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IATI Core budget 2027 Work Plan (USD)

Action Area	IATI Core envelopes	Personnel (all)	GMS base: UNDP and ODS envelopes and personnel	GMS UNDP 8%	UNOPS fee base: UNOPS-implemented envelopes	Mgmt fee UNOPS 3.95%	Total core budget
Action Area A	28,000	103,564	*131,564*	10,525	-	-	142,089
Action Area B	120,128	848,457	*952,585*	76,207	*16,000*	632	1,045,424
Action Area C	38,197	197,786	*235,983*	18,879	-	-	254,861
Action Area D	14,000	107,602	*121,602*	9,728	-	-	131,330
Institutional Performance	214,048	816,609	*480,657*	38,453	*170,000*	6,715	1,075,825
Core budget before transfer fee	414,373	2,074,018	***1,922,391***	153,791	***186,000***	7,347	2,649,529
UNOPS 3.95% fee on transfers to UNDP				*= 8% of base*		*= 3.95% of base*	74,109
Total core budget							**2,723,639**
Projected MVSP core income 2027							3,223,285
Headroom / (shortfall) against projected income							**499,646**
Memo: non-core envelopes excluded from this view							492,598

Memo: check the Budget status of core lines (Confirmed / Provisional / Unfunded) in report 1 below; this view counts all core lines regardless of status.

Action Area titles

Action Area A. Strengthening country data-use systems through IATI data;

Action Area B. Enhancing IATI infrastructure to increase quality and usability of data;

Action Area C. Championing transparency and accountability for development effectiveness;

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

Workstream envelopes by funding source (USD) (Core + non-core)

Action Area	IATI Core	Non-Core	Voluntary contribution	In-kind	Co-financed	To be confirmed	Total
Action Area A	28,000	152,838	-	-	-	-	180,838
Action Area B	120,128	82,500	-	-	-	-	202,628
Action Area C	38,197	29,760	-	-	-	-	67,957
Action Area D	14,000	107,500	-	-	-	-	121,500
Institutional Performance	214,048	120,000	-	-	-	-	334,048
Total	**414,373**	**492,598**	**-**	**-**	**-**	**-**	**906,971**

IATI Core budget 2027 by Cost Category

Cost category 2027	Annual budget	Q1	Q2	Q3	Q4	

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Personnel	**1,381,618**	**345,405**	**345,405**	**345,405**	**345,405**	**-**	**-**
Labour Cost - GS Staff						-	-
Labour Cost - IP Staff						-	-
Labour Cost - International Personnel Services Agreement (IPSA)						-	-
Labour Cost - IP Staff on Temporary Appointment						-	-
Consultancy / Service Contracts	**836,448**	**208,112**	**211,112**	**201,112**	**216,112**	**-**	**-**
International Consultants - Short Term Support Contractor						-	-
International Consultants - Short Term Technical Contractor						-	-
Service Contract Holders						-	-
Long Term Contractual Service Contracts						-	-
General Insurance - Consultancy						-	-
Service to Projects						-	-
IT Applications / Subscriptions	**119,961**	**30,420**	**29,400**	**30,741**	**29,400**	**-**	**-**
Information and Communications Technology (ICT) Supplies						-	-
Email Subscription						-	-
Computer Software						-	-
Print and Publications						-	-
Maintenance Cost - Software Licenses						-	-
Other Media Costs						-	-
Travel	**32,864**	**8,532**	**-**	**17,971**	**6,361**	**-**	**-**
Travel Tickets - International/Local						-	-
Daily Subsistence Allowance - International/Local						-	-
Travel Cost - Other						-	-
Learning/workshop/training costs						-	-
Other	**102,000**	**-**	**12,000**	**-**	**90,000**	**-**	**-**
Foreign Exchange Losses						-	-
Unrealized Foreign Exchange Gain						-	-
Print/Publications	**15,500**	**4,000**	**11,500**	**-**	**-**	**-**	**-**
Print/Publications						-	-
Unmapped categories	-	-	-	-	-	-	-
Facilities and Administration - Implen	**235,247**	**58,812**	**58,812**	**58,812**	**58,812**	**-**	**-**
UNDP GMS 8%	153,791	38,448	38,448	38,448	38,448	-	-
Management fees - UNOPS 3.95%	7,347	1,837	1,837	1,837	1,837	-	-
UNOPS 3.95% fee on transfers to UN	74,109	18,527	18,527	18,527	18,527	-	-
Grand Total	**2,723,639**	**655,280**	**668,228**	**654,040**	**746,089**	**-**	**-**

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IATI Core budget 2027 by Action Area and Cost Category

IATI Core lines only plus all personnel and fees. Cost categories present in each Action Area's budget lines and personnel; 'Other categories' includes anything added later.

