

Strategic Directions for IATI 2026-2030

Making Transparency Work for People and Planet

Working Draft for IATI Member Consultations, July 2025

Executive Summary

The *Strategic Directions for IATI 2026–2030* sets out a bold and necessary evolution for the International Aid Transparency Initiative (IATI). In a time of rapidly changing development finance, shrinking aid budgets, expanding climate and private investment, and rising demands for accountability, IATI must transform from a data publishing platform into a dynamic, global evidence base for transparency and action.

This strategy is the product of a rigorous, inclusive, and globally engaged consultation process. It responds directly to stakeholder expectations, independent evaluations, shifting political landscapes, and the urgent need to ensure development cooperation is transparent, effective, and people-centred.

IATI's vision is renewed: to build a world where transparency in international cooperation strengthens mutual accountability and enables better outcomes for people and the planet. Its mission is clear: to champion transparency and accountability through better data, more usable systems, and more meaningful support for decision-making and policy.

To achieve this, IATI will focus on two core 2030 Outcomes:

1. **Enhanced Data Use:** Systematically enhanced data use by all stakeholders fosters transparency, accountability and effectiveness at local and national level and beyond.
2. **More Accountable And Effective International Cooperation:** An open, trusted, comprehensive, dynamic and usable evidence base that informs more transparent, accountable and effective international cooperation.

These outcomes will be advanced through four interlinked Action Areas:

- A. **Strengthening country data-use systems**
- B. **Enhancing IATI infrastructure to increase quality and usability of data across systems**
- C. **Championing transparency and accountability for effective cooperation**
- D. **Promoting the use of IATI data to inform policy dialogues**

IATI's renewed value proposition emphasizes not only openness and data quality, but relevance, usability, and shared ownership. Positioned the engine for accountability and effectiveness for international cooperation, IATI will support governments, civil society, multilateral institutions, and investors to coordinate more effectively and build trust through better information.

This strategic plan also introduces a roadmap for institutional, technical, and financial transformation, underpinned by a comprehensive Results Framework and a new partnership model. Embedded within the UNDP Sustainable Development Hub, IATI will leverage this position to align with the SDGs and broader UN priorities, enabling deeper engagement at country level and across the financing landscape

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Introduction

This document presents the strategic direction of the IATI Strategic Plan for the period 2026–2030. Building on an earlier review and discussion by the IATI Governing Board, it provides a framework to guide the development of the final strategy through continued engagement with the IATI Membership, community, partners and stakeholders. The content reflects extensive consultations already undertaken with stakeholders across the IATI community and external experts, and should be considered a synthesis of the insights gathered to date.

This outline is not a standalone document and should be read in conjunction with the IATI Vision Paper and earlier analyses of the evolving global development finance landscape. Together, these documents aim to inform strategic choices in light of current opportunities and challenges, and to facilitate a shared understanding of IATI’s direction over the next five years. The objective is to ensure that the final strategic plan is both ambitious and grounded in the needs and realities of IATI’s diverse members and users.

Building on an in-depth and inclusive consultation process

Starting in November 2024, IATI has led a multi-phase consultation process to co-create the foundations for its Strategic Plan 2026–2030. This included in-person strategic planning workshops in Nairobi and Abidjan, a 2030 visioning session with members, global online consultations hosted across thematic rooms, varied bilateral meetings, and a structured deep-dive interview series. Together, these captured inputs from a globally diverse group of stakeholders from across IATI Membership and beyond —government officials, donors, civil society, technical experts, and private sector representatives—providing a rich evidence base for the design of IATI’s next phase.



Rationale for IATI's Strategic Directions

This Strategic Directions paper sets out IATI's priorities and evolution for 2026–2030. It responds to a fast-changing global environment, growing stakeholder demand, and a critical need for IATI to become more focused, responsive, and impactful.

Five core criteria have shaped this strategy:

1. **Responding to a changing global landscape**

Development finance is becoming more complex. Traditional aid is declining, while south-south flows, and private flows are growing—but often poorly coordinated and difficult to track. At the same time, new technologies like AI are transforming how data is produced, verified and used, while overlapping crises—from climate to conflict—demand faster, better decisions. IATI must adapt to this context and position itself as a trusted, usable, and open source of development cooperation data.

2. **Evolving IATI's model and mission**

This strategy builds on the lessons of the 2020–2025 plan at the same time reflects the need for bold change. IATI must move beyond a narrow focus on publishing data toward more strategically enabling its use—supporting accountability, policy dialogue, and smarter coordination. That means modernizing the IATI Standard, investing in usability, and reorienting services and data toward what users need most.

3. **Meeting partner demands and closing the usability gap**

Stakeholders consistently call for better, more usable, and more integrated data. IATI must focus on enabling that, especially in partner countries—through capacity-building, targeted services, and stronger alignment with planning, budgeting, and monitoring and mutual accountability systems. Stakeholders want IATI to help them see the full picture of who is financing what, where, and with what results.

4. **Leveraging IATI's unique value**

As a multistakeholder initiative with an open data standard, broad publisher base, and strong normative mandate, IATI is uniquely positioned to convene and connect the global development community. But its impact depends on renewing its business model, strengthening governance, and clearly positioning itself as a global digital public good that delivers value through transparency and usability.

5. **Aligning with global agendas and cooperation systems**

IATI must support and complement wider efforts to improve cooperation, including the 2030 Agenda, the Pact for the Future, reforms to financial architecture, and open-data initiatives. To stay relevant, IATI must be both neutral and connected: working alongside partners across government, civil society, philanthropy, research and the private sector.

Taken together, these drivers point to a simple but powerful strategic shift: **IATI must evolve from being primarily a data repository to becoming a driver of data use and accountability.** This requires focus, clarity, and investment—not just in tools, but in capacity building, partnerships, usability, and outcomes. With the right strategy, IATI can help build a more transparent, coordinated, and effective development cooperation system—one that delivers for people and the planet.

The urgency to deepen and broaden open data

Context analysis

Since IATI's founding in 2008, the global development finance landscape has transformed. Traditional aid is under pressure, with major donor governments cutting budgets—official development assistance (ODA) fell 7.1% in 2024 and could drop further. Donor Tracker estimates that ODA from the 17 largest donors will drop by about \$39.8 billion in 2025 compared to 2023 levels. The two largest donors, the United States and Germany, account for much of this decline, with reductions expected in at least a dozen other countries including France and the UK.



Several factors are driving these cuts: domestic budget constraints, shifting political priorities, and the tapering off of one-time crisis expenditures. Many donor governments face post-pandemic debt and deficits, and some have chosen to redirect funds from aid to domestic needs or other sectors (like defence and refugee resettlement).

This decline threatens progress in poverty reduction and humanitarian response. At the same time, sustainable finance is rapidly growing. With over \$30 trillion invested globally in assets aligned with Environmental, Social and Governance (ESG) goals and Sustainable Development Goals (SDG) by 2022, private capital for sustainable development now far exceeds aid flows. Yet, investors face major data gaps: 71% cite inconsistent and unavailable data as their top challenge, highlighting a clear role for IATI in filling this void.

The shift from “billions to trillions” in SDG financing requires blending aid with vast private and domestic resources. Despite global initiatives, actual private co-financing remains well below the required scale, especially in low-income countries.

To unlock and coordinate these diverse funding streams, data transparency is essential. IATI has expanded to over 1,700 publishers, offering open data from a range of actors beyond traditional donors. However, coverage gaps and limited private sector data remain. Moving forward, IATI must evolve to provide a comprehensive, integrated view of all development finance flows.

