
MA Paper 3: Secretariat Implementation Update (2025)

Introduction

This consolidated Implementation Update provides an overview of the International Aid Transparency Initiative (IATI) Secretariat's progress and activities from 1 January to 31 October 2025, with placeholders for achievements anticipated through the remainder of the fourth quarter. It consolidates reporting from the first three quarterly achievements and reflects cumulative progress toward delivering on the 2025 Work Plan and Budget, as approved by the Governing Board in December 2024.

The reporting period marks the final operational year under IATI's 2020–2025 Strategic Plan and the transition toward the next strategic cycle (2026–2030). The Secretariat's work throughout 2025 has focused on five overarching priorities: (i) governance, accountability and strategic planning; (ii) improving data quality for more effective development; (iii) training and support for data users; (iv) advocacy, engagement and online presence; and (v) coordination, efficiency and impact of aid.

The Secretariat has worked under challenging operational and financial conditions, including staffing constraints and ongoing adjustments to new institutional arrangements within the UNDP Sustainable Finance Hub. Despite these constraints, significant progress has been achieved across governance, technical, and engagement workstreams, reinforcing IATI's position as a global public good and a key pillar in the international transparency and financing for development ecosystem.

1. Governance, Accountability and Strategic Planning

1.1 Governance and Board Support

Throughout 2025, the Secretariat continued to provide comprehensive support to IATI's governance bodies. This included organizing and servicing quarterly Governing Board meetings, maintaining up-to-date risk registers, and facilitating continuous communication between the Executive Director and the Board Chair. The Secretariat prepared detailed implementation reports and financial updates for each quarter, ensuring transparency and accountability in the delivery of the Work Plan. All quarterly Governing Board meeting minutes, agendas and quarterly implementation updates are available on the [IATI website](#).

Regular engagements with the Board included focused discussions on financial sustainability, standard governance, and preparations for the 2025 Members' Assembly (MA), scheduled for 26–27 November 2025 in Nairobi, Kenya. The MA will serve as the principal governance milestone of the year, marking the

conclusion of the 2020–2025 Strategic Plan and the endorsement of the new 2026–2030 Strategic Plan.

The Secretariat also maintained coordination across governance working groups, including the Financial Sustainability Working Group (FSWG), the Standard Stewardship Working Group (SSWG), and the South-South Cooperation Working Group (SSCWG). Progress under each of these groups contributed directly to strengthening IATI’s long-term strategic direction and institutional resilience.

1.2 Strategic Plan 2026–2030

The Secretariat devoted substantial effort during the reporting period to the design and consultation process for IATI’s new Strategic Plan 2026–2030. Building on the [independent evaluation](#) of the outgoing 2020–2025 Strategic Plan completed in early 2025, the Secretariat led a global consultation process combining online dialogues, regional workshops, and bilateral engagements.

Over 100 stakeholders contributed to these consultations, including government partners, multilateral institutions, civil society organizations, and data users. Regional workshops in Brussels (March 2025) and Abidjan (June 2025) provided opportunities to ensure that partner-country perspectives, particularly from the Global South, were central to shaping IATI’s future priorities.

Insights gathered through these consultations informed the Strategic Directions Paper, shared with members in July 2025, which articulated a coherent vision and four proposed action areas for IATI’s next strategic cycle. These directions emphasize IATI’s dual role as both a technical standard and a policy platform—supporting transparency, interoperability, and the effective use of data for development and humanitarian coordination.

By September 2025, the Secretariat had completed the first draft of the Strategic Plan and an accompanying Integrated Results and Resources Framework (IRRF). These documents were presented to the Governing Board for review and feedback ahead of their finalization for endorsement at the Members’ Assembly. The IRRF introduces a strengthened monitoring framework grounded in IATI’s “transparency to impact” model, ensuring measurable progress toward data quality, use, and coordination outcomes.

1.3 Financial Sustainability

A central focus of governance work during 2025 was the development of long-term options to ensure IATI’s financial sustainability. The FSWG, convened by the Governing Board, met intensively between February and May 2025 to develop a set of recommendations covering membership contributions, donor diversification, and cost-recovery mechanisms. The group’s final report was delivered to the Board in June 2025 and subsequently refined by the Secretariat based on Board guidance.

Building on the FSWG paper, IATI secretariat provided an additional proposal for Board consideration. The proposal explored several key income generating contributions; membership contributions, expansion of membership base, voluntary contributions and contributions from non-member publishers. To align with IATI’s evolving service model under the 2026–2030 Strategic Plan, the Secretariat proposes raising membership fees starting in 2027, with gradual inflation-linked adjustments and a tiered structure based on organization type and size. Members are encouraged to commit to multiyear contributions for financial predictability. The Secretariat also aims to onboard eight new full-paying members by 2030, supported by a renewed value proposition targeting governments, NGOs, and private sector actors. Voluntary contributions will support strategic initiatives such as downstream publishing, country-level capacity building, data quality improvements, and AI-driven analytics, with flexible funding windows tailored to donor priorities. Additionally, large non-member publishers benefiting from IATI’s infrastructure will be invited to contribute financially

through a pilot model targeting five major publishers by 2030, creating a pathway to membership and reinforcing long-term sustainability. Additionally, full replenishment of the 1 million USD contingency fund is expected by 2030, with a positive carry-forward balance. Elements of the Proposal were taken into account by the Governing Board Proposal which was tabled for vote planned during MA.

