
MA Paper 5: 2026 Work Plan and Cover Note

I. 2026 Work Plan and Budget Context

The 2026 Work Plan and Budget marks the first operationalization of IATI's new Strategic Plan (2026–2030), translating its long-term vision into a focused, results-driven implementation pathway. Developed in alignment with the Strategic Plan Results Framework, this Work Plan draws directly from **extensive consultations with IATI members, partners, and data users**, including the 2025 Strategic Planning process, Working Groups discussions, and feedback gathered through global and country-level engagements. It reflects the **evolving needs of partner country governments, local civil society networks, donors, and multilateral organizations** that increasingly rely on IATI as a global public good for aid transparency, coordination, and accountability.

The overarching results to be achieved through this Work Plan are twofold:

- **Strengthened and sustainable use of IATI data by country systems and local actors** for planning, budgeting, and decision-making
- **A more inclusive, accountable, and effective global transparency ecosystem**, where IATI data is integrated into key policy dialogues, operational platforms, and inter-agency coordination mechanisms

The 2026 Work Plan is structured around **four strategic Action Areas**, each anchored in the Results Framework, and includes a dedicated track for core institutional and governance performance. Together, these pillars aim to scale IATI's impact, reinforce local ownership, and build resilient, user-driven data systems.

The total proposed budget for 2026 amounts to **\$USD 3,420,811 (inclusive of \$USD 3,085,331 core funds; and follows the endorsement on 17 October of IATI members' for a \$USD 773,097 budget cut)**. Additionally, earmarked contributions from partners **expected to be obtained in 2026 amount to USD \$185,650** which will support key catalytic activities such as the data quality improvement programme and the Middle East -Africa Regional Workshops that will be included once resources are secured. The budget adopts a **flexible and**

results-based structure, grouped by Action Area, quarter, and cost category, allowing for adaptive delivery and strategic oversight throughout the year.

II. Summary of Core Activities by Strategic Action Area

The 2026 Work Plan includes foundational and forward-looking actions mapped to each of the four integrated Action Areas and the institutional enablers outlined in the Strategic Plan Results Framework. Below is a high-level summary of activities per Action Area:

Action Area A: Strengthening Country Data-Use Systems

In 2026, IATI will drive meaningful progress in **embedding open aid and development data into national and local systems**, with targeted support to partner country governments and local CSO networks. This includes direct engagement to strengthen data interoperability between IATI and government systems (e.g., AIMS, DFIMS, M&E dashboards), technical assistance for diagnostic and mapping exercises, and tailored virtual and in-person country support missions. The integration of data will be preceded by a mapping exercise that will allow tailor made support to countries.

Through regional and cross-regional workshops such as the **Middle East -Africa Workshop** and the proposed **IATI Pacific/SIDS/SSC Dialogue**, IATI will foster peer exchange and generate practical guidance on how integration enhances visibility, alignment, and localization of development cooperation.

In parallel, country-level efforts will include the documentation and validation of real-time integration use cases, building an evidence base on how IATI data contributes to national planning and coordination. This will culminate in a **synthesis policy brief**, distilling bottlenecks and enablers for integration, aimed at country governments, CSOs, and donors.

By the end of 2026, this Action Area will deliver:

- A strengthened network of country and local actors using IATI data in core systems;
- Practical models of integration and real-world results documented and disseminated;
- Increased partner ownership of IATI as a tool for country-led development effectiveness and transparency.

Action Area B: Enhancing IATI Infrastructure for Data Quality and Usability

In 2026, IATI will consolidate and scale efforts to enhance the quality, completeness, and usability of published data — aligning its infrastructure and tools with the practical needs of both development and humanitarian stakeholders. Building on recent gains that shift data quality from a compliance exercise toward functionality, trust, and user relevance, this Action Area prioritizes a modernized suite of data-use tools and evidence-based feedback mechanisms.