Key Opportunities and Challenges of the global context

Opportunities:



Rising demand for transparency: Governments, donors, civil society, and investors are seeking more reliable, standardized data to track financial flows and measure impact—an area where IATI is well-positioned to lead.

Digital Transformation: AI, and automation offer powerful tools for enhancing financial tracking, verification, predictive analytics, and real-time reporting.

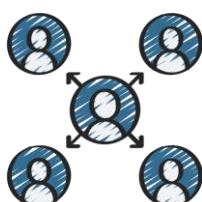
Growth in climate and sustainable finance: With ESG investments surpassing \$30 trillion and climate finance over \$100 billion annually, there is a clear need for credible, cross-cutting data platforms like IATI to support transparency and decision-making.



Increased private sector engagement: The expansion of blended finance and impact investing presents an opportunity for IATI to engage new stakeholders and adapt its standards for broader use.

Alignment with global policy frameworks: The SDGs, Paris Agreement, and Addis Ababa Action Agenda, Financing for Development (FFD4) reinforce the importance of unified, open data standards for resource tracking and accountability.

Filling coordination gaps: As global coordination becomes more decentralized, IATI



can step in to provide a shared framework for integrating public and private finance flows across development actors.

Challenges:



Shrinking aid budgets: ODA fell by 7.1% in 2024 and may decline further, putting pressure on IATI's core donor base and limiting data coverage from traditional sources.

Geopolitical and economic instability: Rising nationalism, economic stress, and shifting donor priorities may deprioritize transparency and international cooperation.

Reluctance to disclose data:

Some governments and private entities may resist reporting due to concerns over sovereignty, competitiveness, or compliance burdens.



Fragmentation of reporting systems: Without strong incentives for harmonization, competing platforms and standards could weaken adoption of IATI's framework.

Underutilization by private finance actors: If IATI does not effectively adapt to include non-traditional finance flows, it risks being sidelined as global development finance moves beyond traditional aid models.



The current state of IATI

Organizational Analysis

According to the independent evaluation of the period 2020-2025, IATI has mixed results in achieving its objectives. While IATI is trusted by its core users and appreciated for being an independent, multi-stakeholder platform, many funders and members find it too inward-looking and not strategic enough. A growing number of stakeholders are pushing to sharpen the strategic value proposition of IATI, increased external visibility, enhancing advocacy, and to make IATI Standard fit for purpose. IATI needs high-level champions, both within the UN system and within a wider membership base which is critical for its influence and capacity to grow.



Recognition in the FFD4 Seville Commitment

In June 2025, IATI was recognised in the final draft text of the Outcome Document of the Fourth International Conference on Financing for Development, or *Compromiso de Sevilla*, in Section I.C. International development cooperation and development effectiveness:



*“To strengthen development cooperation architectures at both national and global levels... We will foster synergies across existing platforms and forums, including through a revitalized Development Cooperation Forum that deepens exchanges among and between all relevant actors to promote global knowledge sharing and learning; enhance coherence, effectiveness, accountability and impact of development cooperation; and give policy guidance and recommendations, including by drawing on country reporting of data on SDG 17.3.1 as agreed by the United Nations Statistical Commission. Through the revitalized DCF, we... also take note of the work of the **International Aid Transparency Initiative (IATI) in fostering transparency of development cooperation.**”*

- Para 40(d)(iv)

Additionally, in Section III. Data, monitoring and follow up, there is a commitment to promote open, interoperable data platforms and standards.

*“To further strengthen interoperability of data and statistical frameworks for sustainable development, accessibility and innovation... **We encourage the promotion of open, interoperable data platforms and standards to improve data sharing and accessibility, addressing challenges for developing countries, while respecting privacy and data protection in accordance with national rules and legislation.**”*

- Para 64(c)

These references in the FfD4 Outcome Document are highly significant for IATI and the implementation of its Strategic Plan 2026–2030. First, the explicit mention of IATI in **Paragraph 40(d)(iv)** affirms IATI’s continued relevance and legitimacy within the evolving global development cooperation architecture. It situates IATI as a recognized contributor to strengthening transparency and accountability in development cooperation and positions it within the context of a revitalized



Development Cooperation Forum (DCF), a key platform for policy dialogue and guidance under the UN system. This aligns directly with IATI’s strategic aim to enhance its role as a global digital public good that informs and connects decision-makers and stakeholders across the development ecosystem.

Second, the reference in **Paragraph 64(c)** reinforces IATI’s strategic direction toward **interoperability, usability, and openness** of data systems. The call to promote “open, interoperable data platforms and standards” directly supports IATI’s investments in improving its technical architecture, simplifying the IATI Standard, and enabling more meaningful integration with country systems and other data standards within the wider data ecosystem. It also provides an important intergovernmental mandate that IATI can leverage to strengthen partnerships, mobilize resources, and align its services with country-led and multilateral efforts to improve data sharing, access, and impact, especially for developing countries. Together, these references provide both political affirmation and strategic alignment for IATI’s mission and transformation agenda.



Stakeholder insights on IATI’s future

Across workshops, online consultations, and bilateral meetings, stakeholders voiced strong support for IATI’s core mission of transparency but emphasized that the initiative must **urgently evolve to**



remain relevant and effective. Stakeholders think IATI should build upon its foundations as a trusted, open data standard, but go beyond the compliance-driven incentive structure of its launch. This means IATI’s engagement model must mature into a more complex, dynamic and inclusive set of value propositions that generates more useful and higher quality open data publishing at greater scale. IATI’s community needs a more proactive and responsive initiative that connects diverse actors and drives a mutually beneficial accountability ecosystem and data-powered development cooperation.

Evolving role and relevance

Participants widely agreed that IATI must move beyond a passive role as a data standard that merely allows publishing of data using its infrastructure. It should become a more strategic platform within this wider ecosystem of actors —actively promoting data use, enabling partnerships, and supporting decision-making across development and humanitarian finance. There is growing pressure for IATI to expand its scope to cover new and emerging flows: sustainability-aligned private flows, and emerging financing mechanisms such as tokenized finance and social impact bonds. This demands a dynamic data standard and engagement.



Data quality and use



While IATI’s data is valued for its timeliness and detail, usability and consistency remain a work in progress. Stakeholders stressed the need for improved traceability, subnational disaggregation, and clearer standards for measuring data quality. AI and geo-referenced data were identified as tools that could enhance verification of IATI data as well as enabling IATI to generate much needed insights for decision-making—but only if systems are interoperable and user needs are prioritized.

Deepening country partnerships and local engagement

Many stakeholders emphasized that IATI must deepen its country-level engagements and actively collaborate with national governments, international NGOs, local and national civil society organizations (CSOs), and other actors to ensure that data supports real-world coordination, planning, and oversight needs. In particular, partner countries, especially across Africa, have consistently called for more hands-on support in integrating IATI data into national systems, policy frameworks, and coordination mechanisms. This includes aligning data with country budgets, enhancing the visibility of external resources, and ensuring that data is timely, usable, and trusted by national stakeholders.

Local and national CSOs play a critical role in advocating for inclusive development, monitoring public spending, and participating in democratic oversight processes such as citizen budgets, social audits, and national consultations. These organizations need independent access to disaggregated, granular, and contextually relevant data to enable practical mutual accountability between governments, development partners and the populations that should benefit from development cooperation, and to support meaningful public engagement in policy processes. IATI’s renewed value proposition includes tailored support to strengthen these actors’ capacity to access, interpret, and use IATI data—not only as technical users but as active participants in accountability ecosystems. This includes supporting open data literacy, co-creating easy to access and use tools and

visualizations, and supporting civic actors to use data in community mobilization, budget engagement, and shadow reporting initiatives.