Action Area	Cost category	Annual budget	Q1	Q2	Q3	Q4	
Action Area A	Consultancy (UNDP)	20,000	10,000	10,000	-	-	-
	Meetings / Events	-	-	-	-	-	-
	Publications	8,000	4,000	4,000	-	-	-
	Travel (UNDP)	-	-	-	-	-	-
	Personnel (UNDP)	103,564	25,891	25,891	25,891	25,891	-
	Other categories	-	-	-	-	-	-
Action Area A Total		**131,564**	**39,891**	**39,891**	**25,891**	**25,891**	**-**
Action Area B	Consultancy (ODS)	-	-	-	-	-	-
	Consultancy (UNDP)	-	-	-	-	-	-
	IT Applications / Subscriptions (ODS)	98,000	24,500	24,500	24,500	24,500	-
	IT Applications / Subscriptions (UNDP/UNOPS)	16,000	4,000	4,000	4,000	4,000	-
	Publications	-	-	-	-	-	-
	Travel (ODS)	3,064	-	-	3,064	-	-
	Personnel (UNDP)	156,057	39,014	39,014	39,014	39,014	-
	Service Contracts (ODS)	692,400	173,100	173,100	173,100	173,100	-
	Other categories	3,064	1,532	-	1,532	-	-
Action Area B Total		**968,585**	**242,146**	**240,614**	**245,210**	**240,614**	**-**
Action Area C	Consultancy (UNDP)	-	-	-	-	-	-
	IT Applications / Subscriptions (UNDP)	5,961	1,920	900	2,241	900	-
	Meetings / Events	12,000	-	12,000	-	-	-
	Publications	7,500	-	7,500	-	-	-
	Travel (UNDP)	12,736	-	-	6,375	6,361	-
	Personnel (UNDP)	197,786	49,446	49,446	49,446	49,446	-
	Other categories	-	-	-	-	-	-
Action Area C Total		**235,983**	**51,366**	**69,846**	**58,062**	**56,707**	**-**
Action Area D	Consultancy (UNDP)	-	-	-	-	-	-
	Meetings / Events	-	-	-	-	-	-
	Publications	-	-	-	-	-	-
	Research / Data Collection	-	-	-	-	-	-
	Travel (UNDP)	14,000	7,000	-	7,000	-	-
	Personnel (UNDP)	107,602	26,900	26,900	26,900	26,900	-

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	Other categories	-	-	-	-	-	-
Action Area D Total		**121,602**	**33,900**	**26,900**	**33,900**	**26,900**	**-**
Institutional Performance	Consultancy (UNDP)	-	-	-	-	-	-
	Consultancy (UNOPS)	18,000	-	-	-	18,000	-
	Meetings / Events	90,000	-	-	-	90,000	-
	Support Services (UNOPS)	86,000	20,000	23,000	23,000	20,000	-
	Personnel (UNDP)	436,609	109,152	109,152	109,152	109,152	-
	Personnel (UNOPS)	380,000	95,000	95,000	95,000	95,000	-
	Other categories	20,048	5,012	5,012	5,012	5,012	-
Institutional Performance Total		**1,030,657**	**229,164**	**232,164**	**232,164**	**337,164**	**-**
Facilities & Admin Implementation	Management Fees - UNOPS 3.95%	7,347	1,837	1,837	1,837	1,837	-
	UNDP GMS 8%	153,791	38,448	38,448	38,448	38,448	-
	UNOPS 3.95% fee on transfers to UNDP	74,109	18,527	18,527	18,527	18,527	-
Facilities and Administration - Implementation Total Core		**235,247**	**58,812**	**58,812**	**58,812**	**58,812**	**-**
Total Core		**2,723,639**	**655,280**	**668,228**	**654,040**	**746,089**	**-**

Notes: The UNOPS 3.95% management fee applies to budget lines where UNOPS is the implementing partner (Budget Envelopes column T). UNOPS also charges 1% on funds transferred to UNDP. GMS 8% applies to UNDP and ODS budget and personnel. Both fees are charged on IATI Core lines only. Fee budgets are spread evenly by quarter unless phased. Full Action Area titles: Action Area A. Strengthening country data-use systems through IATI data; Action Area B. Enhancing IATI infrastructure to increase quality and usability of data; Action Area C. Championing transparency and accountability for development effectiveness; Action Area D. Promoting the use of IATI data to inform policy dialogues.