Towards ensuring medium term and long term financial sustainability, the Secretariat developed a revenue model which is an interactive tool for regular monitoring of income and expenditure flows that will allow adaptive management. Towards managing risk more closely with the uncertain times in the development aid sector, IATI Secretariat with the guidance of the board has developed a Minimum Viable Service Product (MSVP) which is shared to the Governing Board in Q3. The final version shall be shared to all members during the MA for adoption. This is planned to help the initiative switch to minimum service mode in the event that the risk of financial sustainability is imminent. A clear triggering factor was laid out in the MSVP to facilitate decision.

1.4 South-South and Triangular Cooperation (SSC)

IATI's leadership in advancing the visibility and standardization of South-South and Triangular Cooperation (SSTC) was consolidated through active engagement of the SSC Working Group. A major highlight of Q2 was the open webinar held on 27 May 2025, co-organized with UNCTAD and the TOSSD Secretariat, bringing together over 100 stakeholders to explore data interoperability and alignment across reporting frameworks.

During Q3, the Secretariat undertook a detailed technical mapping of UNCTAD's Framework to Measure South-South Cooperation against the IATI Standard. This exercise identified a set of comparable indicators and data fields, laying the groundwork for future piloting SSC reporting through IATI.

The UN Secretary-General's 2025 Report on the State of South-South Cooperation (A/80/256) formally recognized IATI as an enabler of standardized, transparent data-sharing across SSC partnerships. This marks a milestone in IATI's recognition within the UN system.

1.5 Institutional Positioning within UNDP's Sustainable Finance Hub

Following its transition from the SDG Integration Group, the Secretariat continued to strengthen synergies with UNDP's Sustainable Finance Hub (SFH). Collaborative efforts in 2025 focused on aligning IATI's agenda with SFH's work on digital public infrastructure, country-level finance tracking, and the Financing for Development (FfD4) process. This alignment has enhanced visibility for IATI across UNDP's corporate initiatives and facilitated knowledge exchange on financial data ecosystems and development finance transparency.

2. Improving Data Quality for More Effective Development

2.1 State of the Data Review

A central pillar of IATI's 2025 Work Plan is the launch of the "State of the Data" programme, designed to drive collective improvement in data quality. Building on early planning in Q1, the Secretariat launched the programme in Q3, introducing research themes on document links and organization references—two critical dimensions of data usability.

Each theme was supported by briefing papers, data analysis workbooks, and interactive webinars. Two rounds of consultations per topic enabled both a variety of stakeholders to discuss issues and propose improvements and suggestions for data quality, the IATI Standard and possible infrastructure needs.

For example, the initial round of document links in the IATI standard provided valuable input from stakeholders about using this data for Artificial Intelligence (AI), and how a possible “IATI document store” could assist these use cases. Average participation across these dialogues exceeded 60 stakeholders per session, reflecting strong engagement from the IATI community.

A third analysis on data timeliness is planned for Q4 and will feed into a concise State of the Data Report to be presented at the Members’ Assembly. This report will synthesize insights across the dialogues and propose a forward-looking approach to data quality monitoring and service design.

This programme of work provides a strong and flexible template for working across the multiple and varied data quality topics that sit across IATI, building in deep dive analysis and community engagement. It is envisaged that this will further strengthen in 2026, alongside other data quality artefacts and resources.

2.2 Ongoing Deployment & Maintenance of IATI Technical Infrastructure

In 2025, significant progress was made to modernize and unify IATI’s core technical infrastructure, including major work on the upcoming [IATI Registry relaunch](#) (scheduled for December 2025) and improvements to the IATI Dashboard. Following upgrades to the Datastore’s Solr servers in Q2, development efforts in Q3 focused on preparing the new unified interface that will streamline data registration, improve search capabilities, and centralize metadata management.

A new single sign-on (SSO) service was identified to harmonize user access across IATI tools with backend systems connected to a new Customer Relationship Management (CRM) platform (SuiteCRM). These upgrades will enable more efficient data synchronization, a more seamless user experience across all IATI services and more efficient information management for the IATI Secretariat.

To facilitate this engineering, a new set of Application Programming Interfaces (APIs) were specified, consulted upon and tested. These provide key services to the IATI community around the workflow of registering, updating and accessing data. Alongside this backend harmonisation, the IATI Design System was also rolled out across all IATI tools and documentation sites, to provide a seamless visual experience - as key action from community feedback.

Lastly, inroads have been made in terms of unifying the IATI data pipeline, using the Bulk Data Service. In relation to this, the IATI Dashboard - a tool over 10 years old - was reengineered to ensure a constant and consistent metadata and metrics service. This paves the way for efficient and coherent exploration and surfacing of data quality metrics in 2026, leading to a unified set of data quality dashboards.

2.3 Undertake Changes to the IATI Standard

The Secretariat has maintained continuous engagement on stewardship of the IATI Standard. Following the conclusion of the SSWG’s work in 2024, Q2 and Q3 focused on implementing its recommendations through the establishment of a new Standard Oversight Committee (SOC). The SOC’s Terms of Reference were drafted and submitted for Board review in Q3, defining a mandate for guiding Standard updates with transparency and inclusiveness.