By investing in these partnerships and ensuring IATI's data is accessible, interpretable, and connected to local policy priorities, IATI can strengthen its contribution to mutual accountability and inclusive governance. This also reinforces the normative principle that transparency should empower those most affected by development decisions—not just those making them. As IATI expands its reach, it will ensure that country-level CSOs and NGOs are not only data users or distributed nodes of development implementation chains, but of essential co-creators of development impact, with vital roles in shaping how transparency serves development effectiveness from the ground up.



Vision and ambition

There was a consensus that IATI's current vision and mission needs updating. Stakeholders want more ambitious, inspiring statements that emphasize impact, accountability, and collaboration—not just transparency for its own value. IATI should invest in advocacy and communications to increase visibility and champion the value of transparency, especially to new funders and data users.



Infrastructure and capacity

IATI's technical infrastructure is seen as a major asset, but stakeholders warn that maintaining, upgrading and scaling it requires sustainable resourcing to enhance its usability and use to connect diverse data ecosystems. Data-use capacity building—particularly in developing countries—was frequently cited as essential to unlocking data use, across human capacities, technical infrastructure and tools, and enabling policies.



Summary: IATI’s strengths and weaknesses

IATI possesses a strong foundation in development cooperation transparency, built on over a decade of global leadership in data standardization. However, as it confronts a more complex and competitive landscape, it must address critical internal weaknesses and existential financial risks to remain relevant and impactful.

IATI’s Strengths	IATI’s Weaknesses
<p>Established credibility: IATI is globally recognized as a trusted source for aid and development and humanitarian finance transparency, with a growing publisher base and data on over 150,000 activities.</p> <p>Technological progress: Investments in real-time tracking, and improved usability of platforms like the Country Development Finance Tool have boosted its digital relevance, especially for partner countries. Investment in AI tools to further enhance generation of insights using IATI data has significant potential.</p> <p>Multistakeholder governance: IATI’s inclusive governance model fosters collaboration across governments, civil society, and multilateral actors, reinforcing its legitimacy.</p> <p>Timely, granular data: IATI’s data offers high granularity and real-time updates, complementing slower, aggregate platforms like OECD’s CRS and TOSSD systems.</p> <p>Capacity building and technical support: Training and support programs have helped strengthen data literacy and system use, particularly in African partner countries.</p>	<p>Growing financial challenge: IATI faces a looming financial challenge under current business models. Membership contributions have not kept pace with inflation and the challenging aid landscape made it difficult to raise funds.</p> <p>Limited data use and visibility: Despite technical improvements, IATI remains poorly known and underutilized outside its core community. Use among partner countries and the media is uneven.</p> <p>Stagnant standard and limited relevance to new finance: The IATI Standard has not been updated in years. It cannot accommodate emerging priorities like south-south cooperation flows, blended finance, sustainability finance or private sector flows, risking obsolescence.</p> <p>Perceived complexity: Smaller organizations find the IATI Standard overly technical and difficult to navigate, reducing participation and data completeness.</p> <p>Under-leveraged membership and partnerships: IATI has not fully mobilized its broad membership for advocacy or visibility, and strategic partnerships remain ad hoc rather than systematic.</p> <p>Missed strategic positioning: IATI has struggled to assert itself in global policy and advocacy arenas. Without greater outreach, it risks becoming sidelined by newer, more dynamic initiatives.</p>

Renewing IATI's vision and mission

As a multi-stakeholder initiative, IATI is uniquely positioned to bridge the gap between traditional aid systems and the rapidly growing and changing development cooperation space.

By expanding its role to include data on other flows (going beyond traditional aid)—including emerging south-south cooperation flows, blended finances, private flows including ESG investments, and impact investments progressively—IATI can become the key player in the open data ecosystem that could full fill the needs of all stakeholders including donors, developing countries governments, emerging countries, civil society, philanthropic organisations and private investors.

Failing to act risks IATI becoming outdated, while new, proprietary, or fragmented data tools fill the gap. The moment calls for IATI to build upon its well-established compliance and normative incentives and add to these more deliberate and strategic incentives for the use of IATI data to strengthen mutual accountability, practical and dynamic data usage, and effective sustainable development cooperation. To meet this moment, IATI must generate new value as a facilitator where data supply can scale and improve to meet the growing demand for trusted, quality, relevant and integrated insights on sustainable development finance.

Renewed vision

IATI's current vision states:

“Transparent, good quality information on development resources and results is available and used by all stakeholder groups to help achieve sustainable development outcomes.”

A focus on contributing to sustainable development outcomes must remain fundamental to IATI's purpose. However, it is important to also capture the added value that transparency uniquely enables in improving those outcomes.

We propose strengthening this vision statement to emphasize why and how transparency is essential for more effective real-world impact. Our experience has shown that while providing an open data standard and sound technical infrastructure is a vital baseline, this approach alone is insufficient to realise this potential.

This refreshed vision can help to raise IATI's ambition to play a more proactive role in leading a next generation transparency movement within international cooperation – one that is necessary for generating greater mutual accountability, cooperation and the systematic use of evidence through the principles and actions of transparency.

IATI's refreshed vision will state:

“IATI helps build a world where transparency in international cooperation strengthens mutual accountability and use of valuable evidence to generate better outcomes for people and the planet.”

2030 Outcome Areas

The above is a perennial vision for IATI, that we believe essentially will continue as IATI's north star long beyond this strategic planning period. For this coming Strategic Planning Period 2026-2030, there are two key *Outcome* areas that IATI will focus its efforts to ensure it is focused on maximising its support to this wider ecosystem of change: IATI's unique contribution towards advancing the world towards this vision by 2030.

2030 Outcome 1: ENHANCED DATA USE

Systematically enhanced data use by all stakeholders fosters transparency, accountability and effectiveness at local and national level and beyond.



2030 Outcome 2: MORE ACCOUNTABLE AND EFFECTIVE INTERNATIONAL COOPERATION

An open, trusted, comprehensive, dynamic and usable evidence base informs more transparent, accountable and effective international cooperation.



Renewed mission

IATI can neither realise this vision nor these two core Outcomes alone. Their achievement depends on the actions and roles of many across a wide ecosystem of information publishing, use and collaboration. To ensure IATI fulfils its own roles and mandate in being an engine of change through this wider ecosystem, it is also reframing its own core mission.

IATI's current mission states:

"The IATI community works together to 1) ensure transparency of data on development resources and results; 2) ensure the quality of IATI data is continually improved and responds to the needs of all stakeholders and 3) facilitate access to effective tools and support so that IATI data contributes to the achievement of sustainable development outcomes."