WS ID	Action Area	Result area	Primary indicator	Secondary indicator	Workstream	Holder	Delivery partners	Delivery model	2027 output (state at Dec 2027)	2027 milestone against primary indicator	Key deliverables 2027 (max 4, with quarter)	Dependencies	Non-personnel envelope (USD)	Total Personnel & Service Contracts	Total Personnel & non-personnel
Action Area A. Strengthening country data-use systems through IATI data													**180,838**	**103,564**	**284,402**
A-01	Action Area A	A.1	A.1.1	A.3.1	Regional engagement on country-systems integration	UNDP (Yemi)	Partner hosts (Lowy Institute; Pacific Islands Forum Secretariat; Pacific Community (SPC); UNDP Pacific Office regional bodies); BADEA	Partner-led	Priority countries have been engaged through two regional convenings (Middle East–Africa, subject to confirmation of non-core funding for an in-person event, and Pacific/Lowy, delivered virtually) to promote the integration of IATI data into national systems, resulting in documented follow-up requests for further support and engagement.	≥5 countries receiving Secretariat-supported technical assistance (A.1.1 target ends 2026; set 2027 value)	Middle East–Africa workshop delivered (Q1, if funded); Pacific virtual workshop with regional partners (Q2/Q3); follow-up support offers issued to participating governments (Q3)	BADEA funding decision; UNDP CO cost recovery; Outcome of the Pacific SIDS proposal and NZ/AUS funding decisions	152,838		
A-02	Action Area A	A.1	A.1.2	A.1.1	Targeted country data use accelerator	UNDP (Annelise)	Country focal points; consultancy	Secretariat-led	Delivered targeted virtual technical assistance to an initial cohort of four partner countries to operationalise fit-for-purpose use of IATI data in national planning, budgeting, reporting or digital systems; developed and disseminated practical reconciliation guidance and peer-learning examples.	≥6 countries at stage 2 or above documented (A.1.2 target ends 2026; set 2027 value)	Country action plans prepared and validated by four governments (Q1-Q2); Practical toolkit developed on reconciliation of IATI data with national data (Q2); Two transferable country examples of new or routine use of IATI data in an AIMS, DCR, budget/planning process or analytical product published and used through virtual peer exchange (Q3)	Governments identified through 2026 country-mapping willing to participate with next steps	28,000		
A-03	Action Area A	A.2	A.2.1	A.2.2	Data-use capacity support and feedback loop	ODS + UNDP (Annelise)	Members; peer institutions	Remote / peer learning	A low-cost, remote model of capacity support is operating: briefings and peer sessions for national and local actors, with a feedback channel that records changes made to tools or guidance as a result.	5% increase in organisations supported vs 2025 baseline (A.2.1); ≥60% reporting improvement (A.2.2)	Remote briefing series designed and launched (Q1); post-support feedback survey running (Q2); ≥5 feedback-informed changes documented (Q4)	Staff capacity in UNDP (2026 rows were on hold for staff shortage)	-		
Action Area B. Enhancing IATI infrastructure to increase quality and usability of data													**202,628**	**848,457**	**1,051,085**
B-01	Action Area B	B.1	B.1.1		Standard Custodianship	ODS (to name)	SOC; UNDP	Secretariat-led	The IATI Standard is actively maintained through transparent change control.	10-12 proposals through two rounds; Gazette cycles on schedule; accepted changes implemented across tools and documentation within 3 months of publication	Maintain: SOC support; implementation documentation current (continuous). Develop: SOC change-management protocol agreed (Q1); round 1 in Gazette (Q2); round 2 in Gazette (Q4). Consult: community and technical consultations ahead of each round (Q1, Q3).	SOC availability; ODS envelope	-		
