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Implications of Minimum Viable Service Produce MVSP activation: Transition from Full Work Plan to MVSP

Following the Board decision to activate the Minimum Viable Service Product (MVSP), in its Ad hoc meeting held on the April 28th, 2026 the Board requested the Secretariat to prepare this note ahead of the Q2 meeting, to update Board members on the implication of this decision on work plan activities. The transition from the original 2026 Work Plan to the Minimum Viable Services Product (MVSP) reflects a significant budget contraction and a strategic shift toward safeguarding core operational functions, particularly infrastructure, personnel continuity, and essential governance.

- Original Work Plan total: ~$3.6M (USD 3.42 million IATI Core) - MSVP only applies to IATI Core.
- MVSP Work Plan total: ~$2.7M

ORIGINAL BUDGET				MVSP REVISED BUDGET			
Budget Item	**IATI Core**	**Non-Core**	**Total**	**Budget Item**	**IATI Core**	**Non-Core**	**Total**
Activities	3,085,331	171,898	3,257,229	Activities	2,510,589	171,898	2,682,487
Fees UNDP	212,785	13,752	226,537	Fees UNDP	167,834	13,752	181,586
Fees UNOPS	122,694	-	122,694	Fees UNOPS	99,674	-	99,674
Total	**3,420,810**	**185,650**	**3,606,460**	**Total**	**2,778,097**	**185,650**	**2,963,747**

This reduction has required systematic deprioritization of non-essential, externally facing, and higher-cost activities, especially those reliant on travel, events, and new programmatic expansion. The result is a more internally focused workplan, which prioritizes sustaining infrastructure, maintaining minimum staffing levels and preserving governance and institutional continuity. Programmatic activities, particularly at country level, policy engagement, and global advocacy have been significantly reduced.

The information below outlines the specific areas of deprioritization within each Strategic Priority area, along with the measures taken to mitigate resulting resource gaps, where possible.

I. Action Area A: Country Data Use and Capacity (Major Reduction in Scope)

Action Area A has undergone a substantial reduction in scope, shifting away from a direct engagement, country-focused delivery model toward more limited and remote engagement.

Cost Category	Funding Source	Original Budget	Revised Budget	Reductions
Consultancy (UNDP)	IATI Core	87,250	55,530	31,720
Consultancy (UNDP)	Non-Core	55,000	55,000	-
Personnel (UNDP)	IATI Core	189,222	148,270	40,952
Travel	IATI Core	59,600	-	59,600
Travel	Non-Core	76,898	-	76,898
Total	—	**467,970**	**258,800**	**209,170**

Detailed reductions are described below:

- Personnel: reduced Governance and Policy Specialist Support (April – December impact) resulting in an estimated overall cost reduction of 88,955 USD, and reduction in support through this function across multiple Action Areas. The activity level impact of this reduced capacity includes scaling back support for the work on the synthesis policy brief on country systems; IATI data integration into national systems; delivery of structured capacity support to national and local actors; document and respond to user feedback; publish feedback informed changes and coordinate and deliver targeted advocacy interventions in policy platforms (e.g. FfD Forum, UN DF, GPEDC High Level-Meeting).

- Consultancy support: Scaling back of consultancy inputs for both the planned regional workshop on data use and integration for PIF, SIDS, and SSC partners, and the development of the synthesis policy brief on country-level integration.
- Full suppression of travel budgets

Key deprioritized elements include:

- Elimination of regional workshops and in-person engagements, including:
- Pacific regional workshop (including all travel and logistics); On hold, unless earmarked resources are secured.
- A Middle East-Africa regional workshop to support technical integration of IATI data into national AIMS and digital coordination platforms; On hold and replaced by a virtual briefing to selected countries based on the Country data use.
- IATI - Lowy Institute regional workshop (virtual) on data use and integration for PIF, SIDS, and SSC partners; On hold
- Publication of a synthesis policy brief on country systems - IATI integration, highlighting key enablers, challenges, and lessons from country experiences; On hold.
- A new approach to provide structured capacity support to national and local actors, including government institutions, CSOs, and development partners, to strengthen their ability to access, analyze, and use IATI data; The new approach will be rolled out virtually only to a selected group of countries with the support of exiting consultant, for one round, in Q4.
- Track user feedback and capacity outcomes through data use post-training surveys, support-desk logs, and structured follow-ups, to assess improvements in IATI data use and identify actionable user insights.