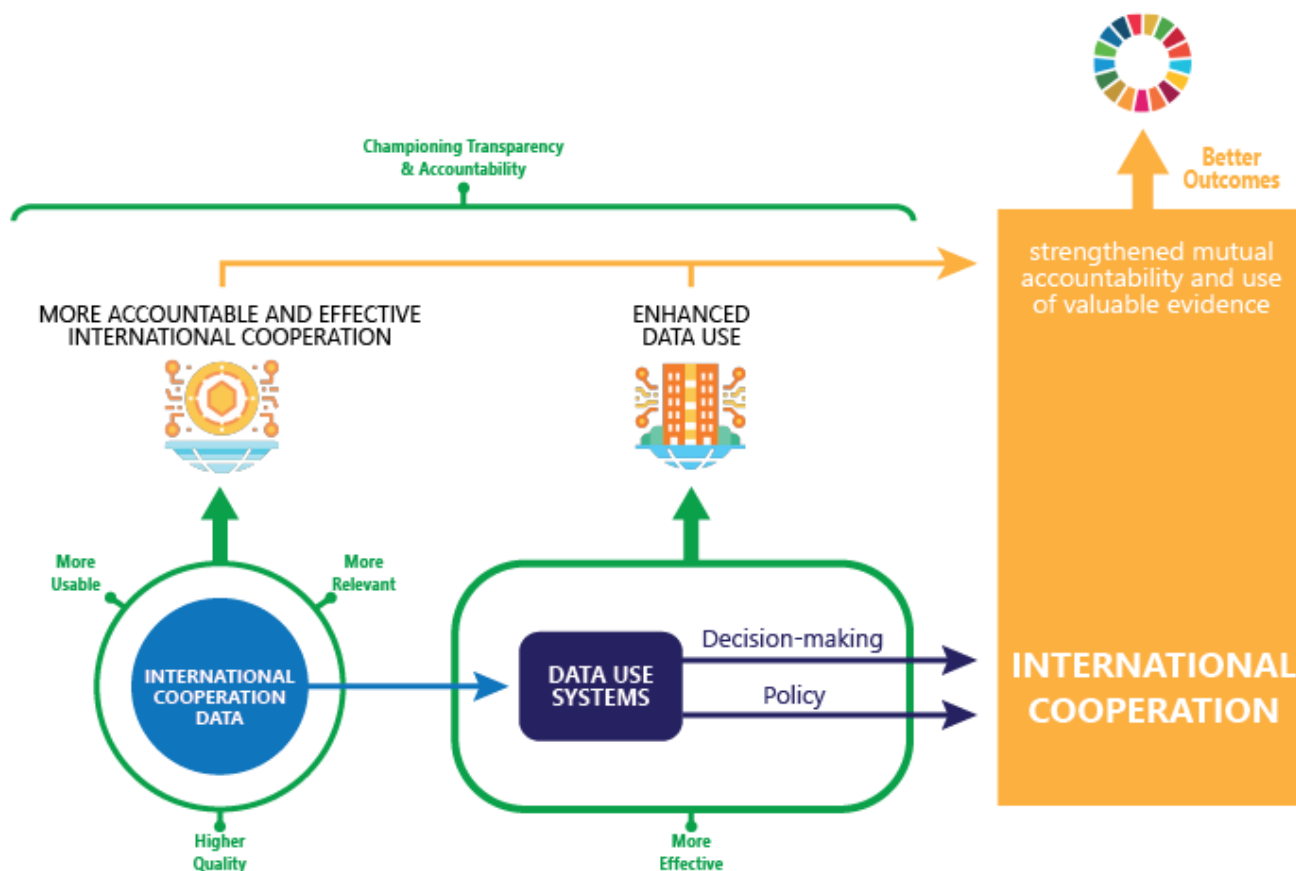
This mission statement covers the vital aspects of IATI's mandate and work, however, it is framed in a way that has external dependencies on stakeholders that are not clearly within the 'IATI community'. IATI Members should have commitments to ensure transparent publishing that is responsive to stakeholder needs, and IATI as a membership-based initiative should be collectively more proactive in championing those commitments and expanding the movement and membership. Facilitating access alone has in practice fallen short of stimulating the levels of engagement and impact necessary to realise IATI's vision. IATI should be explicitly committed to continuous improvement of usability and relevance and, across country- to global-levels, strengthening data-use systems and enabling the use of IATI data to inform policy spaces and decision-making.

IATI's new mission will state:

"IATI champions transparency and accountability through more usable, relevant and higher quality data and more effective data-use systems, decision-making and policies that contribute to international cooperation."

IATI 2026-2030 Theory of Change

Together, IATI's Vision, 2030 Outcome Areas, and Mission are the basis for a renewed theory of change for 2026-2030. By championing transparency and accountability, IATI can help enhance the use of data for more accountable and effective international cooperation, enabling better outcomes and advancing the 2030 Agenda.



Mission

IATI champions transparency and accountability through more usable, relevant and higher quality data and more effective data-use systems, decision-making and policies that contribute to international cooperation.

Vision

IATI helps build a world where transparency in international cooperation strengthens mutual accountability and use of valuable evidence to generate better outcomes for people and the planet.

Action Areas for 2026-2030

To pursue this mission during the strategic planning period 2026-2030, IATI's work will be organised across four Action Areas. These interrelated areas of work will collectively contribute to the realisation of this mission during what is expected to be a uniquely challenging and uncertain period for international cooperation. These Action Areas embody IATI's medium-term priorities that will ensure it stays focused on advancing its mission, maximising its contribution towards its vision and Outcome Areas, and provide a practical organising framework for its work planning and results tracking throughout this strategic planning period.

These four Action Areas are:

A. Strengthening country data-use systems through IATI data



B. Enhancing IATI infrastructure to increase quality and usability of data across systems



C. Championing transparency and accountability for effective cooperation



D. Promoting the use of IATI data to inform policy dialogues



A. Strengthening country data-use systems through IATI data

IATI will support the use of IATI data in country systems, through improved tools and capacities that enable mutual accountability across and between governments, civil society, development partners, and donors. IATI will concentrate on deepening engagement in select countries where IATI can have the most impact, while continuing to provide baseline services to all members globally. Strengthen systems that will help stakeholders generate evidence for country-level processes, such as national budgets, parliamentary review, development cooperation reports, public finance scrutiny, and national accountability forums. By embedding IATI data within national decision-making processes, IATI will transform transparency from an abstract ideal into a practical, empowering resource.



- **System integrations:** Fostering long-term partnerships, sustained capacity-building initiatives, and creating scalable models to integrate IATI data into development planning, budgeting, and monitoring systems.
- **Human capacities:** Building capacity for IATI data use across local-national level stakeholders through training and tools.
- **Country policy support:** Supporting the improvement of policy and enabling environments for data use
- **Community exchange:** Enabling communities of IATI data-use practitioners for peer-to-peer learning and exchange of good and transferable practices.
- **Data-use feedback:** Facilitating engagement between data publishers and providers to create more seamless, effective and dynamic feedback loops that can generate continuous and iterative improvements across the data value chain.

B. Enhancing IATI Infrastructure to increase quality and usability of data



Streamlining and modernizing IATI's publishing and data ingestion tools, making it simpler, faster, and more intuitive, will enable stakeholders to publish and access high-quality data more easily and directly. In an increasingly fragmented open data ecosystem, interoperability is key to ensuring that IATI data effortlessly interfaces with existing reporting and publishing frameworks widely used by governments, donors, civil society organizations, and private sector entities. The IATI Standard will be further strengthened, ensuring it remains responsive, easy to adopt, and compatible with emerging global data-sharing initiatives. By doing so, IATI will facilitate smoother and more efficient data integration and exchange across diverse platforms, significantly enhancing the practical utility of the data for users at all levels.

- **Standard custodianship:** Strengthening the IATI Standard, expanding to capture more relevant flows, and improve interoperability across data systems (e.g. with UNCTAD and TOSSD)
- **Core publishing tools:** Streamlining the core IATI publishing and data ingestion tools.
- **Customised publishing:** Expanding integrations with development partners' own reporting and publishing systems to allow more seamless ingestion into IATI data.