B-02	Action Area B	B.2	B.2.1		Publishing	ODS (to name)	Third-party publishing tool producers	Secretariat-led	Any organisation, including those with no budget or prior experience, can register and publish IATI data.	~300 first-time publishers; publisher satisfaction surveyed twice yearly (target ≥70%); new publishers and service usage reported monthly from system data	Maintain: IATI Account, Register Your Data, IATI Publisher and publishing guidance (continuous). Develop: third-party tool integration guidance and validation criteria published (H1); first tool-producer convening (H2). Consult: publisher survey (Q2, Q4).	Survey funding (surveys sit outside the ODS envelope)	20,000		
B-03	Action Area B	B.3	B.3.1		Data Services	ODS (to name)		Secretariat-led	All published IATI data is held complete and current, and served as open bulk data and a stable, documented API.	d-portal on the unified pipeline by Q1; MCP layer live in H2; bulk data and API continuously available	Maintain: Bulk Data Service, Datastore (API and refresh), public register of datasets (continuous). Develop: d-portal onto the unified pipeline (Q1); MCP (Model Context Protocol) layer live (H2). Consult: data services user survey (Q2, Q4).	Platform Operations (B-08)	-		
B-04	Action Area B	B.4	B.4.1	B.4.2	Data Access	ODS (to name)	Third-party systems using IATI data	Secretariat-led	Users have one clear, reliable way to see, search and download IATI data.	Data access routes streamlined so every activity and dataset has one stable, shareable route; suite-wide active users held at 2026 levels; in-tool feedback live from Q1	Maintain: d-portal, CDFD, IATI Tables (continuous). Develop: consolidated access routes live with older routes redirected (Q2); adoption by third-party systems promoted (H2). Consult: in-tool feedback live (Q1); quarterly usage analysis across all tools.	Data Services (B-03)	-		
B-05	Action Area B	B.5	B.5.2	B.5.1	Data Quality	ODS + UNDP (Jaimie)	Top-20% publishers	Secretariat-led	Publishers and data users have a trusted, published account of IATI data quality, and the highest-volume publishers improve against it.	Redesigned Dashboard live with published methodology and quality baseline by end Q3 (B.5.2); ≥80% of top-20% publishers engaged (B.5.1)	Maintain: Validator and Dashboard (continuous). Develop: redesigned Dashboard launched, methodology and quality-tier logic published, baseline recorded (Q2). Consult: outreach and tailored support to top-20% publishers, prioritised quarterly from Dashboard diagnostics.	EC-funded State of the Data work (2026 non-core) not carried in the B draft — confirm	75,000		
B-06	Action Area B	B.6	B.6.1		Interoperability	ODS + UNDP (to name)	OECD (CRS); TOSSD; OCHA FTS; org-ID ecosystem	Secretariat-led	IATI data can be combined with the other major standards for development and humanitarian finance, through published, current mappings and active partner arrangements.	IATI-CRS crosswalk agreed with the OECD and published (H2); mappings kept current; partner consultations twice yearly	Maintain: published mappings and crosswalks, organisation identifier ecosystem, standing liaison with OECD, TOSSD and FTS (continuous). Develop: IATI-CRS crosswalk scope agreed with OECD (H1) and published (H2). Consult: partner standard bodies and users on priorities, feeding B.1 rounds (Q1, Q3).	OECD engagement; policy-side counterpart in D-02	10,564		