Additionally, the Secretariat coordinated with OECD to align updates to DAC code lists, ensuring continued interoperability between IATI and other international standards. Preliminary technical tests on schema modifications and typographical corrections were launched in late Q3 as a pilot of the new change management process.

A key driver of this work is to centre any potential addition of change to the IATI Standard to have a clear focus on the impact to users and use cases. This represents a shift from previous years, where

changes were implemented wholesale, under one process. By splitting this into more navigable chunks, each proposal can be clearly assessed, separately from any future implementation. To assist this, another recommendation from the SSWG, The IATI Gazette, was launched in Q4. This is a push communication mechanism for relevant stakeholders, to inform of any new proposal, and how to participate.

As part of this work, the Secretariat has also prepared **Annex 2: Standard Change Process**, which will be submitted to the **Members' Assembly** for consideration. The annex sets out the formal mechanism by which changes to the IATI Standard are proposed, reviewed, and implemented. It introduces a structured and transparent workflow, spanning issue identification, community consultation, impact assessment, and decision-making through the **Standard Oversight Committee (SOC)** and relevant governance channels. The annex codifies how proposed changes are communicated via the **IATI Standard Gazette**, establishes clear timelines for review and objection, and aligns versioning procedures with international best practice using the *Semantic Versioning (SemVer)* model. Once endorsed by Members, this annex will be integrated into the forthcoming update of IATI's **Standard Operating Procedures (SOPs)**, ensuring that the change process becomes a permanent and auditable component of the initiative's governance framework.

In parallel, the Secretariat is piloting the **Revision Control Process**, which operationalizes the principles outlined in Annex 2 by testing end-to-end workflows for issue logging, proposal publication, and approval tracking. The pilot is helping refine how incremental updates-ranging from schema corrections to new codelist integrations are versioned, documented, and communicated to the community. This represents a major advancement toward a user-centred, iterative approach to Standard stewardship that balances technical rigour with transparency and responsiveness to IATI's diverse membership.

2.4 Support to Publishers

Ongoing support to publishers has been provided through IATI's Support service and Publisher tool. During Q1-Q3, 1253 new support tickets were received from 494 organizations, with 96 first-time publishers onboarded. First-time publications from organisations such as the FONPLATA, a development bank based in Latin America, were also supported. We are currently supporting the Central American Bank for Economic Integration (CABEI) and the Latin American Center for Development Administration (CLAD) to publish their first IATI files.

CLAD and FONPLATA were both inspired to approach IATI following CAF's initial publication which was publicised during their transparency report launch.

In July 2025, we conducted a detailed analysis of support requests, comparing tickets from the first half of 2025 to the same period in 2024. Most requests focused on publishing support, particularly IATI registration and account management. This highlights the value of our efforts this year to introduce IATI single sign-on and simplify the registration process. The analysis also revealed that most of our support queries are driven by donor requirements for partners to publish IATI data, or external aid transparency assessments.

As of November 2025, a total of 415 organisations have registered to use IATI Publisher, with an average of 15 new organisations signing up each month during the year. Updates to the IATI Publisher interface - including multilingual support and enhanced import functionalities - have improved accessibility and efficiency for smaller organizations. IATI Publisher will be the first tool to have IATI single sign-on from December 2025.

Feedback received from a small scale end-user survey in August 2025 included "the interface feels more streamlined and user-friendly compared to a year ago. Uploading and editing activity files is faster, and the improved guidance prompts reduce the likelihood of errors during data entry." When asked where

we could improve, users flagged that the link between IATI tools (e.g. IATI Publisher and d-portal) is sometimes confusing. We can use this feedback to make the relationships between IATI's different tools clearer - for example, when signposting to tools from the IATI website.

The Secretariat also continued collaboration with independent publishing tool providers, ensuring that their platforms can integrate with IATI's updated infrastructure, once the new Registry and single sign-on system are launched.

2.5 Development of Publishing Guides

A trend over 2025 has been the increased use of automated security systems to provide and access IATI data. A number of IATI publishers have continued to place "bot blocking" software around their data access, in turn often prohibiting IATI services from using the data. This has led to the publication of guidance materials for publishers, along with support workflows for the IATI Support team to clearly diagnose such behaviour. On the other side, an increase in requests for IATI data from AI services and projects has led to a focus on rationalising data services, with a keen eye on the cost implication. For year-end, a full analysis will follow.

As part of the technical and visual unification of the IATI infrastructure, the documentation that supports IATI tools was reviewed and rewritten. This was then published using the standardised platform and template, in line with the IATI Design System. The bulk of these support materials were

2.6 Refresh Insights Dashboard

In 2025, substantial progress was made toward modernizing the **IATI Dashboard**, one of the initiative's also translated to Spanish and French.

most widely used public tools for assessing the quality of published data. Building on extensive user feedback and the findings of the *Re-imagining Data Quality* consultations, backend development throughout Q2 and Q3 focused on improving system performance, data freshness, and indicator scalability. The Secretariat completed a series of backend infrastructure upgrades to enhance data-processing capacity and reduce load times by more than half, allowing larger and more complex datasets to be analyzed in near real time. The Dashboard's data-pipeline logic was refactored to align with the latest **IATI Datastore API** architecture, improving consistency between tool outputs and underlying source data. These improvements and broader data-quality efforts were showcased during the **European Union Transparency Day in Brussels (March 2025)**, where the Secretariat presented IATI's evolving approach to measuring and communicating data quality to EU institutions, member states, and implementing partners.