- **Global data use tools:** Provide policy and practitioner-level facing, user-friendly, open digital tools and dashboards
- **Continuous improvement:**
 - **User Interfaces:** Drive learning, innovation, and evidence-based improvement in IATI's digital services accessible by publishers and data users.
 - **Backend:** Strengthen and maintain a scalable, AI-ready, and standards-aligned data infrastructure that integrates IATI data with national, global, and sectoral data-use systems
- **State of the Data report:** Analysis, recommendations and recognition of high quality and usable data publishing.

C. Championing transparency and accountability for development effectiveness



IATI will proactively champion transparency and accountability as critical drivers of more effective development cooperation and humanitarian action. By demonstrating transparency's practical value, we will foster greater understanding of how open, accessible data directly improves policymaking, resource allocation, and results on the ground. We will actively promote and grow the global transparency movement, positioning IATI prominently as a global digital public good: a trusted and indispensable resource that strengthens collaboration and accountability worldwide. Mobilizing targeted investments in transparency is essential; we will therefore provide clear opportunities for voluntary contributions and strategic partnerships through IATI, particularly to enhance capacities within developing countries and support public goods, and celebrate efforts, achievements and innovations in advancing transparency across our community. We will strategically expand and diversify IATI's membership, bringing new voices and perspectives into our community. We commit to strengthening our convening role by providing inclusive spaces for dialogue, collaboration, and collective action. Through these combined efforts, IATI will not only amplify global commitment to transparency but will ensure transparency delivers tangible, sustained outcomes that benefit people and the planet.

- **Strategic partnerships:** Demonstrating the value of transparency for effective development and humanitarian cooperation through inclusive and effective coordination with key stakeholders (e.g. GAFS dashboard), and diverse civil society and advocacy organizations, new private sector, philanthropy and media organizations engaging in the space (e.g. PWYF, TAP Network, Candid, Accountability Lab...).
- **Recognising transparency:** Celebrating and recognizing transparency commitments and actions of development partners, promoting visibility of achievements and impact enabled by open data publishing.
- **Global positioning:** Positioning IATI open data standard and tools as global digital public goods.
- **Promoting country capacities:** Advocating for investments in data and statistical infrastructure, public goods and open governance that can generate value from IATI data.

- **Investment opportunities:** Providing pipelines for voluntary contributions and project partnership opportunities for development partners’ aligned priority areas through IATI.
- **Membership development:** Expanding and diversifying IATI’s membership and community.
- **Community development:** Strengthening IATI’s community and convening spaces for peer learnings.
- **Transparency impact metrics:** Support research into metrics and methodologies for measuring attribution and contribution of transparency to international cooperation impact.

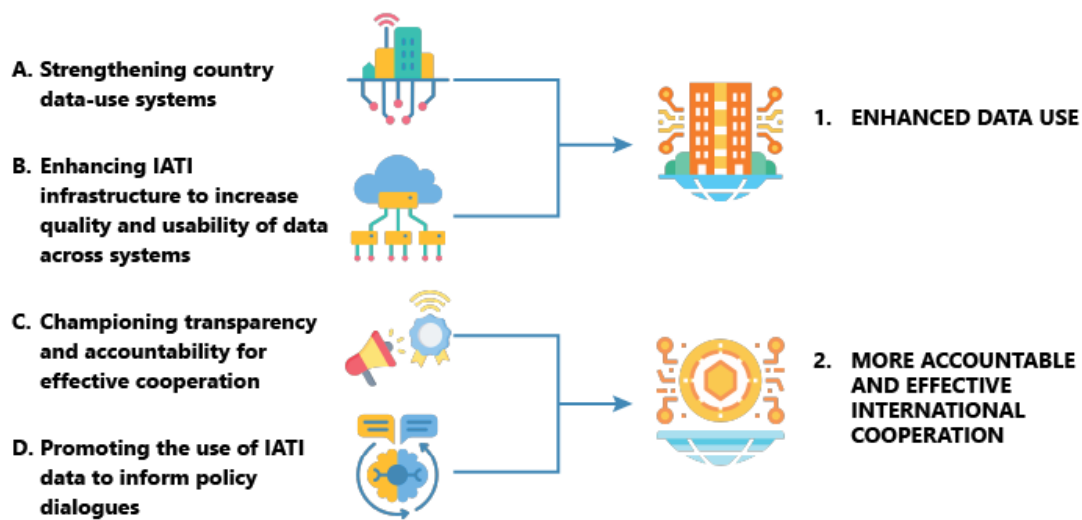
D. Promoting the use of IATI data to inform policy dialogues



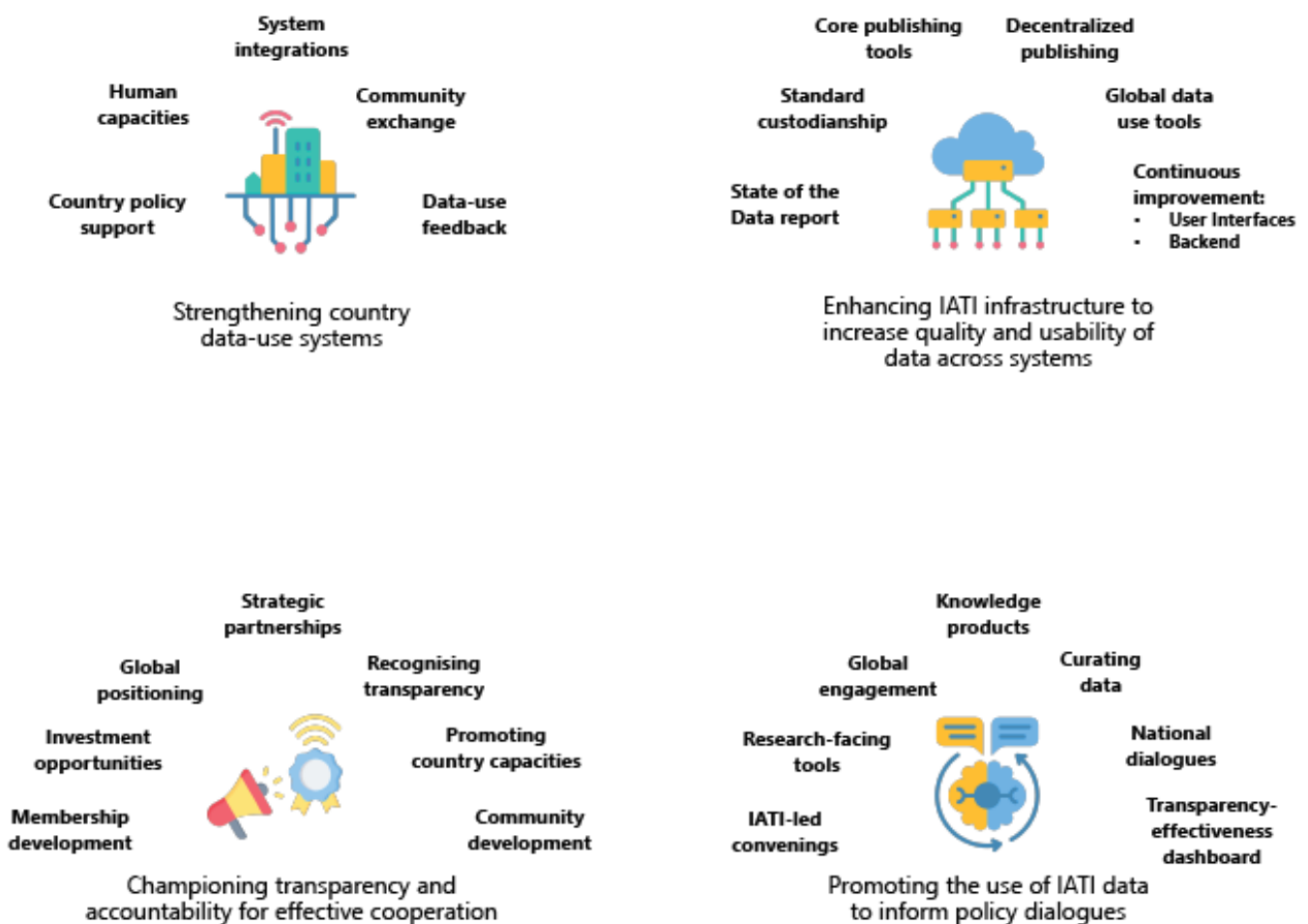
Recognizing that governments, civil society organizations, and other stakeholders often face challenges in translating data into actionable insights. This goal seeks to close that gap by positioning IATI not just as a data standard, but as a **contributor to and facilitator of research and policy dialogue**—one that makes development finance information relevant, practical, and empowering for national stakeholders. This approach embodies the principle of “data as dialogue”—recognizing that data quality is a dynamic concept which will continue to evolve.

