IATI Q1 Transition Governing Board Meeting (Day 1)
Virtual

Date: March 31, 2026

DRAFT minutes

Attendees	**Agenda**
• Thea Schepers, Government of the Netherlands, GB Chair • Charlie Ngounou, AfroLeadership, GB VC • Motai Ramokoinihi, Kingdom of Lesotho • Anand Nair, Fields Data • Siem Vaessen, Zimmerman • Zainab Al-Azzawi, UNICEF • Yemesrach Workie (UNDP), IATI Executive Director • Orria Goni (UNDP), Sustainable Finance Hub Lead Advisor, Public Finance for SDGs • Annelise Parr (UNDP), IATI Secretariat, Policy and Technology • Adriel Dutra Amaral (UNOPS), IATI Financial Manager **Absent:** • Mohamed Gele, Federal Republic of Somalia • Steven Flower (ODS), IATI Technical Lead	**Opening** • Introduction and welcome of all participants • Review of agenda • Setting expectations and agreeing objectives for today's meeting **Standing agenda items** • Action points from last Board meeting on November 25, 2025 • Action points from the MA (November 2025) • Review of Risk Register. **Overall progress report Q1** • Implementation and financial update, and reference to MVSP trigger framework. • Presentation of current financial situation, including updated projection and update on number of members; • Update on the IATI-UNDP Secretariat move to Madrid. **Closing, final remarks and photos**

1. Opening, Review of Agenda and agreeing objectives

The meeting opened noting that this session marked the final day of the current Board's tenure before handing over to the incoming Board members. The agenda focuses on the main topics only. The minutes of Q4 2025 had been approved previously via email.

2. Standing Agenda Items

Action points from Q4/2025 Board meeting and MA

All agreed action points recorded from Q4/2025 Board and MA meetings have been completed, other than the constitution of the Institutional Working Group (SOP) which does not yet have enough expressions of interest, even after extending the deadline. The second action yet to be completed is the establishment of the Standard Oversight Committee which requires a step by

the Board to approve membership, and is ready to get underway with that step. The MVP document has been updated by the Secretariat to take into account an initial round of feedback from the MA and Board members, but yet to be approved by the Board. More details under the item of implementation report.

Risk register

The Chair acknowledges the ongoing cash flow challenge and notes that staff costs remain a contributing factor. This is discussed further in the financial update under item 3. The Board suggests changing the language of the final item which deals with late membership contributions, noting that according to the SOP, members can pay their contributions all through the year, so technically a payment received late in a calendar should not be recorded in the Risk Register as a 'delay'. While this contributes to reduced cashflow, members are not at fault and the text will be changed accordingly. The Board advises the next Board to have the SOP changed in this respect by the IWG so that members have the first three or six months of the year to pay their contributions without them being considered as a delayed payment.

A second item recorded in the Risk Register in January is the risk of delayed delivery of programme activities as a result of staff shortage and recruitment. The Board view is that this risk should be managed through clear prioritisation within the work plan and reducing activities if needed, rather than recruiting more people. The Board requested that the language of this risk be updated accordingly.

Implementation Report Q1

No presentation was provided, given that a detailed implementation report had been shared two weeks ahead as part of the Board package, and instead the Executive Director responded to questions from the Board. The Board requested additional detail on each of the four primary revenue streams, namely: **membership fees, voluntary contributions, publishing fees, and analytics**. The Executive Director emphasised that **membership fees** remain the foundational income source from the initiative's 75 current members. She provided positive updates, referring to the recent joining of the Green Climate Fund (GCF as an important new member. She also referred to advanced discussions with Norway and the Asian Infrastructure Investment Bank (AIIB), both of which have shown significant interest in joining or increasing their engagement.

Voluntary contributions are being pursued in the following specific work streams: data quality, downstream publishing, capacity building for partner countries, AI, and interoperability. Giving some examples, the Executive Director referred to a proposal for data quality funding from the EU for 2027–2028 which is in advanced stages of negotiation. She also referred to a capacity-building concept note which has been submitted for consideration by New Zealand and Australia. There is an ongoing effort to combine interoperability and downstream publishing agendas because the Secretariat sees overlap in these two concepts. A concept note exploring these synergies has been shared with 5 mandating donors, with the idea that this work could become a stream of income for IATI.

The ED gave clarification on the meaning of **analytics as a revenue stream**, explaining that this relates to possible income via services in the area of AI through in kind or voluntary contributions for developing analytics tools. The Board cautions that this should not push IATI's own priorities

out of the way, and the ED confirms that this type of project would be fully covered financially by the other parties.

The topic of charging a **fee to publish** IATI data or using the support desk has not yet progressed and needs further discussion with stakeholders and the Board, yet to take place.

The Board asks for clarification on how decisions on use of **voluntary contributions** are made. The ED explains that the starting point is discussion to explore where IATI's focus areas align with the priorities of the potential contributors. The Board recalls that in the financial sustainability proposal approved by members, in person MA and GB meetings are identified as the first priority in case extra income is received. The Board considers in-person MA especially valuable, and encourages the Secretariat to also have conversations about this topic with donors wishing to make additional voluntary contributions.