The Secretariat will implement major functionality upgrades across IATI's core data-use tools; including the Datastore and API, d-Portal, Country Development Finance Data (CDFD) tool, and IATI Tables; to improve performance, searchability, and user experience through a unified backend architecture. These enhancements will enable faster querying and data retrieval, streamlined integration with external systems (e.g. FTS, TOSSD, and national AIMS), and expanded visualization and export options for users. Periodic “tool feedback campaigns,” analytics reviews, and State of the Data dialogues will ensure continuous user-driven improvements and responsive prioritization of features.

Effective risk management will underpin these infrastructure and tool upgrades, recognizing the dependencies between IATI's various systems and their importance to overall platform stability. Major functionality changes will therefore be sequenced carefully to avoid disruption to users and coordinated across the Datastore, Registry, Dashboard, and related interfaces. All enhancements will follow a user-centric and consultative process, guided by feedback from publishers, data users, and the IATI community to ensure that improvements respond to real user needs and preserve a unified architecture across IATI tools.

Central to this work is the **State of Data Review process**, which will be institutionalized as IATI's primary feedback and accountability mechanism. Quarterly diagnostic reviews and data-quality spotlights will link findings from the Dashboard and Datastore analytics to targeted publisher engagement, feeding into annual data-quality reports that inform both governance and technical priorities. This approach creates a systematic feedback loop between data users and publishers to strengthen the trustworthiness and relevance of IATI data for decision-making.

Pending EU earmarked funding, a multi-year Data Quality Support Programme will be launched to deepen country-level engagement and capacity building around data use, with a focus on partner country diagnostics and feedback loops tailored to national planning and reporting needs.

By the end of 2026, this Action Area will deliver:

- Upgraded, integrated data-use tools (CDFD, d-Portal, Datastore, and IATI Tables) that enhance data functionality and user experience;

- Improved dashboard based on the new methodology for data quality will be launched. Tangible improvements in IATI data quality across key dimensions;
- Strengthened publisher performance and feedback loops through regular State of Data Reviews and diagnostic dashboards; and
- A more responsive, user-focused data quality ecosystem driven by practical needs across the aid delivery chain.

Action Area C: Championing Transparency and Accountability

In 2026, IATI will scale up its visibility, partnerships, and advocacy efforts to promote transparency as a global public good and key enabler of development effectiveness. This Action Area focuses on elevating the value and legitimacy of IATI data, tools, and methodologies across global policy arenas, while expanding the initiative’s reach through diversified partnerships, membership growth, and resource mobilization. These efforts aim to broaden the transparency movement by connecting with new constituencies—including philanthropy, private sector, media, and civil society—and deepening engagement with existing members and champions.

IATI will strategically engage in high-profile global policy platforms—including the 2026 ECOSOC Financing for Development Forum, the Global Data Festival, and the revitalized Development Cooperation Forum—to ensure its contributions are visible, relevant, and influential in international cooperation discussions. In these spaces, IATI will promote its open data methodologies, tools, and governance innovations, reinforcing its role as a standard-setter and data interoperability enabler within broader transparency and digital public infrastructure agendas.

To strengthen strategic partnerships, the Secretariat will co-develop joint advocacy products and outreach materials with organizations advancing transparency and accountability. Flagship publications will include a joint report on IATI–FTS data harmonisation and a “Bridging Data Systems” report under the Sevilla Platform for Action. These collaborations will also include innovative outreach formats, such as media workshops in five countries showcasing the role of IATI data in national journalism, transparency campaigns, and policy debates—especially in underrepresented regions.

IATI’s membership base will continue to expand and diversify, with focused outreach to non-traditional actors such as philanthropic foundations, private sector entities, media coalitions, and regional networks. Through bilateral missions, regional roundtables, and targeted campaigns, the Secretariat will promote IATI’s value proposition and support prospective members in joining. A refreshed communications and engagement strategy will underpin these efforts, delivering consistent, multilingual, and tailored content—including

newsletters, social media campaigns, case studies, and website content—to amplify the impact and relevance of IATI globally.