Mitigation: Some of these gaps are expected to be partially offset through voluntary contributions from external partners, which are anticipated to support selected country data-use activities and travel-related components that have been removed from the core budget. Notwithstanding this, the main training is postponed until 2027.

II. Action Area B: Infrastructure and Data Systems (Protected but Optimized)

Action Area B remains a priority area, with core functions protected to ensure continuity of IATI's technical infrastructure. However, targeted reductions and efficiency measures have been applied to align with available resources.

Cost Category	Funding Source	Original Budget	Revised Budget	Reductions
Consultancy (UNDP)	IATI Core	15,000	-	15,000
Consultancy (UNDP)	Non-Core	40,000	40,000	-
IT Applications	IATI Core	208,800	131,250	77,550
Personnel (UNDP)	IATI Core	140,151	133,892	6,259
Travel	IATI Core	10,000	1,131	8,869
Service Contracts (ODS)	IATI Core	842,600	742,400	100,200
Total	—	**1,256,551**	**1,048,673**	**207,878**

Key deprioritized elements include:

- Reduction in infrastructure investment scale, as follows:
    - IT Applications/subscriptions have been scaled down significantly to cover only essential tools. Reduction in funding from Q2 onwards on support for IATI Publisher work.
- Removal of consultancy inputs for specialized work:
    - Elimination of state of data review research consultancy support (~$15K)
- Elimination of ODS travel for State of Data Reviews and follow-up dialogues ($10K)
- Reduction in service contracts and technical delivery capacity (~$100K decrease) – this reduction will affect work plan activities under B.3.1. These include:

- All improvements to the Datastore, d-Portal CDFD, and IATI Tables based on feedback and analytics are put on hold.
- The consolidation and refining of tool documentation and help content, ensuring clearer navigation and multilingual support; Introduce periodic "tool feedback campaigns" and in-tool surveys to identify friction points and priority improvements to be done at the beginning of July.

Core services and tools will continue to be delivered; however, the reduced resource envelope will affect the pace and breadth of work. Innovation, system enhancements, and proactive data quality improvements will proceed more slowly and with stricter prioritization.

Overall, this area remains strategically protected, but with a more constrained and efficiency-driven delivery model.

III. Action Area C: Advocacy, Partnerships, and Membership (Substantial Reduction)

Action Area C has shifted significantly from proactive external engagement toward a minimal, cost-contained communications and outreach approach. This reflects a strategic deprioritization of activities that depend on the Engagement Specialist role, travel, events, and external consultancy.

Cost Category	Funding Source	Original Budget	Revised Budget	Reductions
Consultancy (UNDP)	IATI Core	62,000	-	62,000
IT Applications	IATI Core	22,645	5,716	16,929
Other	IATI Core	33,500	-	33,500
Personnel (UNDP)	IATI Core	234,508	223,606	10,902
Travel	IATI Core	5,000	-	5,000
Total	—	**357,653**	**229,322**	**128,331**

Key deprioritized elements include:

- Removal of all major events and external engagement activities, including:
  - Side events, journalist workshops, and partnership convenings
- Elimination of Executive Director and outreach travel – some discretionary travel to be decided in consultation with the Board.
- Conversion of the planned Philanthropy sector forum/workshop, with target foundations and philanthropic organizations from in-person engagement, is significantly scaled down to a series of small online engagements.
- Scaling down of communications infrastructure to essential tools only (e.g., Mailchimp, domain services)
- Reduction in consultancy support (e.g., graphic design, external advisory services).
- Postponement of the revision of the IATI Engagement and Partnerships Strategy to align it with the IATI Strategic Plan 2026 – 2030, to 2027.
- Scaling back of planned publications, including the following:
  - At least four partnership-focused outputs (e.g., one-pagers, promotional materials)
  - A flagship report on data interoperability to promote IATI–FTS harmonisation, and the Bridging Data Systems for Financing for Development initiative under the Sevilla Platform for Action

These reductions significantly limit IATI's outward-facing work, including its ability to grow membership, build partnerships, and maintain visibility in global policy spaces.

Mitigation: The Secretariat is benefiting from the capacity of an externally sponsored intern to provide additional support for communications, outreach, and light partnership engagement. While limited in scope, this helps sustain a minimal level of activity and continuity in stakeholder engagement despite reduced resources.

