in IATI;
  - **Advocacy and policy engagement**, to position IATI within broader reforms of the development finance architecture.

i) Integration with National Systems and Regional/Thematic Use Cases

- One question asked whether IATI Members can integrate their **national systems** with IATI data.
- The Executive Director explained that many countries already **ingest IATI data into national public finance management systems**, combining it with domestic resources and using it to track budgets, MTEFs and SDGs. The reverse—automatically importing national system data into IATI—would require significant mapping work and is more challenging.
- Another question asked how to strengthen **regional-level programmes and CSO data reuse** (e.g. for monitoring vaccine programmes). The Executive Director noted that:
  - IATI has chosen to focus its direct efforts at the **country level**, where decisions are made, while
  - Working with regional and global partners (World Bank, AfDB, Global Fund, ODI and others) to generate multi-country and thematic analysis using IATI data.
  - The Secretariat stands ready to support Members and partners in developing such regional or sectoral use cases.

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5. Recognition of IATI as a Digital Public Good

In closing, the Executive Director briefly elaborated on IATI's recent **recognition as a Digital Public Good** by the Digital Public Goods Alliance:

- The Alliance, mandated by the UN Secretary-General, assesses digital solutions against criteria including SDG relevance, open licensing, transparent ownership, independence, and documentation.
- IATI proactively sought assessment, believing that its data and standards already function as a global digital public good.
- The Alliance confirmed that IATI data meets the criteria; including open standards, open access, reusability, and adherence to privacy and do-no-harm principles; and has been added to the official registry of Digital Public Goods.

This recognition is expected to increase IATI's visibility among investors and funders seeking to support impactful digital public goods, and to open new opportunities for resourcing and partnerships.

The facilitator thanked the Executive Director and participants for the rich discussion, noting that the combination of tangible implementation results, a focused 2026 work plan, and the new Digital Public Good status provides a strong basis for Member re-engagement and joint delivery in the coming years.

MA Session 6: Closing of the 2025 Members' Assembly

Time: 17:00–17:30
Format: Plenary reflections and formal closing

Objectives:

- Conclude the Members' Assembly with appreciation for Members' and partners' contributions.
- Acknowledge IATI's 2025 achievements, including recognition as a **Digital Public Good**.
- Hear reflections from key observers on IATI's strategic relevance and future partnerships.
- End with shared clarity on the challenges ahead, IATI's agreed path forward, and expectations going into 2026.

Speakers:

- **Yemesrach Workie**, Executive Director, IATI Secretariat
- **Dr. Abdullah Al-Suwailem**, Saudi Fund for Development

- **Katrine Heggedal**, Chair, OECD Working Party on Development Finance Statistics (WP-STAT)
- **Thea Schepers**, Chair, IATI Governing Board (Government of the Netherlands)

Facilitator:
Thea Schepers, Chair, IATI Governing Board

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1. Introduction and framing

The Governing Board Chair opened the session by reflecting on the energy and momentum of the 2025 Assembly. The day had combined substantive policy discussions, the adoption of the new **Strategic Plan 2026–2030**, agreement on key financial decisions, and a forward-looking focus on collaboration, data use, and IATI's role in the wider development finance architecture.

She invited two political observers to share reflections on transparency, partnership and the future of global cooperation before offering closing remarks on behalf of the Board.

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2. Observers' Reflections

2.1 Saudi Fund for Development

Dr. Abdullah Al-Suwailem, speaking on behalf of the **Saudi Fund for Development (SFD)**, expressed appreciation for IATI's invitation and for the evolving partnership with the initiative over the past year. Transparency, he emphasized, is not simply an administrative requirement but a **core pillar for achieving sustainable development impact** and for building trust between donors and beneficiary countries.

He highlighted SFD's five decades of experience financing **over 800 development projects** across **more than 100 countries**, totalling over **USD 22 billion**, and underscored SFD's commitment to continuously improving accountability and aligning with global standards.

Dr. Al-Suwailem welcomed the adoption of IATI's new Strategic Plan as a milestone in strengthening publication standards, data exchange, and the institutional foundations needed to transform data into **actionable insights**. He linked SFD's growing engagement with IATI to **Saudi Arabia's Vision 2030**, which places empowerment, knowledge and accountability at the heart of national development.

He noted SFD's active collaboration with IATI on establishing an integrated **data governance system**, enhancing data accessibility and quality, and supporting advanced analytical tools to guide evidence-based financing.

He concluded by commending the Secretariat for its dedication and reaffirming SFD's commitment to work "hand-in-hand with the international community" to build a more transparent and human-centred model of development.

2.2 OECD WP-STAT

Ms. **Katrine Heggedal**, Chair of the OECD WP-STAT, thanked the Members' Assembly for the opportunity to participate and expressed appreciation for the strong commitment to transparency demonstrated throughout the day.