WS ID	Action Area	Result area	Primary indicator	Secondary indicator	Workstream	Holder	Delivery partners	Delivery model	2027 output (state at Dec 2027)	2027 milestone against primary indicator	Key deliverables 2027 (max 4, with quarter)	Dependencies	Non-personnel envelope (USD)	Total Personnel & Service Contracts	Total Personnel & non-personnel
B-07	Action Area B	B.7	B.7.1		Support	ODS (to name)	Secretariat	Secretariat-led	Publishers and data users receive timely, effective help, from first query to long-term accompaniment.	95% of tickets answered within 2 working days; self-service resolution rate baselined and improving; 10+ longer-term engagements tracked monthly	Maintain: Support Desk for all queries; dedicated publishing and data-use support engagements (continuous, tracked monthly). Develop: support scope agreed (Q1); AI-agent self-service deflection baselined (Q1) and up 10 points (Q4); targeted support to technical staff as funding allows. Consult: quarterly analysis of support logs feeding guidance and other areas.	Support scope decision (Q1)	13,064		
B-08	Action Area B	B.8	B.8.1		Platform Operations and Continuity	ODS (to name)	UNOPS (iatistandard.org hosting)	Secretariat-led	Core services run reliably, securely and at agreed cost, and the initiative has transitioned smoothly from old to new website.	Availability reported monthly from monitoring; core service catalogue published (Q1); annual continuity review completed (H2); running costs at or below the MVSP threshold	Maintain: host, monitor, secure and maintain IATI Account, Register Your Data, Dashboard, Validator, Datastore, Bulk Data Service, IATI Tables, d-portal, CDFD (continuous). Develop: service catalogue with costs and service levels published (Q1); continuity review of code, accounts, domains and data (H2). Consult: monthly availability, incident and cost reporting; quarterly service-level review with the Secretariat.	MVSP Other Costs threshold; IT costs workbook (19 items)	84,000		
Action Area C. Championing transparency and accountability for development effectiveness													**67,957**	**197,786**	**265,743**
C-01	Action Area C	C.1	C.1.1	C.1.2	Strategic advocacy and partnerships	UNDP (Rohini; Jaimie)	GPEDC; FfD follow-up; partners	Secretariat-led	IATI is present in ≥4 global or regional advocacy platforms, largely through partner-hosted engagements, and ≥2 high value partnerships are new or deepened with documented agreements.	≥4 engagements (C.1.1); ≥2 new or deepened partnerships (C.1.2)	Named events attended or co-hosted (per quarter); partnership agreements or MOUs signed (Q2, Q4)		41,760		
C-02	Action Area C	C.1	C.1.2		Resource mobilisation	UNDP (Yemi)	Donor members	Secretariat-led	The philanthropy/HNWI strategy developed in 2026 is in implementation, contribution agreements with existing donor members are renewed or increased, and at least one new funding relationship is agreed.	No IRRF indicator covers resource mobilisation — see proposed C.1.3 on Register	Donor agreement renewals incl. European Commission (Q1–Q3); one new contribution agreement (Q4); virtual philanthropy roundtable series, two sessions (Q1, Q3), builds on the 2026 New York virtual event (did not run as hybrid with MVSP).	Board position on membership fee reform, yet to be proposed through the SOP Working Group, providing opportunity for negotiation with HNWI for voluntary contributions rather than membership	-		
C-03	Action Area C	C.2	C.2.1		Membership growth and relationship management	UNDP (Yemi; Annelise)	Executive Director; members	Secretariat-led	Net membership grows by ≥2 with diversification by type and region; the CRM stakeholder relationship system is maintained and used for member engagement; UN agency and CSO retention risks are actively managed.	≥2 net new members (C.2.1)	Targeted prospect engagements (per quarter, virtual unless funded); membership retention review to Board (Q2); CRM in routine use (Q1-Q4)	CRM cutover from Solve360 to CRMSuite already in use by ODS.	12,736		
C-04	Action Area C	C.2	C.2.1	C.2.2	Communications and positioning	UNDP (Rohini)	Designer (consultancy)	Secretariat-led	A simple, compelling narrative of IATI's value is in use across channels; the Annual Report and ≥2 further products are published under the 2025–2028 Communications Strategy.	Contributes to C.2.1 and C.2.2; no direct IRRF indicator for communications	Positioning narrative and key messages agreed (Q1); 2026 Annual Report published (Q2); ≥2 one-pagers or thematic products (Q3, Q4)		12,441		
C-05	Action Area C	C.2	C.2.2	I.P.1.2	Community engagement	UNDP (Sec shared)	Members; Transparency Advocates	Member-led	The community platform (post-IATI Connect) is active; ≥2 community events are held. Community Exchange alongside in-person MA	≥2 community events (C.2.2)	Community platform subscription renewed and moderated (Q1); community events (Q2, Q4); Community Exchange 2027 in person / hybrid (Q4)	Staff capacity	1,020		
Action Area D. Promoting the use of IATI data to inform policy dialogues													**121,500**	**107,602**	**229,102**
D-01	Action Area D	D.1	D.1.1	D.1.2	National dialogues and research partnerships	UNDP (Jaimie)	Universities of Sussex and St Andrews; UK networks of academics and NGO partners, and country research partners	Partner-led	≥2 national or subnational dialogues have used IATI data with Secretariat support, and ≥1 research partnership using IATI data is active with a published output.	≥2 dialogues (D.1.1); ≥1 research partnership (D.1.2)	Research partnership agreed (Q1) and output published (Q4); dialogues supported (Q2, Q3)	Staff capacity (on hold in 2026)	72,500		
D-02	Action Area D	D.2	D.2.1	D.2.2	Global policy engagement and interoperability	UNDP (Annelise, Jaimie)	OECD DAC/CRS; TOSSD; UNCTAD; FfD SPA partners;	Secretariat-led	IATI has contributed to ≥2 global policy processes (FfD4 SPA 'Bridging Data Systems', OECD/TOSSD, EU Transparency Day) and published ≥1 curated evidence product for global audiences; interoperability pilots undertaken under the SPA are documented.	≥2 high-level engagements (D.2.1); ≥1 evidence product (D.2.2)	SPA pilot report (Q2); EU Transparency Day and OECD/TOSSD engagements (Q1–Q3); curated evidence brief (Q3)		24,000		
D-03	Action Area D	D.3	D.3.1	D.3.2	Insight products and convenings	UNDP (Jaimie, Annelise) + ODS (to name)	Research and policy partners (such as GPEDC)	Hybrid	≥1 thematic or country-focused insight product is published in partnership (GPEDC) and ≥1 convening on data-use learning is co-hosted.	≥1 online publication (D.3.1); ≥1 convening (D.3.2)	Online publication (Q3); convening co-hosted (Q4)		25,000		
Institutional Performance. Core governance, administrative, financial and operational systems that enable the Secretariat to deliver the Action Areas													**334,048**	**816,609**	**1,150,657**