The IATI Secretariat continues to leverage strategic partnerships to sustain a minimum level of advocacy and engagement despite reduced resources. In particular:

- **Saudi Fund for Development (SFD) engagement:** Collaboration with SFD supports continued outreach through targeted in-person engagement. This workshop is designed to strengthen the IATI–SFD partnership, advance SFD's pathway toward full IATI membership, and build the capacity of its policy and technical teams to publish meaningful IATI data.
- **High-level UNGA side event:** A high-level side event co-hosted by CAF – Development Bank of Latin America and the Caribbean and the International Aid Transparency Initiative (IATI), on the margins of the United Nations General Assembly High-Level Week 2026, will provide a key platform to maintain visibility, engage stakeholders, and position IATI within global policy discussions.

These targeted engagements help partially offset the reduction in broader advocacy, events, and partnership activities, though the results will be limited in scale compared to the original work plan.

IV. Action Area D: Policy Dialogue and Research (Near Elimination of Activities)

Action Area D has been largely deprioritized, with most programmatic activities suspended due to budget reductions. What remains is limited to minimal internal staff engagement without dedicated funding for outputs.

Cost Category	Funding Source	Original Budget	Revised Budget	Reductions
Personnel (UNDP)	IATI Core	137,637	120,564	17,073
Print/Publications	IATI Core	10,000	-	10,000
Travel	IATI Core	30,000	-	30,000
Total	—	**177,637**	**120,564**	**57,073**

Key deprioritized elements include:

- Full removal of the $30,000 budget on travel related to global policy processes and events (e.g. Global Data Festival, and World Data Forum) results in no in-person participation, limiting IATI's ability to contribute to global policy discussions. For the World Data Forum; discretionary requests might be sought from the Board where strategic alignment is clear.
- Full removal of research and publication budgets.
- Suspension of partnership development with research institutions.
- Personnel reduction: the Governance and Policy Specialist played a key role in linking technical delivery to policy processes and supporting research and dialogue activities. The reduction affects the Secretariat's capacity to support structured national and subnational policy dialogues, consultations, and sector reviews where IATI data is applied, as well as the development and publication of thematic and country-level insight products demonstrating the use of IATI data.

Mitigation: The Secretariat is currently working with the EU on an amendment to its contribution agreement to reprogramme funding for the EU workshops, data quality dashboard and country dialogues. This would help offset the proposed reduction under this strategic priority.

Consequently, work under this area is now confined almost entirely to internal staff time, resulting in the loss of structured policy dialogue facilitation, contributions to global policy processes, and production of research and knowledge products.

Overall, Action Area D is effectively paused as an active programmatic area.

V. Institutional Performance (Protected Core with Select Efficiency Cuts)

Institutional Performance remains the operational backbone of the Secretariat and has been largely protected to ensure continuity of governance, financial management, and administrative systems. Adjustments in this area are primarily focused on efficiency gains rather than scope reduction.

Cost Category	Funding Source	Original Budget	Revised Budget	Reductions
Consultancy (UNOPS)	IATI Core	16,617	6,290	10,327
Consultancy (UNDP)	IATI Core	52,944	22,944	30,000
Personnel (UNDP)	IATI Core	518,959	512,629	6,330
Personnel (UNOPS)	IATI Core	338,898	338,898	-
Support Services	IATI Core	70,000	73,760	-3,760
Total	—	**997,418**	**954,521**	**42,897**

Key adjustments include:

- Selective reduction or suspension of consultancy support ($40,327): These reductions are related to consultancy support and interpretation services to be provided in multi-stakeholder meetings such as the MA. The consultancy service envisaged through core resources is now moved to non-core through the support of the EU.

Mitigation: The Secretariat is pursuing an amendment to the EU agreement that includes dedicated funding for the technology infrastructure roadmap consultancy.

Despite these adjustments, core functions are maintained, including governance support, financial reporting, and operational management systems. Overall, this area ensures that the Secretariat retains the institutional capacity required to deliver the MVSP, even as programmatic scope across other action areas has been reduced.

Conclusion

The revised 2026 work plan prioritizes essential operations and core infrastructure under the MVSP. Non-critical activities, particularly travel, workshops, and new initiatives have been paused or shifted online.

This approach maintains continuity of key systems, governance, and standard-setting, but reduces delivery in country engagement, capacity building, and outreach. The main risks relate to reduced delivery, visibility, and resourcing: progress on country engagement and policy influence may slow; lower external engagement may affect IATI's visibility and stakeholder confidence; staff constraints increase pressure on core teams; and delays in securing non-core funding may prolong the suspension of key activities.

To mitigate these impacts, efforts are underway to mobilize additional funding through partnerships and targeted engagement, with the aim of restoring priority activities as resources become available. Board guidance is needed to confirm priorities, manage these risks, and support resource mobilization efforts.