- **Global engagement:** Engaging in global and high-level level process including the Development Cooperation Forum, as recognized in the FfD4 Seville Consensus (also, HLPF, FFD follow up, Climate COPs, global accountability frameworks)
- **National dialogues:** Prioritizing national engagement where IATI data can have the most impact, such as through national policy ‘[action dialogues](#)’, and sector specific forums and publications, country level multi-stakeholder processes.
- **Research-facing tools:** Curating and providing specialist data and tools for research, academia and policy spaces (e.g. GAFS land indigenous governance)
- **Knowledge products:** Demonstrating IATI data value through generating policy-relevant analysis, narratives, and insight products that increase the use and impact of IATI data and contextualized with other data sets.
- **IATI-led convenings:** Convening IATI membership and wider community into substantive thematic and regional dialogues on key insights and analysis from IATI data.
- **Curating data:** Proactively engaging with diverse policy and technical dialogues (such as GPEDC Seville Platform for Action pact, World Bank, UNCTs) by curating and providing relevant, timely and trusted data, evidence and insights.

Action Areas for 2026-2030 and 2030 Outcome Areas



Activities for each Action Area

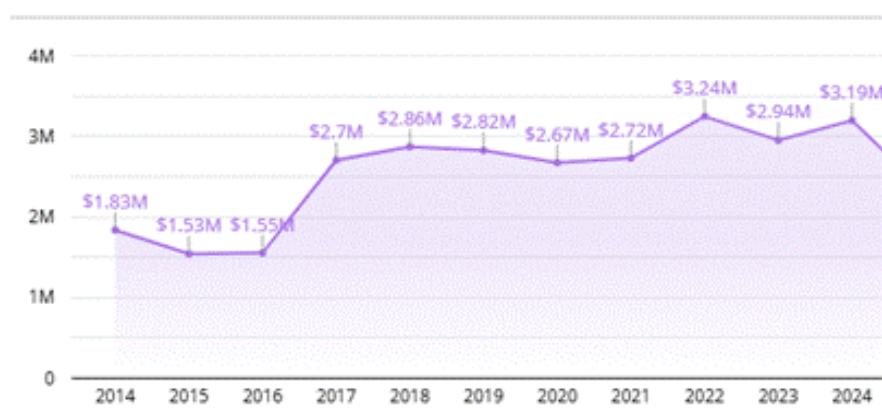


Resourcing the Strategic Plan

At the heart of the operationalisation of the strategic plan will be a new business and membership model and a sound resource mobilisation and partnership strategy that will capture a new articulation of what possible funders (and other stakeholders) are getting for their investment, recognising that what they will now want to see in this work will differ from some years ago.

IATI has been reliant on membership contributions for the last few years. As indicated below, while there was slight variability in income levels, income remained stable at an average level of USD 3 million. Voluntary contributions which to some extent contributed to the income of the initiative have over the years declined, following the decision taken to focus on membership in 2016 to sustain the key activities using membership contributions.

Figure 3: IATI Membership Contribution over time (2014-2024)



Source: IATI Dashboard 2025 (<https://lookerstudio.google.com/s/hD4QTfCBJCA>)

This renewed approach to partnership and outreach will require a review and updates to IATI's **Engagement Strategy**, and its **communication and membership engagement planning**. An interim plan will be developed for the launch of the new Strategic Plan to communicate its key messages and promote stakeholder buy-in and interest in supporting the strategy. The changes in direction of the new Strategic Plan that have implications for IATI's identity, brand and principles for engagement will be fully developed into a new IATI Engagement Strategy in 2026.

A strong resource mobilisation strategy will include a multi-pronged approach that focuses on expanding partnerships, developing new revenue streams, and building stronger ties with wider stakeholder groups, articulating a clear **value proposition** (see annex).

Securing sustainable resource flows is critical for delivering the renewed value proposed in IATI's strategic plan. IATI will require more and better-targeted resources to deliver its ambitious goals and leverage its comparative advantages. IATI will continue to nurture partnerships with key stakeholders and tap into expertise from the tech community as appropriate. A new business model that is befitting to the current development landscape is needed.

The idea would be to assemble a coalition of diverse funders. This reduces dependency on any one source and better positions IATI as a shared global initiative that can be more responsive to all constituencies. A proposed revenue model will have a three-tier structure:

- A) Growing membership and increasing membership fee
- B) Non-member publishing fee
- C) Voluntary contributions

Leveraging UNDP Hosting of the IATI Secretariat

As part of its new institutional hosting arrangement, IATI is newly and strategically positioned within UNDP's Sustainable Development Hub—specifically aligned with the **Public Finance for Sustainable Development (PF4SD) portfolio**. This alignment strengthens IATI's capacity to contribute to and benefit from UNDP's broader systems-based approach to financing, governance, and digital transformation as well as physical **presence in 176 countries**. UNDP's draft Strategic Plan (2026–2029) emphasizes integrated development solutions, digital public infrastructure, and transparency as accelerators of progress toward the SDGs: core priorities that resonate with IATI's own mission. As a global public digital goods, focused on improving the usability and transparency of development cooperation data, IATI complements and enhances the PF4SD portfolio's work by providing an open, AI-ready platform for tracking and coordinating diverse financing flows. This connection enables IATI to deepen its impact through shared country-level capacity building initiatives, data integration efforts, and joint advocacy for more transparent, effective, and accountable financing for sustainable development.