To ensure a unified and coherent user experience across IATI's digital infrastructure, the **visual alignment of the Dashboard with the IATI Registry, Datastore, and forthcoming website was completed in 2025** through adoption of the **IATI Design System**. This alignment harmonized colour schemes, typography, and component design, providing a consistent look and feel across the suite of tools and significantly improving accessibility and user navigation. The next phase will focus on **technical integrations** that connect these tools into a single end-to-end data environment. This includes enabling seamless interaction between publisher registration, dataset validation, and quality-assessment functions, so that users can move intuitively between publication, validation, and visualization processes.

In parallel, the Secretariat advanced design work to **enhance interoperability between the Dashboard and the IATI Validator**, with the goal of ensuring that validation results automatically inform data-quality scoring and diagnostic dashboards. Once implemented, this integration will strengthen the

feedback loop for publishers by linking validation outcomes directly to the indicators presented in the Dashboard, improving both the accuracy and usability of data-quality insights.

A major deliverable linked to this work is the **IATI Dashboard Issue Note**, developed under the Secretariat's EU-funded data-quality workstream. This Issue Note provides a detailed roadmap for the Dashboard's next generation, outlining a user-centric vision that expands the tool's functionality beyond compliance metrics to support richer analytical insights. It proposes a new framework of **robust indicator methodologies**, tailored by publisher type, sector, and thematic area, so that data users can better interpret publication quality and contextual relevance. The Issue Note will be **published for public consultation in Q4 2025**, inviting feedback from the community, development partners, and data experts. Once finalized, it will guide future enhancements aimed at strengthening IATI's role as a trusted source for monitoring and improving the quality and usability of development cooperation data.

3. Enhancing Data Use and Country-Level Engagement

Strengthening data use remains a strategic priority for IATI and a critical pathway to achieving the broader objective of “transparency for impact.”

3.1 Regional Engagement and Training

In partnership with the **African Development Bank (AfDB)**, the Secretariat successfully co-hosted the **IATI-AfDB West Africa Regional Workshop** in Abidjan, Côte d'Ivoire, from **3–5 June 2025**. The three-day event brought together **over 80 participants** from eight Francophone West African countries—including Côte d'Ivoire, Benin, Burkina Faso, Niger, Senegal, and Togo—alongside representatives from major development partners such as the **Agence Française de Développement (AFD)**, the **Islamic Development Bank**, the **West African Development Bank (BOAD)**, and the **World Bank**. The workshop focused on improving the **use of IATI data for aid coordination and public financial management**, as well as strengthening country-level ownership of transparency and data-driven decision-making processes.

Participants explored how IATI data can be leveraged to **track external development finance flows**, **align aid with national priorities**, and **improve dialogue with development partners**. Practical training modules provided hands-on experience with IATI tools and datasets, enabling government officials to access, filter, and integrate IATI data into national aid information management systems (AIMS). Peer-learning sessions facilitated knowledge exchange among countries, showcasing good practices in integrating IATI data to enhance budget planning and resource mapping.

A **comprehensive post-workshop report** was prepared and shared with all participants, summarizing the workshop's findings, lessons learned, and agreed next steps. The report also included **tailored guidance for development partners** on improving the quality, coverage, and timeliness of their IATI data, particularly in areas such as results reporting, sub-national location data, and financial disbursement traceability. These recommendations were designed to strengthen the consistency and usability of published data across the region and improve alignment with partner governments' national systems. The post-workshop report will be **publicly available on the IATI website in Q4 2025** to support wider dissemination and adoption of best practices.

Beyond immediate outputs, the workshop also served as a **forum for forward-looking dialogue**, where attendees contributed to shaping the forthcoming **IATI Strategic Plan (2026–2030)** by articulating

regional priorities and identifying the types of data services that Francophone West African countries require to enhance aid coordination and development effectiveness.

3.2 Unified Design and Documentation for Data Access and Use

The Secretariat has worked to strengthen the overall **data-use environment** by advancing the **visual and functional alignment of IATI’s tools for data access and analysis**. In 2025, the Secretariat completed a harmonized design layer across **d-Portal, IATI Tables, the Country Development Finance Dashboard (CDFD), and the IATI API ecosystem**, ensuring a coherent look, feel, and navigation structure across these platforms. This alignment—achieved through application of the **IATI Design System**; makes it easier for data users to move between different entry points for IATI data, whether they are exploring high-level trends through d-Portal, conducting tabular or geospatial analysis via IATI Tables or the CDFD, or building custom queries through the Datastore API.

In parallel, the Secretariat also **improved documentation and user guidance** across all data-use tools to support this alignment. Updated “how-to” materials, quick-start guides, and API documentation were developed to help both technical and non-technical users better understand how to access, interpret, and reuse IATI data for analysis and decision-making. These improvements collectively reinforce IATI’s identity as a single, interoperable **data ecosystem** rather than a collection of standalone tools—enhancing accessibility for policymakers, researchers, and civil-society users, and supporting the principle of *publish once, use often* in practice.