She highlighted the **unique value of IATI** in meeting partner-country needs—not only publishing data, but making it **usable in national budgets**, allowing governments and civil society to track resources and strengthen accountability. This, she noted, is a major contribution to **country ownership and trust**, adding that the ambition and strategic direction reflected in the new Work Plan are encouraging.

She also recognised IATI's **inclusive, multi-stakeholder character**, noting that bringing together such diverse constituencies is challenging but essential. The level of collaboration and consensus-building she observed in Nairobi was "impressive and encouraging."

Looking ahead, she highlighted the growing momentum on **interoperability**—connecting IATI with systems such as the **OECD CRS**, UN datasets and other global standards—to provide a holistic picture of financing for development. This requires both technical work and **political will**. She welcomed its explicit recognition in the **FfD4 Seville outcome document** and congratulated IATI on this achievement.

She concluded by reaffirming OECD's readiness to continue collaborating with IATI to strengthen interoperability and development finance data so that **transparency can truly deliver for partner countries and citizens**.

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3. Closing Remarks by the Chair of the Governing Board

In her final address, **Thea Schepers** offered a candid and heartfelt reflection on the Board's work since its formation nearly two years ago. She recalled that when the Board began its term, Members hoped for a period of stability after a long transition.

The goal was to "get to work and start delivering"—and despite subsequent internal challenges and periods of strain, the Board and Secretariat *did* deliver.

She emphasised three key reflections:

(1) A Year of Significant result Despite Adversity

The Chair acknowledged that 2025 had been marked by intense internal debates and organisational pressures, including staffing constraints and a demanding reform agenda. However, she stressed that Members must not overlook the substantial achievements realised during this period—achievements that were repeatedly highlighted by Members throughout the day.

These included:

- A strengthened financial management framework,
- Major governance reforms advancing,
- Increased visibility and strategic engagement in global fora,
- Substantive technical progress across IATI's systems and data services.

The Chair underscored that this progress was only possible due to the exceptional dedication of the Secretariat teams and implementing partners. She offered particular appreciation to **Executive Director Yemesrach Workie**, whose leadership "kept the initiative focused on results that matter" and ensured that Members repeatedly recognised IATI's progress throughout 2025.

(3) Confidence in the Path Forward

Despite the financial and institutional pressures discussed during the Assembly, the Chair expressed strong confidence in IATI's direction. She noted that across governance reforms, technical upgrades, financial sustainability, and strategic positioning, **"the way up has already been found."**

She urged Members to carry this momentum into 2026, emphasising that while challenges remain, IATI now has:

- A unified Strategic Plan
- Renewed Member support
- Strengthened systems and partnerships
- Global recognition as a **Digital Public Good**
- Clear priorities for country-level impact and policy relevance

She encouraged the community to “keep going the way we are going,” closing with heartfelt thanks to all participants and a call to reconvene the next day for the Community Exchange. The 2025 Members’ Assembly was formally closed.

Annex 1: Member Participants (in-person & online)

106 Total Participants

68 In-person Participants

Members

1	Abdullah Alsakran	Saudi Fund for Development (Observer)
2	Abie Elizabeth Kamara	Ministry of Planning and Economic Development, Sierra Leone
3	Abu Camara	Islamic Development Bank
4	Adam Sturesson	Sida, Sweden
5	Adriel Dutra Amaral	IATI Secretariat - UNOPS
6	Al Kags	Publish What You Fund (Chair)
7	Alejandra Claros	CAF
8	Alex Tilley	Publish What You Fund
9	Ali Jobe	Ministry of Finance and Economic Affairs, The Gambia
10	Ali Saleh Bichara	Observatoire Tchadien des Finances Publiques, Chad
11	Ammar Malik	Gates Foundation

12	Anand Nair	Fields Data
13	Anouska Traast	Netherlands Ministry of Foreign Affairs
14	Asma Khadhraoui	IATI Secretariat - UNOPS
15	Asor Henry Nkang	Federal Ministry of Budget and Economic Planning Country, NIgeria
16	Bakary DIARRA	Banque Ouest Africaine de Dévéloppement
17	Bimal Sapkota	Ministry of Finance, Under Secretary, Nepal
18	Birama Sangare	Ministère de la Réconciliation, Mali
19	Catherine Brennan	Ireland, DFAT - Civil Society Unit
20	Cedney Vaz d´Almeida	Dirección Nacional de Planificación, Sao Tome & Principe
21	Charlie Martial Ngounou	AfroLeadership
22	Clement Bundaunda	Ministry of Finance and Economic Affairs, Malawi
23	Cody Wallace	IATI Secretariat - UNDP
24	Eddie Sneh	Ministry of Finance and Development Planning, Liberia
25	Elma Jenkins	Publish What You Fund
26	Floor Oostwegel	RVO (Netherlands Enterprise Agency)
27	Gary Forster	Publish What You Fund