WS ID	Action Area	Result area	Primary indicator	Secondary indicator	Workstream	Holder	Delivery partners	Delivery model	2027 output (state at Dec 2027)	2027 milestone against primary indicator	Key deliverables 2027 (max 4, with quarter)	Dependencies	Non-personnel envelope (USD)	Total Personnel & Service Contracts	Total Personnel & non-personnel
IP-01	Institutional Performance	IP.1	IP.1.1	IP.1.2	Governance: Board, Members' Assembly and Working Groups	UNDP (Yemi / Annelise) and UNOPS	UNDP; UNOPS; ODS	Member-led	Four Board meetings (virtual) and the Members' Assembly (in-person) are prepared and run on time with full documentation; decisions document updated for Board reference; SOPs reflect decisions; working groups are supported as required. Institutional (hosting) decision on post-2028 arrangements has been made	100% Board attendance and engagement (IP.1.1); MA with >75% participation (IP.1.2); WGs supported (IP.1.3)	Board meetings (Q1–Q4); Members' Assembly (per calendar); SOP update (following MA); working group support as required (Q1-Q4); Institutional Working Group work concluded (Q2) leading to clear decision on future hosting beyond June 2028 current arrangement	Active Institutional Working Group makes timely recommendations for future hosting; MVSP status deactivated, releasing funding for in-person MA	216,000		
IP-02	Institutional Performance	IP.1	IP.1.4	IP.1.5	Membership agreements and legal	UNOPS (Adriel, Marija)	UNDP	Secretariat-led	All membership and contribution agreements, amendments and waiver requests are processed and monitored, and legal advice is provided within agreed timelines.	100% (IP.1.4, IP.1.5)	Agreements and amendments processed (rolling); Membership fees collected; Financial Monitoring Dashboard updated (monthly); monthly, quarterly and annual financial reporting.		60,000		
IP-03	Institutional Performance	IP.2	IP.2.1	IP.2.2	Financial management and reporting	UNOPS (Adriel, Asma) + UNDP (Marita)	UNDP	Secretariat-led	Cash flow is managed to the five-month coverage threshold every month, and all quarterly and annual financial reports and audits are submitted on time. MVSP status has been concluded.	100% (IP.2.1, IP.2.2)	Monthly, quarterly and annual financial reports to the Board; audit (per calendar); Financial Monitoring Dashboard monthly updates.		32,000		
IP-04	Institutional Performance	IP.3	IP.3.1		Operations and procurement	UNDP (Marita) + UNOPS (Adriel, Marija)		Secretariat-led	Procurement, translation and interpretation, and operational support are executed compliantly and on time for all workstreams.	100% (IP.3.1)	Translation, interpretation, air tickets, venue, catering, etc. procured for the MA in-person meeting (per calendar); procurement actions on request.		26,048		
IP-05	Institutional Performance	IP.4	IP.4.1		Institutional strategies	UNDP (Annelise, Yemi)	UNDP	Secretariat-led	-Approved Infrastructure Roadmap work in 2026 has informed technology planning for 2028. -The Engagement and Partnerships Strategy is extended or revised by Board decision. -A phased plan is in place to establish post-2028 institutional arrangements.	≥1 strategy approved in 2027 (IP.4.1 rating 3)	Partnership strategy extension decision (Q1); technology strategy for 2028 based on infrastructure roadmap (Q4); institutional arrangements for 2028 agreed and implementation planning in place (Q3)	Clear recommendations have emerged from an Active Working Group on Institutional Arrangements; EC-funded infrastructure roadmap completed in 2026	-		