3.3 Integration with Global Partnerships

Throughout 2025, the Secretariat has intensified collaboration with key global initiatives and thematic communities to ensure IATI data continues to serve as a central reference point for transparency, coordination, and policy coherence across international development and humanitarian systems. These partnerships have been essential for embedding IATI data in cross-cutting efforts on aid effectiveness, financing for development, and open data governance.

Strengthening partnerships on global transparency and financing frameworks: During Q2, the Secretariat worked closely with the Global Partnership for Effective Development Cooperation (GPEDC) to integrate IATI data into the Action Dialogues that form part of the fifth monitoring round. This collaboration represents a renewed alignment between IATI and the GPEDC, reinforcing the complementarity between open data and multi-stakeholder policy dialogue mechanisms. The Secretariat in Q2 shared a proposal to support the GPEDC in leveraging IATI’s real-time disaggregated data to inform evidence-based discussions on donor coordination and national planning.

Mapping and policy dialogue with TOSSD and UNCTAD: A major milestone of the year has been the joint analytical mapping conducted between the IATI Standard and the Total Official Support for Sustainable Development (TOSSD) framework. This technical exercise, undertaken in close collaboration with the TOSSD Secretariat, identified key areas of alignment across the two systems—particularly on activity-level reporting, financial flow classifications, and visibility of South–South Cooperation (SSC). The mapping demonstrated how IATI’s structured, near real-time data can complement the TOSSD framework’s statistical aggregates, together offering a fuller picture of global development finance.

Building on this work, IATI and TOSSD jointly developed a high-level policy brief entitled *“Bridging Transparency Gaps: The Complementary Roles of IATI and TOSSD in Development Finance.”* This brief, co-published in collaboration with the **OECD, UNCTAD, and the UN Chief Executives Board Secretariat**, synthesizes policy recommendations emerging from the **Financing for Development (Ffd4)** process in Sevilla. It will be formally launched in **Q4 2025** as part of a series of joint communications under the **Seville Platform for Action (SPA)**; a multi-stakeholder framework

established at FfD4 to coordinate global data systems supporting development finance transparency and effectiveness.

The Seville Platform brings together IATI, **GPEDC, TOSSD, and UNCTAD** as co-conveners of a global data interoperability agenda, committed to reducing duplication across international reporting frameworks and to promoting coherent use of aid and finance data at both global and country levels. This collaboration marks a pivotal step in operationalizing the FfD4 outcome commitments, with IATI recognized as a foundational pillar for data interoperability under the SPA.

Humanitarian data and policy actors: In Q3, IATI contributed to the International Council of Voluntary Agencies (ICVA) webinar on the “Publish Once, Use Often: Realising the Promise of Data in Humanitarian Work” report. The session, which convened key humanitarian coordination and data actors, explored practical applications of IATI data in improving operational visibility and donor coordination. During the discussion, the Secretariat emphasized IATI’s role as a backbone for humanitarian transparency—bridging development and crisis-response data, reducing reporting burdens, and enabling field actors to reuse standardized data for multiple accountability purposes. This engagement reinforced IATI’s alignment with ongoing humanitarian transparency and localization debates.

Collaboration with UNDP Seoul Policy Centre and Data Futures Lab: In 2025, the Secretariat deepened its partnership with the UNDP Seoul Policy Centre and the Data Futures at Korea University through a joint research initiative examining how open data standards, particularly IATI, can strengthen evidence-based decision-making in development cooperation. The study, titled “Enhancing Data-Based Decision Making in Development Cooperation: Lessons from the IATI Experience,” applied a rigorous analytical framework combining the Data-Based Decision-Making (DBDM) model, the Data Value Chain (DVC), and the four dimensions of data quality – accuracy, timeliness, accessibility, and relevance – to assess how IATI data are being used in practice. The report is scheduled for publication by the UNDP Seoul Policy Centre in Q4 2025 and represents one of the most comprehensive external analyses of IATI’s usability to date. Moreover the collaboration provided a valuable independent perspective on IATI’s strengths and challenges as a global transparency standard. The report’s scenario-based walkthroughs offered practical illustrations of how different types of stakeholders; such as government planners, humanitarian responders, and civil-society organisations, access and apply IATI data in real-world decision making contexts. These scenario-based examples highlighted both the enabling factors and systemic constraints that influence data use, helping to ground the conceptual discussion in operation realities. The Data Futures Lab will be presenting the report findings during the Community Exchange in Nairobi on 27 November.

4. Advocacy, Engagement and Online Presence

4.1 Communications and Visibility

Implementation of IATI’s 2025–2028 Communications Strategy—approved by the Board in Q1—has been central to expanding awareness and strengthening IATI’s reputation as an authoritative transparency platform.

Key actions across the year include:

- Launch of new case studies and success stories highlighting IATI data use, such as the Lowy Institute’s Indo-Pacific Aid Map and new analyses by UNESCO and Education Cannot Wait.