The Board refers to the emerging link between **interoperability and downstream publishing**, noting that the two concepts are not seen as strongly linked by everyone, and urges continued focus on downstream publishing as a standalone priority.

Two Working groups are being set up currently: the Standard Oversight Committee (SOC) and the new Institutional Working Group.

The ED reminds the Board that the SOC members need to be approved. Unfortunately, there is limited expression of interest by partner countries, but because this is a quite technical topic, it is considered especially important to have committee members with knowledge of the Standard, and ensure diversity of types of data users and publishers, as opposed to member constiuency. There could still be more diversity, but the **SOC is approved to start work**, and the Board hopes that more stakeholders will join later.

The other new Working Group, the **Institutional Working Group**, does not have enough expression of interest yet to begin its work. The ToR has been approved, but more members need to be found.

The Board asks about the ongoing conversations of the ED with the 12 member organisations that voted against the new contribution fee at the 2025 MA. The ED has met with all of them, many of which are UN agencies, and most have indicated that their financial position is the main driver behind their vote. All have indicated that they are still committed to IATI despite their vote. Increased visibility of IATI at political levels will help these members in making their case for continued financial contributions.

Minimum Viable Service Product (MVSP)

The Minimum Viable Service Product is mentioned in the implementation report, as a basis of decisions to be taken. The Board reiterates that this document is not considered as final yet and updates need to be approved by the Board, before the MVP framework can be used as a guideline for decisions. The Board had feedback in the Q4 meeting, and the secretariat assures the Board that these have been integrated in a new version. The Board does not approve the document in this meeting, because it has been unable to review changes, and because the Board has some fundamental comments not discussed earlier, especially on setting priorities in our services and products, it is agreed to give this input this week. The new Board will have to finalise the MVSP,

after also discussing it. The deadline for outgoing Board members to give feedback is set to the end of the week and for the new Board to April 21st. This topic is considered a priority because the triggers to make more economies may have already been met.

- **Actions:**
  - Secretariat to reword two items in the risk register.
  - Secretariat to follow up with formal joining processes with Norway, following its verbal confirmation of intent to join.
  - Secretariat to continue dialogue with New Zealand and Australia regarding multi-year financing for capacity building.
  - Board to give feedback on MVSP before April 21st.
  - New Board to approve updated MVSP.
  - Secretariat to support the SOC to begin its work.
  - New Board and secretariat to keep looking for members for the IWG.

3. Presentation of current financial situation and UNDP Secretariat relocation

UNDP Secretariat relocation to Madrid

Presenting a paper shared with the Board as part of its package, the Executive Director explained that several teams within the Sustainable Finance Hub of the Bureau for Policy and Programme Support where IATI sits, will move to Madrid by July 31st. No major disruption or delay in service delivery is foreseen that would adversely affect delivery of the work plan; activities will be front-loaded as far as possible to mitigate any potential disruption.

The Secretariat will see savings of some US$103,000 in 2026 from salaries and other staff cost categories between August and December, with structural savings in future years as well. The host country Spain is funding the relocation package.

The Board asks about expected delays in outgoing payments of vendors, Service Level Agreements and similar payments which are referred to in the update. Key among these is the agreement for the provision of technical services with ODS which needs to be administratively extended by June to cover the remainder of the hosting period in 2028 (the end of the hosting arrangement). The ED assured the Board that this extension would not be impacted by the Madrid move and would be concluded in line with the existing hosting agreement signed with the Board at the time of the establishment of hosting arrangements in 2023.

The Board is overall happy with the relocation, but would like to see more information on the impact of the move itself and particularly how the new location will affect IATI's annual budgets regarding office rent, travel, and other operational costs and savings. The paper update on the move includes a strategic recommendation on the potential for including additional budget for travel to New York to attend conferences there. The Board commented that while IATI has benefitted from the New York location this year and last year, it would not be financially feasible to attend the same bilateral meetings and global conferences as in previous years.

Financial situation

The Secretariat presented the financial status as of March 16, 2026, noting that both spending

and income are on track. Members have been very responsive and proactive in the payment of their contributions. The Secretariat notes that the initiative will start 2027 with very little cash (approximately US$450,000), flagging that membership contributions will need to be collected early in 2027, or even earlier, to avoid cash flow difficulties in the beginning of 2027. In past years, this was covered by unspent funds of previous years. Given many members have signed multi-year agreements, this early collection should be possible.

The projected year-end unspent balance is approximately US$450,000 which is as expected in the financial sustainability proposal to members. However, after accounting for funds already allocated for 2027 and 2028, the operational budget is tighter than it appears.

The Board enquires whether there is a plan to avoid the cash flow issues for early 2027 mentioned earlier, and hears that the financial team of the Secretariat is working towards approaching members for early or advance payment, and close monitoring on the finances.