The IATI community will be further strengthened through initiatives that recognize and celebrate transparency leadership. The launch of a Transparency Advocates Network will provide tailored advocacy planning support and curated communications toolkits for members and partners. Transitioning community engagement infrastructure to more cost-effective and accessible platforms will ensure continuity in peer exchange, knowledge sharing, and visibility of member-led innovations.

To ensure the sustainability of these efforts, IATI will operationalize a comprehensive resource mobilization strategy targeting high-net-worth individuals, philanthropic foundations, Development Finance Institutions, and public-private partnerships. With a central stakeholder relationship management system (CRM) in place, the Secretariat will maintain regular engagement with funders and strategic allies to generate voluntary contributions and co-investments in transparency-related public goods and services.

By the end of 2026, this Action Area will deliver:

- Participation in at least three high-level international policy forums where IATI data, tools, or methodologies are featured;
- Delivery of flagship joint publications and advocacy products (e.g. Bridging Data Systems brief, media toolkits);
- Implementation of the 2025–2028 Communications Strategy and enhanced digital outreach across platforms;
- Launch of a Transparency Advocates Network with member-driven advocacy planning and engagement support;
- Deployment of cost-effective online community infrastructure and revised Engagement Strategy;
- A functional CRM and fundraising strategy targeting at least 10 new philanthropic or private sector partners;
- Growth in IATI membership, with targeted outreach to new sectors and regions;

Action Area D: Promoting the Use of IATI Data in Policy Dialogues

In 2026, IATI will **deepen its role as a convener, enabler, and contributor** to evidence-informed policy discussions—both nationally and globally—through the strategic use of its data. This action area promotes the uptake of IATI data as a public good for development cooperation and humanitarian action by strengthening national-level accountability processes,

cultivating global research and policy partnerships, and generating high-impact knowledge products.

At the **country level**, the Secretariat will support **structured national and subnational dialogues**, such as **Voluntary National Reviews (VNRs)**, **INFF consultations**, **UNSDCF alignment**, **GPEDC Action Dialogues**, or **civil society–parliamentary forums**, where IATI data can be showcased as a tool for strengthening transparency, alignment, and mutual accountability. Support will be extended to both **partner country governments and local CSO networks**, with tailored guidance and advisory support as needed.

To further encourage policy-relevant research and localized evidence generation, the Secretariat will develop **strategic partnerships with universities, think tanks, and research consortiums**, facilitating access to IATI data for use in academic publications, country diagnostics, or regional policy reports. This workstream ensures that the Secretariat actively builds bridges between the **open data, accountability, and research communities**.

At the global level, IATI will advance its visibility and policy influence by engaging in high-level policy forums, such as the Financing for Development (FfD) Forum, the Global Partnership for Effective Development Cooperation (GPEDC), the Global Data Festival, and the World Data Forum, where its methodologies and contributions can inform broader transparency, localisation, and digital public infrastructure agendas.

In parallel, IATI will deepen collaboration with key **thematic communities and global financing partnerships**, including **Education Cannot Wait (ECW)**, the **Global Agriculture and Food Security Program (GAFS)**, and the **OECD**, to demonstrate how IATI data can strengthen sectoral coordination, enhance visibility of funding flows, and support the alignment of thematic reporting frameworks. These partnerships will serve as demonstration cases of how open aid data can directly inform global financing compacts and policy coherence efforts..

Finally, through the commissioning and publication of **curated insight products, research briefs, regional studies**, and **cross-country thematic analyses**, IATI will position itself as a provider of **timely, policy-relevant evidence**. This includes efforts to map and showcase the use of IATI data in **South-South Cooperation, climate finance, humanitarian localization, and gender** financing flows.

By the end of 2026, this Action Area will deliver:

- **At least three** national or subnational policy dialogues annually, where IATI data is used to inform aid effectiveness, coordination, or planning;
- **New or deepened research and thematic partnerships (e.g., ECW, GAFS, OECD) producing policy-relevant analysis using IATI data;**

- **Strategic contributions** to high-level global policy processes and forums, positioning IATI as a key actor in the open data ecosystem;
- **Insightful knowledge products and use cases**, including cross-thematic publications, tailored briefs, and structured convenings that build a learning agenda around IATI data use.