Next Steps: IATI 2026-2030 Strategic Reviews

This Strategic Direction paper lays out the broad approach and principles for developing IATI's next Strategic Plan. Additional reviews and recommendations will be made to substantiate and deepen these directions into bankable plans over the next year to operationalise the plan. These will build upon the analysis and consultations undertaken in the starting planning process up through the first half of 2025, which are consolidated in the following:

2025 Q1-Q2: Analysis and Consultation Papers

- ✓ IATI 2030 Trends in a Changing Aid Landscape
- ✓ IATI 2030 Vision: Transforming Data, Transforming Lives
- ✓ Independent Evaluation of the IATI Strategic Plan 2020-2025
- ✓ IATI Strategic Plan Consultations Synthesis Report, November 2025 – June 2025
- ✓ Strategic Directions for IATI 2026-2030
- ✓ IATI Value and Revenue Generation Proposal



2025 Q3-Q4: Strategic Planning Package 2026-2030

As well as drafting the Strategic Plan 2026-2030, the two core 2030 Outcomes and four Action Areas will be developed out as the accompanying IATI Results Framework, with key performance indicators to measure progress, with data sources and collection methods, baselines, and target annual milestones, which will support annual work planning, including the first annual work plan and budget of this new strategic planning period, and a short-to-medium term Financial Sustainability Plan,

1. IATI 2026-2030 Strategic Plan



2. IATI 2026-2030 Strategic Plan Results Framework



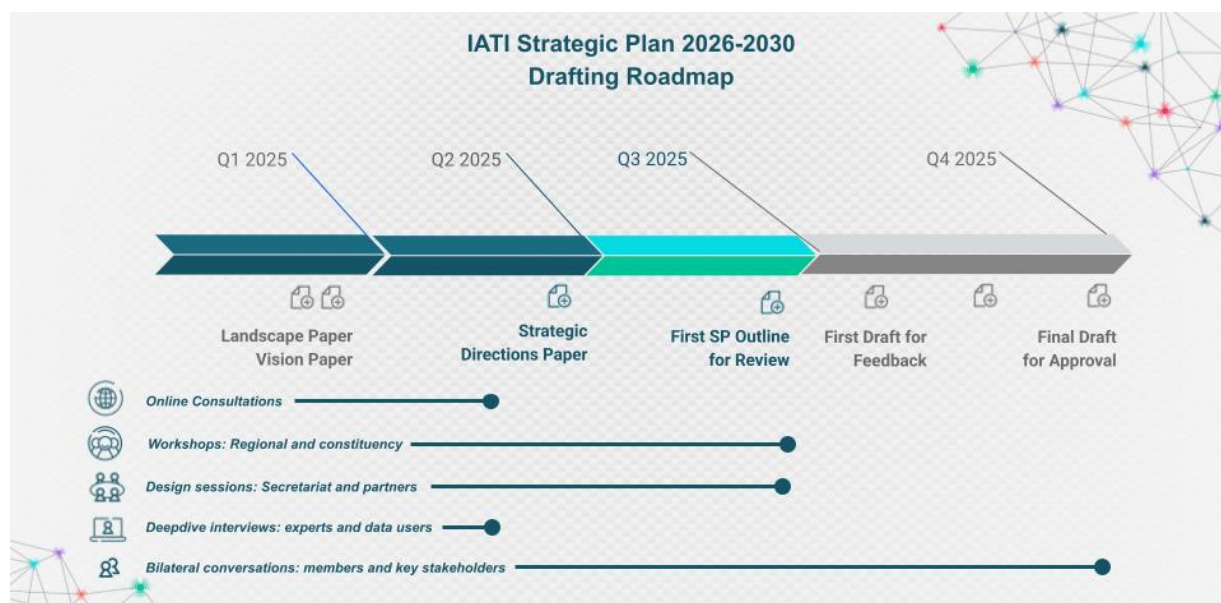
3. Financial Sustainability Plan 2026-2027



4. IATI 2026 Work Plan and Budget



Q3-Q4 2025: Ongoing Consultations and Drafting Roadmap



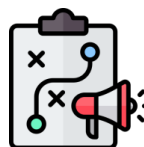
January 2026: IATI Strategic Plan 2026-2030 Launch, publication roll-out and engagement plan

2026: Implementation Strategies

Beyond the finalisation and launch of the Strategic Plan, IATI will undergo a comprehensive set of reviews in 2026 to update and develop vital strategies for implementing the plan.

1. Partnership and Engagement Strategy

- Refined Funding Model
- Brand Identity Review
- Communications Review
- Community Engagement Review



2. Technology Strategy

- Digital Estate/Architecture Review
- Needs assessment for 2026-2030
- 2030 Technology Roadmap



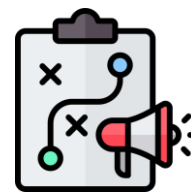
3. Organizational Change Strategy

- Governance review
- Risk review
- Functional review



1. Partnership and Resourcing Strategy

- a. Refined Funding Model
- b. Brand Identity Review
- c. Communications Review
- d. Community Engagement Review



This renewed approach to partnership and outreach will refine the emerging business model, and require a review and updates to IATI's **Partnership and Engagement Strategy**, including its **public communication, membership and community engagement planning**. An interim communications plan will be developed for the launch of the new Strategic Plan to communicate its key messages and promote stakeholder buy-in and interest in supporting the strategy. The changes in direction of the new Strategic Plan that have implications for IATI's core public **identity, brand and principles for engagement** will be fully reviewed and developed for a new IATI Partnership and Engagement Strategy in 2026.

2. IATI Technology Strategy

- a. Digital Estate/Architecture Review
- b. Needs assessment for 2026-2030
- c. 2030 Technology Roadmap



Pivotal to the vision is treating IATI not as a static standard that allows registry of information but as a **dynamic engine that generates new value for data providers and users within international cooperation**, creating mutually beneficial network effects, and laying the infrastructure of an AI-enabled international cooperation. Each additional data provider or user increases the platform's value and the potential for AI-powered analytics for all.

To achieve scalability it will function as a vibrant exchange connecting data providers (governments, multilateral organizations, NGOs, philanthropic foundations, impact investors...) with data users such as policymakers, fund managers, civil society, development practitioners, and researchers.

IATI's architecture will become more interoperable and modular, enabling more adaptive uses as needs of publishers and users evolve, and technology enables greater and more efficient functionality and ease of use.

The review and needs assessment and roadmap will provide comprehensive options and feasibility of a potential technical architecture and path to transform IATI into a next-generation, user-driven, AI-powered platform for sustainable development finance data. As global demands for transparency, accountability, and real-time insight grow, the evolution of IATI's platform must go beyond infrastructure and interfaces. It must unlock the full value of IATI data—structured and unstructured—by embedding intelligence, accessibility, and usability at its core. Artificial Intelligence (AI) and Large Language Models (LLMs), when used ethically and purposefully, offer the tools to do just that.

This review reinforces that AI is not a side-feature or future layer: it is a cross-cutting enabler of IATI’s entire data value chain. From assisting publishers with data classification and validation, to surfacing funding gaps and results linkages, to generating multilingual summaries and actionable insights for policy actors, AI has the potential to bridge the long-standing “transparency-to-use” gap. The AI use cases proposed—classification, semantic search, summarization, document parsing—are grounded in prototyping efforts already underway and align directly with publisher and user needs identified through IATI consultations.

IATI is committed to continuous learning, innovation, and evidence-based improvement in its services. Through structured feedback loops, user research, and adaptive management approaches, IATI will regularly refine and evolve its digital infrastructure, tools, and services—ensuring they remain relevant, responsive, and highly effective in meeting stakeholder needs.

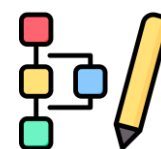
Central to this transformation is the ongoing update and simplification of the IATI Standard and reporting tools. A review is underway and will be available before the final draft of the Strategic Plan is recommended to the IATI Board.

The roadmap’s technical components will reflect the AI-assisted transformation underway, assessing the potential for tools such as AI-powered validation in the publisher interface, LLM-driven search and natural-language Q&A, document summarization for unstructured text, and integration of external open data sources using machine-readable linkages.