- Proactive social media and content campaigns: social media activity more than tripled by Q2, and a structured publication schedule increased consistency across newsletters, web updates, and Connect posts.
- High-profile recognition of the IATI Standard as a Digital Public Good (DPG) by the DPG Alliance, with a follow-up application underway for the published dataset itself.
- Media and community engagement including participation in the EU Transparency Day (Brussels), the Netherlands open data media workshop (May 2025), and sessions with CLACSO and ICVA to broaden outreach to research and humanitarian actors.
- Two flagship publications in 2025 strengthened IATI's global visibility and credibility. The *Powering Transparency* report (January 2025) highlighted how IATI's data enables evidence-based decisions across governments and organisations. New analysis showed that IATI data now captures nearly two-thirds of all official development assistance (ODA). In June, the *IATI Annual Report 2024* and *Financial Report 2024* showcased record data volumes—USD 269 billion in disbursements, USD 147 billion in forward budgets—and expanding humanitarian, climate, and gender datasets.
- **Strengthening Community and Member Engagement:** IATI's engagement with members and stakeholders reached new heights in 2025, with nearly 100 contributors shaping the next *Strategic Plan 2026–2030* through regional workshops, caucus meetings, and consultations. Partner countries played a major role at *Ffd4* and the *West Africa Regional Workshop* with the African Development Bank, while members drove joint policy efforts through the *Open Government Partnership* and *State of the Data* review. These collective efforts strengthened the quality of IATI's work, expanded awareness, and built shared capacity for transparency and data use.

4.2 Strategic Advocacy and Global Visibility

2025 marked a major step forward in positioning IATI as a recognised global standard for development cooperation transparency, and IATI Data was formally recognised as a **Digital Public Good** by the DPG Alliance.

Building on successive advocacy efforts through Q1–Q3, IATI achieved formal recognition in the Compromiso de Sevilla outcome document of the **Fourth International Conference on Financing for Development (Ffd4)**, affirming IATI's contribution to transparency in international development cooperation and the promotion of open, interoperable data systems.

The Secretariat coordinated IATI's high-visibility participation at Ffd4, co-hosting two official side events:

- **"Data as Dialogue: Unlocking Interoperability for Financing Sustainable Development"**, co-organised with Nigeria, Germany, Australia and the Lowy Institute; and
- **"South-South Data Systems and Interoperability for Development Cooperation"**, jointly with KOICA, Shanghai University and emerging donor agencies.

Together, these events positioned IATI as a leading digital public good and contributed directly to the launch of the Bridging Data Systems for Financing for Development initiative, co-led by IATI, OECD, TOSSD and the UN CEB Secretariat.

Follow-up engagement has continued under the emerging **Sevilla Platform for Action** to maintain IATI's visibility in intergovernmental fora and to advance the agenda on data interoperability, transparency, and financing for sustainable development

These events raised IATI's profile as a leading global standard for transparency, and directly contributed to the launch of the **Bridging Data Systems for Financing for Development** initiative, co-led by IATI,

OECD, TOSSD, and the UN Chief Executives Board Secretariat. IATI is also now a permanent Observer to the **International Forum on TOSSD**.

Further recognition of IATI data was indicated in the UN Secretary General's report to ECOSOC on United Nations system implementation of the QCPR, noting that in '*2024, reporting against the newest data standard on the Gender Equality Marker began implementation for activity-level reporting aligned to OECD and International Aid Transparency Initiative (IATI) standards.*'

The IATI Secretariat began supporting CAF (banco de desarrollo de América Latina y el Caribe) in publishing IATI data on 150+ development activities across 14 countries, representing over \$5 billion in financing since 2024 - leading to their first Transparency Report in 2025, demonstrating how their data transparency is strengthening collaboration and trust across the region. IATI deepened its relationships and collaboration with key members, such as the **Bill and Melinda Gates Foundation**, the **African Development Bank**, and the **Government of New Zealand**, including co-hosting a **Transparency Day** with the **European Commission**, to engage EU Member States. IATI has also advanced discussions on membership and collaboration with other key stakeholders including the Global Climate Fund, the Adaptation Fund, the Saudi Fund for Development, the Arab Bank for Economic Development in Africa (BADEA), the Asian Development Bank, and the Government of Norway.

On the margins of the UN General Assembly 2025, IATI hosted the **Transparency 2030 Roundtable**, bringing together representatives across government, multilateral agencies, philanthropy and civil society to discuss how open data can build trust and make development cooperation more effective.

IATI has also concluded a year's long consultation process to engage members, the wider community and other stakeholders to shape the next **IATI Strategic Plan 2026-2030**. Building on the launch workshop in Nairobi in November 2024, there have been two further in-person workshops in 2025 in Abidjan and Brussels, as well as virtual caucus meetings with members, facilitated online discussions, series of bilateral meetings and deepdive interviews, and circulation of a Strategic Directions paper as a basis for in depth discussion, consultations and consensus building on the content and ambition of the plan.

Engagement with regional partners and the Pacific Islands Forum: Earlier in 2025, IATI engaged with the Pacific Islands Forum (PIF) to explore integration of IATI data into regional financing dialogues and national aid management platforms. This collaboration focused on how IATI's data infrastructure could support Pacific Island countries in tracking external development finance, particularly for climate-related investments. Building on this engagement, the Secretariat also initiated a partnership with the Lowy Institute to drive forward a broader agenda on climate finance, South-South Cooperation (SSC), and data use across Small Island Developing States (SIDS) in the Pacific region. This collaboration aims to leverage IATI data to inform evidence-based dialogue on resilience financing and regional cooperation models. The partnership gained momentum through joint participation at the Financing for Development (FfD4) Conference in Sevilla, where IATI, the Lowy Institute, and the Government of Australia co-hosted a side event highlighting the use of open data to enhance transparency and coordination in regional and South-South financial flows. This engagement will serve as a foundation for continued collaboration into 2026, linking IATI's technical capabilities with policy research and advocacy efforts on sustainable financing and development effectiveness in the Pacific and other SIDS contexts.