Institutional Performance (Governance, Finance, Operations)

In 2026, the IATI Secretariat will focus on strengthening the institutional foundation required to implement its Strategic Plan and uphold its legitimacy, functionality, and responsiveness as a global multi-stakeholder initiative. This cross-cutting workstream ensures that governance structures, financial systems, and core operational mechanisms are in place to support the successful delivery of IATI's three Action Areas, while enabling the initiative to adapt, sustain, and grow in line with evolving stakeholder needs.

Governance and administration activities will focus on ensuring the effective functioning of IATI's Governing Board, timely documentation and procedural updates (including to the SOP), and execution of a high-quality Members' Assembly. The Secretariat will provide coordination and reporting support to working groups, facilitate member participation in decision-making, and manage membership and contribution agreements in line with IATI's policies and due diligence protocols.

Financial sustainability will be strengthened through robust cash flow management, cost recovery mechanisms, and the establishment of new contribution agreements with IATI members and donors. Timely financial reporting, trust fund oversight, and audit compliance will ensure transparent use of resources and accountability to funders. These activities also support Secretariat-wide budget monitoring and reporting for implementation updates and the annual report.

Operational systems will be selectively enhanced to support procurement, human resources, and logistics functions across all three action areas within the constraints of the current budgetary limitations. Priority will be given to critical functions such as onboarding of consultants, translation and interpretation services, event logistics, and travel facilitation. Where feasible, project management tools and quality assurance systems will be leveraged to ensure compliance with UNDP and UNOPS policies while improving service delivery and responsiveness.

Finally, the Secretariat will provide strategic and institutional direction through the development of cross-cutting strategies—such as a Technology Strategy, Partnership & Engagement Strategy, and Organizational Change Strategy—aligned with the recommendations from the Strategic Plan evaluation and annual results reporting. These efforts will help shape the future trajectory of the initiative and ensure that the Secretariat is fit-for-purpose to deliver its mandate.

By the end of 2026, this workstream will deliver:

- Four well-governed and documented Governing Board meetings, with strong member engagement and timely follow-up actions;
- A successful virtual Members' Assembly, with clear decisions reflected in the updated SOP and strategic direction of IATI;
- Sustained support to IATI Working Groups and robust management of membership, agreements, and waivers;
- Financial management systems that ensure liquidity, transparency, and timely reporting to donors and members;
- Efficient procurement, HR, and logistics systems supporting all Action Areas of the Work Plan;
- Development of institutional strategies to strengthen Secretariat-wide capacity and deliver long-term organizational impact.

II. Financial Planning and Flexibility

The total proposed budget for the 2026 Work Plan is **\$USD 3,606,460** inclusive of both core and non-core resources. This total encompasses all planned expenditures across the four strategic Action Areas and the institutional strengthening pillar. It also includes associated management costs for UNDP (8% GMS) and UNOPS (3.95%), the latter also applied to transfers made from UNOPS to UNDP.

For a detailed breakdown of the 2026 Work Plan and Budget by **Action Area** and **cost category**, please refer to the **2026 Work Plan and Budget (Detailed Breakdown)** document: [#Board Copy of 2026 Work Plan and Budget - Google Sheets](#)

IV. Request for Board Consideration

Final adjustments will be made prior to MA submission and shared with members for information. The Secretariat will also integrate Board feedback into the operational rollout, results tracking, and subsequent reporting cycles.

Implementation pacing in 2026 will be carefully aligned with Secretariat staffing levels and the prioritization of essential functions. This approach ensures that delivery remains realistic

within available human resources and operational capacity, allowing the Secretariat to focus on maintaining continuity of core services while sequencing more complex or resource-intensive activities in line with funding and staffing availability.

The Secretariat invites the Governing Board to:

- Approve the proposed 2026 work plan and budget