Crucially, the roadmap will reflect IATI’s insistence on responsible and inclusive AI, ensuring outputs will be human-verifiable, auditable, and open to user feedback. A dedicated AI workstream, integrated across the roadmap’s layers, will ensure that IATI’s evolution remains relevant to the communities it serves and technically interoperable with the growing ecosystem of digital public goods and government systems.

3. Organizational Change Strategy

- a. Governance review
- b. Risk review
- c. Functional review



Based on these reviews, expected resources and capacity requirements, an **updated governance, organizational structure and risk management plan** will set out an appropriately nimble IATI Secretariat, capable of generating value to IATI Members with high-level strategic guidance of the IATI Governing Board. This will be done following the endorsement of the IATI new strategic plan in the first year taking into account the existing hosting arrangement which is lasting up to 2028.

Conclusion

The next five years represent a decisive window for IATI. To stay relevant and impactful, IATI must rise to the challenge of enabling real-world use of data: turning transparency into a tangible force for accountability, coordination, and improved development outcomes.

The *Strategic Directions for IATI 2026–2030* positions IATI to lead a new era of global transparency, one defined not just by the availability of information, but by its active use in shaping better decisions, more effective cooperation, and meaningful progress.

By embracing innovation, empowering country stakeholders, building new partnerships, and securing sustainable investments, IATI will continue to serve as an indispensable global public good that is open, inclusive, and committed to making data work for people and the planet.

The strategy is an invitation: to IATI's members, funders, and partners to renew their commitments, invest in transparency, and co-create a smarter, more equitable development future—one grounded in shared evidence, mutual accountability, and the promise of cooperation that delivers.

Annex: IATI's Renewed Value Proposition

Positioning IATI as an Engine of International Cooperation

Cutting across the diverse stakeholders is IATI's universal value proposition: transforming transparency into an engine for accountability and effectiveness **for international cooperation**. IATI is not just an open data standard, it's the AI-ready data infrastructure powering the future of international cooperation. We are inviting partners to join this ecosystem, making their data available and using the data as part of the global intelligence network driving greater impact.



The traditional model focused on whether organizations were publishing data. This was a critical first step: making aid and development finance information open and accessible, published frequently and support was available to data publishers.

But transparency today must go further...

We are now moving toward a more advanced model that not only tracks whether data is published, but whether it is usable and used. This approach recognizes and advances efforts to improve the interoperability, relevance and ease of use. To capitalise on the expanding value of **qualitative data, text and documents**, particularly with AI tools, IATI will ensure the expansion and use of these data types, and their metadata and linkages to IATI's foundational quantitative data.

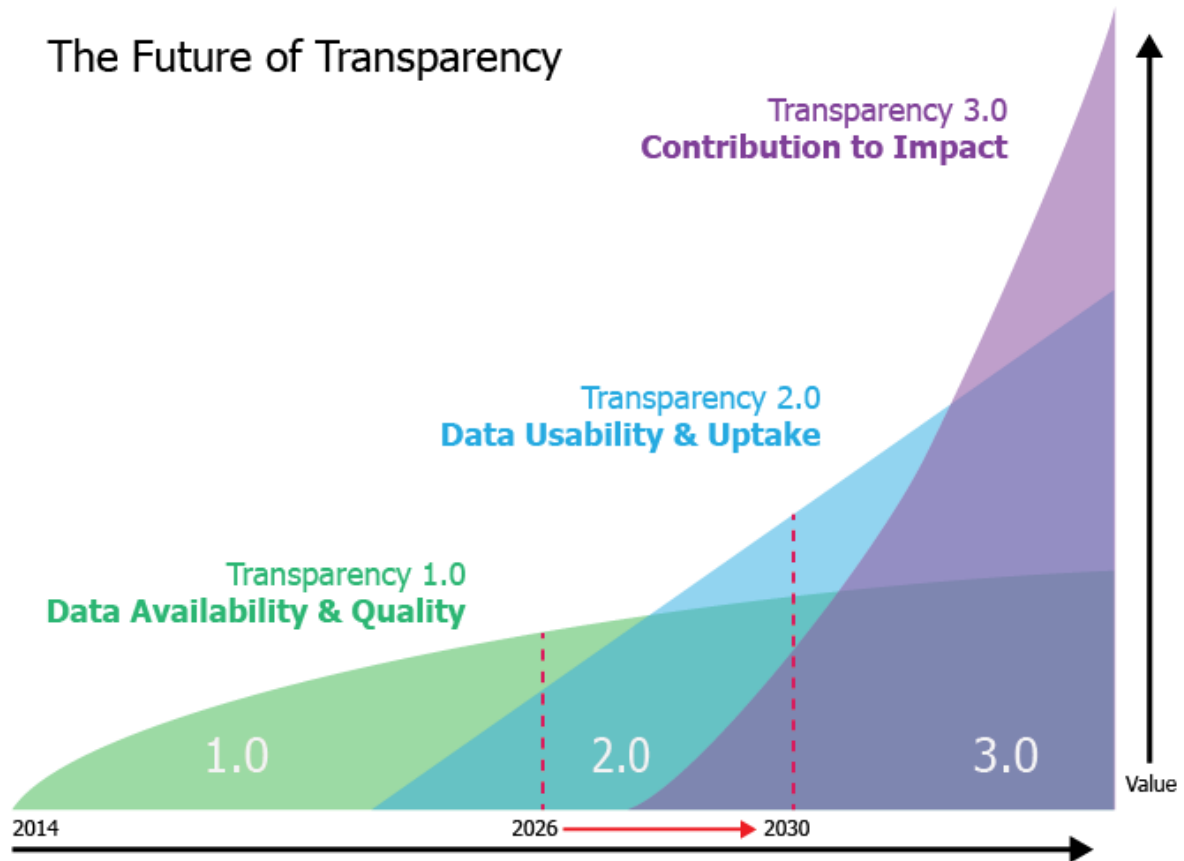
...so transparency tomorrow can be transformative.

We also have ambitions for the future of transparency, a step beyond usability and uptake, towards **measurable contribution to development cooperation impact**: understanding and tracking how that data is actively used to improve planning, coordination, budgeting, programming, accountability, and decision-making at national and global levels.

The ultimate goal for this third tier of transparency is to comprehensively demonstrate a clear line from **publishing data → using data → achieving results**.

By 2030 we aim to have advanced to the point that IATI is ready to embark on this ambitious future phase and value proposition: to meaningfully measure transparency - by data availability and use - and *also* by its own contribution to effectiveness. IATI can make transparency truly work for international cooperation: driving better decisions, stronger partnerships, and more tangible outcomes for people and the planet.

The Future of Transparency



1.0 Data Availability & Quality

- Standardized
- Open Access
- Frequent and Timely
- Complete and Granular
- Accessible and Machine-Readable
- Building Data Publishing Capacity and Support

2.0 Data Usability & Uptake

- More Visibility and Relevance
- Greater Trust and Coordination Between Partners
- More System Integrations and Interoperability
- More AI-ready text and document data
- More Effective, Data-informed Decision-making
- Intuitive User-Friendly Interface
- More Useful and Timely Analytics and Insights

3.0 Contribution to Impact

- Measurable Contribution to Efficiency and Effectiveness of International Cooperation
- More Seamless Coordination around Shared Outcomes
- Better Budgeting, Planning and Execution
- Enhanced Monitoring, Evaluation and Learning
- Strengthened Public Trust and Accountability