WS ID	Action Area	Result area	Workstream	Delivery model	Primary indicator	Indicator (from Register)	2027 output	2027 milestone	Non-personnel envelope (USD)	of which unfunded
Action Area A. Strengthening country data-use systems through IATI data										
A-01	Action Area A	A.1	Regional engagement on country-systems integration	Partner-led	A.1.1	Countries receiving Secretariat-supported technical assistance for IATI data integration	Priority countries have been engaged through two regional convenings (Middle East–Africa, subject to confirmation of non-core funding for an in-person event, and Pacific/Lowy, delivered virtually) to promote the integration of IATI data into national systems, resulting in documented follow-up requests for further support and engagement.	≥5 countries receiving Secretariat-supported technical assistance (A.1.1 target ends 2026; set 2027 value)	152,838	55,000
A-02	Action Area A	A.1	Targeted country data use accelerator	Secretariat-led	A.1.2	Countries with IATI data embedded in national systems	Delivered targeted virtual technical assistance to an initial cohort of four partner countries to operationalise fit-for-purpose use of IATI data in national planning, budgeting, reporting or digital systems; developed and disseminated practical reconciliation guidance and peer-learning examples.	≥6 countries at stage 2 or above documented (A.1.2 target ends 2026; set 2027 value)	28,000	-
A-03	Action Area A	A.2	Data-use capacity support and feedback loop	Remote / peer learning	A.2.1	Organisations receiving direct support on IATI data access, analysis and use	A low-cost, remote model of capacity support is operating: briefings and peer sessions for national and local actors, with a feedback channel that records changes made to tools or guidance as a result.	5% increase in organisations supported vs 2025 baseline (A.2.1); ≥60% reporting improvement (A.2.2)	-	-
Action Area B. Enhancing IATI infrastructure to increase quality and usability of data										
B-01	Action Area B	B.1	Standard Custodianship	Secretariat-led	B.1.1	Standard revision proposals reviewed, acted upon and implemented	The IATI Standard is actively maintained through transparent change control.	10-12 proposals through two rounds; Gazette cycles on schedule; accepted changes implemented across tools and documentation within 3 months of publication	-	-
B-02	Action Area B	B.2	Publishing	Secretariat-led	B.2.1	Publishers able to register and publish: satisfaction plus publishing system data	Any organisation, including those with no budget or prior experience, can register and publish IATI data.	~300 first-time publishers; publisher satisfaction surveyed twice yearly (target ≥70%); new publishers and service usage reported monthly from system data	20,000	-
B-03	Action Area B	B.3	Data Services	Secretariat-led	B.3.1	The complete dataset held and served: pipeline consolidations delivered; bulk data and API availability	All published IATI data is held complete and current, and served as open bulk data and a stable, documented API.	d-portal on the unified pipeline by Q1; MCP layer live in H2; bulk data and API continuously available	-	-
B-04	Action Area B	B.4	Data Access	Secretariat-led	B.4.1	Active users and documented use cases of the data-access suite	Users have one clear, reliable way to see, search and download IATI data.	Data access routes streamlined so every activity and dataset has one stable, shareable route; suite-wide active users held at 2026 levels; in-tool feedback live from Q1	-	-
B-05	Action Area B	B.5	Data Quality	Secretariat-led	B.5.2	Top publishers improving or sustaining highest-tier data-quality scores	Publishers and data users have a trusted, published account of IATI data quality, and the highest-volume publishers improve against it.	Redesigned Dashboard live with published methodology and quality baseline by end Q3 (B.5.2); ≥80% of top-20% publishers engaged (B.5.1)	75,000	-
B-06	Action Area B	B.6	Interoperability	Secretariat-led	B.6.1	IATI data interoperable with partner standards: mappings published and current; active partner arrangements	IATI data can be combined with the other major standards for development and humanitarian finance, through published, current mappings and active partner arrangements.	IATI-CRS crosswalk agreed with the OECD and published (H2); mappings kept current; partner consultations twice yearly	10,564	-
B-07	Action Area B	B.7	Support	Secretariat-led	B.7.1	Timely, effective support: helpdesk responsiveness and active longer-term support engagements	Publishers and data users receive timely, effective help, from first query to long-term accompaniment.	95% of tickets answered within 2 working days; self-service resolution rate baselined and improving; 10+ longer-term engagements tracked monthly	13,064	-