On a question raised by the Board, the Secretariat clarifies that there are two budget figures mentioned, explained by the difference between core funding from agreed membership contributions amounting to US$3.42 million, and anticipated voluntary contribution income which brings the total to 3.6 million. The latest figures are always available in the membership dashboard.

The Board expresses concern about the operational runway of just 5 months mentioned in the brief as being very short. If drastic restructuring was needed due to acute financial issues, this would take 6 months at a very minimum, so 5 months is dangerous in the Board's opinion. The MVSP will need to be improved such that it can help the Board in its risk management.

The Board decides on two major actions to be taken:

- Categorise the workplan into need-to-have, good-to-have, and nice-to-have. This needs to be done in the same three weeks in which we work on the MVSP. This should be the basis of future decisions, and could be part of the MVSP.
- Freeze of all avoidable costs, including new consultancy, travel, and so on, until the 21st of April.

The Board also points to ambitious plans that may not be feasible this year, including four proposals for the World Data Forum, which we may not be able to go to, so if we expect one of them to be accepted, maybe members that co-write the proposals can represent IATI as well. The consultancy contracts already mentioned include one to replace a staff member who was on long-term sick leave. The staff member has returned to work, but the consultant is currently covering a staff member who has left their position. After this extension of three months which will come to an end by June 2026, the contract will be ended, because we don't have the budget to structurally enlarge our staff through consultancies.

The Board also comments on a paragraph in the implementation update which is called 'Human resources challenges'. The paper says that the staff is under pressure due to staff shortage and additional resources are needed. The Board emphasises that this is not possible, and a different approach is needed by basing the workplan on the financial limitations and staff size as agreed. The Board recalls that the 2025 financial sustainability work had structurally reduced the team to

improve IATI's financial sustainability for the upcoming years. Adding resources, whether through consultancies or through temporary staff, would undo this decision. The Board reiterated that IATI cannot have more people, and instead needs to do less. If workloads become unmanageable, this needs to be managed by scheduling fewer activities, and setting clear priorities. A smaller team means we can deliver less. The Board stresses that it hopes to hear of any support that the Board can give to make this easier, other than the decisions already taken in this meeting.

- **Actions:**
  - Secretariat to provide more details to the new Board on the financial impact of the new location of its offices.
  - Secretariat to update the financial dashboard headers to clarify "Total Expenditure" and remove potentially misleading historical data (e.g., the $8 million figure). Also split the total number of 75 members into totals per caucus.
  - Secretariat to prioritise workplan items into need-to-have, good-to-have, and nice-to-have, and put on the agenda for the incoming Board to discuss in three weeks.
  - A freeze on new consultancies and non-essential costs like travel is implemented for the next three weeks until the MVP document provides clearer prioritization.
  - The consultancy contract to replace staff on sick leave to be terminated.

4. Closing Remarks

The outgoing Board expressed its gratitude to the Secretariat for their support and hard work. The Secretariat thanked the departing members for their service and commitment to the IATI mission. The Chair specifically thanks the people who have shown commitment even in tough personal situations.

Summary of Actions and Decisions

Decisions:

- **MVSP Document:** Formal approval deferred; current draft remains a working document.
- **Committee Endorsement:** The proposed membership for the Standard Oversight Committee (SOC) was officially endorsed.

Actions:

- **Member Agreements:** Secretariat to finalize joining formalities with the Norwegian government.
- **Feedback Deadline:** Current Board members to submit final MVSP comments by the end of the week (April 3, 2026).
- **MVSP Finalization:** New Board requested to finalise the core service definition.
  - Secretariat to reword two items in the risk register.
  - Board to give feedback on MVSP before April 21st for new Board to approve updated MVSP.

    - Categorise the workplan into need-to-have, good-to-have, and nice-to-have. This needs to be done in the same three weeks in which we work on the MVSP. This should be the basis of future decisions, and could be part of the MVSP.
    - Freeze of all avoidable costs, including new consultancy, travel, and so on, until the 21st of April.
    - New Board to approve updated MVSP
- **Financial Updates:**
    - Secretariat to provide more details to the new Board on the financial impact of the new location of its offices.
    - Secretariat to update the financial dashboard headers to clarify "Total Expenditure" and remove potentially misleading historical data (e.g., the $8 million figure). Also split the total number of 75 members into totals per caucus.
    - Secretariat to prioritise workplan items into need-to-have, good-to-have, and nice-to-have, and put on the agenda for the incoming Board to discuss in three weeks.This should be the basis of future decisions, and could be part of the MVSP.
    - A freeze on new consultancies and non-essential costs like travel is implemented up to April 21st until the MVP document provides clearer prioritization, to preserve funds.
    - The consultancy contract to replace staff on sick leave to be terminated by the end of June.
    -
- **Outreach:**
    - Secretariat to continue seeking partner country representation for the SOC and address the low enrollment in the Institutional Working Group.
    - Secretariat to support the SOC to begin its work.
    - New Board and secretariat to keep looking for members for the IWG.
    - Secretariat to continue dialogue with New Zealand and Australia regarding multi-year financing for capacity building.