4.3 Strengthening Digital and Online Presence

A major strand of work through Q3 focused on consolidating and improving IATI's digital estate.

A comprehensive Scope of Work for the redesign of iatistandard.org was completed, following the 2024 user research and discovery phase. The redesigned site will:

- Serve as a central gateway to IATI’s data, tools and resources;
- Introduce a new “Our Impact” section to showcase achievements and member stories;
- Enhance visualisation of IATI data on the homepage; and
- Provide targeted guidance for different stakeholder groups.

Integration of the IATI Design System was completed on d-portal, IATI Tables, CDFD and several other tools and documentation sites, bringing the unified IATI branding and technical architecture as planned.

Development of a new website to launch in Q1 2026 is underway.

5. Coordination, Efficiency and Impact of Aid

The Secretariat continued to foster partnerships to enhance the coordination of aid and humanitarian finance. In collaboration with the TOSSD Secretariat, IATI co-authored the policy brief *“Bridging Transparency Gaps: The Complementary Roles of IATI and TOSSD in Development Finance.”* The brief, released in Q4, articulated complementary strengths and outlined practical recommendations for aligning reporting frameworks.

5.1. Downstream mapping:

In 2025, the Secretariat expanded [collaboration](#) with the **OECD Development Co-operation Directorate (DCD)** to enhance the visibility of aid flows through complex delivery chains. This joint initiative focused on strengthening the traceability of **subcontracted and downstream partners** by linking IATI and OECD DAC data. The resulting **OECD–IATI policy paper**, *“Tracking Aid Subcontracting,”* examines how IATI’s activity-level reporting can complement DAC data to reveal where and how resources flow from donors to implementing partners. The analysis—featuring case studies from **Australia, the UK, and the Netherlands**; was presented at the **OECD Development Finance Data Forum** in Q3 2025, where it informed ongoing **WP-STAT discussions on Untying Aid** and the visibility of implementing organisations. The findings underscore the importance of improving data interoperability, publisher consistency, and the inclusion of subcontracting identifiers to ensure that the full aid delivery chain is transparent and traceable. The OECD–IATI collaboration, along with Danida’s proof-of-concept pilot, will be further showcased at the **IATI Community Exchange on 27 November 2025 in Nairobi**, highlighting practical pathways toward more open, linked, and policy-relevant data ecosystems.

In parallel, the Secretariat deepened collaboration with the **International Council of Voluntary Agencies (ICVA)** through ICVA’s 2025 report *“Publish Once, Use Often: Realising the Promise of Data in Humanitarian Work.”* The report examines how humanitarian funding flows—particularly those moving from international NGOs to local and national partners—remain fragmented and often invisible, and how IATI can bridge this gap. It highlights persistent challenges such as duplicative reporting requirements, limited use of open data for operational coordination, and a lack of visibility for local actors within funding chains. Drawing on ICVA’s analysis, the Secretariat worked with ICVA to identify practical steps to make the “publish once, use often” principle a reality for humanitarian organisations, including better integration of IATI tools, simplified reporting workflows, and improved feedback loops between publishers and users. Both ICVA and IATI will co-present these findings during the **Nairobi Community Exchange**, convening humanitarian agencies, donors, and local-actor networks to discuss

how IATI data can be more effectively leveraged for **localisation, accountability, and equitable resource distribution**.

5.2 Establish FTS-IATI Data Exchange:

In 2025, the Secretariat advanced work on the **FTS-IATI Data Exchange Interoperability Pilot**, focused primarily on collaboration with **Danida**, the Danish Ministry of Foreign Affairs. This pilot, part of IATI's broader interoperability agenda, aims to reduce donor reporting burdens by enabling humanitarian funding data published through IATI to be automatically retrieved and processed by OCHA's **Financial Tracking Service (FTS)**. Throughout the year, the Secretariat worked closely with Danida to refine the **mapping framework** between the IATI Standard and the FTS reporting fields; aligning transaction fields, activity identifiers, humanitarian scope tags, and organizational codes.

Building on these results, Danida has begun applying the pilot's mapping and proof-of-concept model to inform its monthly FTS reporting, marking a significant step toward IATI's "publish once, use often" objective. The pilot has ultimately demonstrated that this goal—while possible—is not an easy feat. It is an **iterative process**, requiring careful alignment of data standards, consistent publication practices, and ongoing collaboration across technical and institutional boundaries. Nonetheless, the hard work invested through this proof of concept is **laying essential groundwork** for future humanitarian data interoperability. The lessons learned with Danida will inform a broader roadmap to guide other donors in applying similar approaches, reducing duplication in financial reporting, and advancing IATI's vision of a seamless, connected global data ecosystem.