WS ID	Action Area	Result area	Workstream	Delivery model	Primary indicator	Indicator (from Register)	2027 output	2027 milestone	Non-personnel envelope (USD)	of which unfunded
B-08	Action Area B	B.8	Platform Operations and Continuity	Secretariat-led	B.8.1	Core service availability and continuity	Core services run reliably, securely and at agreed cost, and the initiative has transitioned smoothly from old to new website.	Availability reported monthly from monitoring; core service catalogue published (Q1); annual continuity review completed (H2); running costs at or below the MVSP threshold	84,000	-
Action Area C. Championing transparency and accountability for development effectiveness										
C-01	Action Area C	C.1	Strategic advocacy and partnerships	Secretariat-led	C.1.1	Advocacy and policy platforms where IATI transparency is promoted or applied	IATI is present in ≥4 global or regional advocacy platforms, largely through partner-hosted engagements, and ≥2 high value partnerships are new or deepened with documented agreements.	≥4 engagements (C.1.1); ≥2 new or deepened partnerships (C.1.2)	41,760	-
C-02	Action Area C	C.1	Resource mobilisation	Secretariat-led	C.1.2	New or deepened strategic partnerships	The philanthropy/HNWI strategy developed in 2026 is in implementation, contribution agreements with existing donor members are renewed or increased, and at least one new funding relationship is agreed.	No IRRF indicator covers resource mobilisation — see proposed C.1.3 on Register	-	-
C-03	Action Area C	C.2	Membership growth and relationship management	Secretariat-led	C.2.1	Net growth of IATI membership diversified by type and region	Net membership grows by ≥2 with diversification by type and region; the CRM stakeholder relationship system is maintained and used for member engagement; UN agency and CSO retention risks are actively managed.	≥2 net new members (C.2.1)	12,736	-
C-04	Action Area C	C.2	Communications and positioning	Secretariat-led	C.2.1	Net growth of IATI membership diversified by type and region	A simple, compelling narrative of IATI's value is in use across channels; the Annual Report and ≥2 further products are published under the 2025–2028 Communications Strategy.	Contributes to C.2.1 and C.2.2; no direct IRRF indicator for communications	12,441	-
C-05	Action Area C	C.2	Community engagement	Member-led	C.2.2	Community recognition, engagement or convening activities	The community platform (post-IATI Connect) is active; ≥2 community events are held. Community Exchange alongside in-person MA	≥2 community events (C.2.2)	1,020	-
Action Area D. Promoting the use of IATI data to inform policy dialogues										
D-01	Action Area D	D.1	National dialogues and research partnerships	Partner-led	D.1.1	National or subnational dialogues using or showcasing IATI data	≥2 national or subnational dialogues have used IATI data with Secretariat support, and ≥1 research partnership using IATI data is active with a published output.	≥2 dialogues (D.1.1); ≥1 research partnership (D.1.2)	72,500	10,000
D-02	Action Area D	D.2	Global policy engagement and interoperability	Secretariat-led	D.2.1	Global policy processes or events informed by IATI	IATI has contributed to ≥2 global policy processes (FfD4 SPA 'Bridging Data Systems', OECD/TOSSD, EU Transparency Day) and published ≥1 curated evidence product for global audiences; interoperability pilots undertaken under the SPA are documented.	≥2 high-level engagements (D.2.1); ≥1 evidence product (D.2.2)	24,000	-
D-03	Action Area D	D.3	Insight products and convenings	Hybrid	D.3.1	Thematic or country-focused insight products developed with stakeholders	≥1 thematic or country-focused insight product is published in partnership (GPEDC) and ≥1 convening on data-use learning is co-hosted.	≥1 online publication (D.3.1); ≥1 convening (D.3.2)	25,000	-
Institutional Performance. Core governance, administrative, financial and operational systems that enable the Secretariat to deliver the Action Areas										
IP-01	Institutional Performance	IP.1	Governance: Board, Members' Assembly and Working Groups	Member-led	IP.1.1	Board members attending meetings and engaging with documents	Four Board meetings (virtual) and the Members' Assembly (in-person) are prepared and run on time with full documentation; decisions document updated for Board reference; SOPs reflect decisions; working groups are supported as required. Institutional (hosting) decision on post-2028 arrangements has been made	100% Board attendance and engagement (IP.1.1); MA with >75% participation (IP.1.2); WGs supported (IP.1.3)	216,000	-
IP-02	Institutional Performance	IP.1	Membership agreements and legal	Secretariat-led	IP.1.4	Membership agreements and waiver requests managed	All membership and contribution agreements, amendments and waiver requests are processed and monitored, and legal advice is provided within agreed timelines.	100% (IP.1.4, IP.1.5)	60,000	-

WS ID	Action Area	Result area	Workstream	Delivery model	Primary indicator	Indicator (from Register)	2027 output	2027 milestone	Non-personnel envelope (USD)	of which unfunded
IP-03	Institutional Performance	IP.2	Financial management and reporting	Secretariat-led	IP.2.1	Months with cash sufficient for three months of projected expenditure	Cash flow is managed to the five-month coverage threshold every month, and all quarterly and annual financial reports and audits are submitted on time. MVSP status has been concluded.	100% (IP.2.1, IP.2.2)	32,000	-
IP-04	Institutional Performance	IP.3	Operations and procurement	Secretariat-led	IP.3.1	Procurement actions executed compliantly and on time	Procurement, translation and interpretation, and operational support are executed compliantly and on time for all workstreams.	100% (IP.3.1)	26,048	-
IP-05	Institutional Performance	IP.4	Institutional strategies	Secretariat-led	IP.4.1	Institutional strategies developed, approved and implemented	-Approved Infrastructure Roadmap work in 2026 has informed technology planning for 2028. -The Engagement and Partnerships Strategy is extended or revised by Board decision. -A phased plan is in place to establish post-2028 institutional arrangements.	≥1 strategy approved in 2027 (IP.4.1 rating 3)	-	-