28	Guillermo Vitale	European Commission - DG INTPA
29	Horace Emilson Biny	Ministère de l'Economie et des Finances, Madagascar
30	Ingrid Rydell	Sida, Sweden
31	Ishaka Nyallay	Ministry of Planning and Economic Development, Sierra Leone
32	Jack Lightley	UK FCDO
33	Jaimie Grant	IATI Secretariat - UNDP
34	Jules Matungulu Ngola	Ministère du Plan, DRC
35	Katrine Heggedal	OECD WP-STAT/Norad (Observer)
36	Kosalendra Rijal	Ministry of Finance, Section Officer, Nepal
37	Maisha Simbigura	Ministère des Finances, du Budget et de la Planification Economique, Burundi
38	Maria Rotaru-Neghină	Moldova, The State Chancellery
39	Mariam Ibrahim	Development Gateway
40	Marija Pavlovic	IATI Secretariat - UNOPS
41	Mark Brough	Emergentally
42	Mathias Mailosi	Ministry of Finance and Economic Affairs, Malawi
43	Mattis Lukas Bös	Germany, GIZ

44	Milagros Yepez	CAF
45	Mohammad Monsour Uddin	Economic Relations Division, Ministry of Finance of Bangladesh
46	Motai Ramokoinihi	Ministry of Finance and Development Planning, Lesotho
47	Mr. Adeep Abanmei	Saudi Fund for Development (Observer)
48	Muthoni Peris	Emergentally
49	Ole Jacob (OJ) Hjøllund	Denmark Ministry of Foreign Affairs, Danida
50	Professor Cuz Potter	Korea University
51	Rob Redpath	IATI Secretariat - ODS
52	Ross Clement	UK FCDO
53	Saliou Diop	Ministère de l'Economie, du Plan et de la Coopération, Sénégal
54	Sara Kouakou	IFAD - International Fund for Agricultural Development
55	Sarah Neumann	Germany, BMZ
56	Simon Whitehouse	IATI Secretariat - ODS
57	Sisay Edecha Negash	Development Expertise Center (DEC)
58	Steven Flower	IATI Secretariat - ODS
59	Sylvan Ridderinkhof	The Open Data Company

60	Thea Schepers	Netherlands, MFA
61	Victor Kiprop	iHub
62	W. Jean Marie Kebre	Ministère de l'Economie et des Finances, Burkina Faso
63	Winnie Kamau	Association of Freelance Journalists
64	Yemi Workie	IATI Secretariat - UNDP
65	Zainab Al-Azzawi	UNICEF
66	Henry Owino	AFJ
67	Rose Aoko Oyando	The National Treasury, Kenya (observing)
68	Mitchell Wambui Wanjiry	The National Treasury, Kenya (Observing)

38 Online participants (Zoom user name)

Members

1	Itziar Gonzalez Tanago, Spain AECID (Observer)
2	Ari Kim, ROK
3	Tanvir Singh, Australia DFAT
4	Antoon Van Broeckhoven, Belgium MFA
5	Catherine Bareyre, France AFD
6	Dan Bodunescu, UNOPS
7	Edwin Manhgeni, UK DESNZ

8 Fabio Thoma, Germany BMZ

9 Jasper Hakala, Finland

10 Horia Sohir Debbiche, AfDB

11 Isabel Precious-Birds, IATI Secretariat

12 Javier Chicote, Spain AECID

13 Jiwon Lee, ROK

14 Julia Surina, ILO

15 Leila Farsani, ODS

16 Leo Stolk, Oxfam Novib

17 Lev Lhommeau, Belgium

18 Sonja Closener, Luxembourg

19 Elisa Pizzi, Luxembourg

20 Mary Brophy, Ireland

21 Nathan Lloyd, Liberia

22 Otto Reichner, WFP

23 Paola Buso, IOM

24 Patricia Dekker, Oxfam Novib

25 Patricia Gutierrez Rodriguez, IOM

26 Prem Upadhyay, Under Secretary, Ministry of Finance, Nepal

27 Rob Redpath, ODS

28 Roberta Rofman, UNFPA

29 Rohini Simbodyal, IATI Secretariat

30 Ryangwon Kim, ROK

31 Sara Monteiro, Ministry of Foreign and European Affairs, Luxembourg

32 Siem Vaessen, Zimmerman

33 Stefanos Hadjipetrou, Zimmerman

34 Sylvie Syrota, France AFD

35 Tina Nickels, UK FCDO

36 Maria Molsa, UNOPS

37 Rafael Rovaletti, WHO

38 Xarri, Emergantally