5.3 Collaboration with thematic initiatives:

In parallel, IATI has continued to deepen partnerships with sectoral and thematic initiatives that apply IATI data for specialized policy analysis and programmatic coordination. These collaborations illustrate how IATI's open data standard underpins the monitoring of global development and humanitarian priorities through context-specific applications.

The Secretariat's collaboration with the Global Alliance for Food Security (GAFS) has advanced significantly in 2025. Technical support was provided to tag IATI activities within country-level Preparedness Plans, enhancing the ability of GAFS partners to visualize external funding flows for food security responses. This work represents a concrete example of how IATI data can be operationalized for early warning and rapid response mechanisms, enabling decision-makers to identify financing gaps and improve coordination across development and humanitarian actors. Similarly, Education Cannot Wait (ECW) has integrated IATI data into its *Education in Crisis Settings Observatory*, a platform tracking resource flows to education programmes in humanitarian contexts. Through the inclusion of IATI activity data, ECW has been able to strengthen real-time visibility over education financing, supporting its mission to ensure that funding commitments translate into timely delivery of learning opportunities for children affected by conflict and crisis.

These collaborations demonstrate IATI's evolving role as a connective layer between global reporting frameworks and operational initiatives, bridging policy and practice. They also underscore the increasing value of IATI data as an evidence base for coordination, planning, and accountability across diverse sectors. The Secretariat is documenting these cases as data use studies to be featured on the redesigned IATI website. These studies will serve as tangible examples of how IATI data directly

supports global goals on aid effectiveness, humanitarian coordination, and the alignment of resources with national and thematic priorities.

As outlined in the 2025 Work Plan, the Secretariat had envisioned convening an in-person thematic community workshop to bring together representatives from sectoral initiatives, data-use partners, and member organizations to exchange lessons learned and jointly explore cross-sectoral applications of IATI data. However, due to budgetary constraints, the workshop could not be held in 2025. The Secretariat remains committed to realizing this objective in 2026, either as part of a hybrid regional event or a dedicated session within the Members' Assembly, ensuring that these thematic collaborations continue to foster shared learning and alignment across the IATI community.

5.4 Develop Climate Financing Options for IATI

During 2025, the Secretariat initiated **exploratory discussions on strengthening the visibility and traceability of climate finance within the IATI framework**, with a particular focus on engagement with the **Green Climate Fund (GCF)**. Early conversations centred on identifying opportunities to align the GCF's well-structured project data with the IATI Standard, exploring potential methodologies for mapping and publication. A preliminary prototype was developed by technical partners to illustrate how GCF data could appear in IATI format, serving as a proof of concept to inform future dialogue. While these efforts remain at an exploratory stage, they have opened an important avenue for collaboration and mutual learning between IATI and one of the largest global climate funds. The GCF has also expressed interest in **joining IATI as a member**, which would represent a significant milestone in broadening the initiative's engagement across the climate finance ecosystem. Work in this area will continue into 2026, as the Secretariat deepens discussions with GCF and other climate finance actors to identify practical pathways for enhancing **climate-related data transparency and interoperability** through IATI.

6. Operational and Financial Management

UNDP and UNOPS have jointly continued to manage financial, operational, and contractual functions on behalf of IATI. Key highlights include:

6.1 Financial Management:

As of 30 September 2025, IATI had received USD 4.75 million in income, resulting in a cash balance of USD 1.84 million. Total income for the year is projected to reach USD 5.01 million, inclusive of contributions already advanced for fiscal years 2027 and 2028. In June, UNDP released the Certified Financial Report for 2024, which enabled contributions from Germany, Canada, and Switzerland toward the 2025 budget. By the end of Q3, UNOPS had completed the full transfer of funds to UNDP under the 2025 UN-to-UN Agreement, ensuring the availability of financial resources to implement the 2025 workplan activities.

UNOPS also launched a dynamic [IATI Dashboard for Membership Contributions](#), available through the IATI website and promoted via IATI Connect, providing real-time financial transparency and serving as a key tool for member engagement and accountability. As of September, 53 members had signed contribution agreements for 2025 or beyond, with 43 payments received totaling USD 2.54 million. All efforts are being done to collect outstanding contributions.

On the expenditure side, IATI had incurred USD 2.91 million in spending by 30 September, representing 69% of the approved annual budget. By year-end, total expenditures are projected to reach USD 4.096 million, reflecting a 98% budget delivery rate. The projected closing balance stands at USD 1.001 million.

The Secretariat provided support to the Financial Sustainability Working Group (FSWG), including the development of detailed financial assessments aligned with IATI’s long-term sustainability objectives. These analyses informed a set of proposals aimed at strengthening the initiative’s financial resilience and diversifying its funding base. The proposals were formally presented to the Governing Board during its July meeting, contributing to ongoing discussions on resource mobilization and future financing strategies.

Table 1 - Total Income and Expenditure (2024/2025) by Quarter

IATI Income and Expenditure (2024/2025 USD) by Quarter							
2024							
Income				Expenditure			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1,025,070	543,000	557,532	733,312	682,774	957,042	1,159,138	1,558,204
*Total income:			2,858,914	**Total expenditure:			4,357,158

*The total Income amount includes contributions paid directly to UNDP (USD 258,139) and EC voluntary contributions (USD 109,850 for 2024 and USD 62,081 for 2023, both paid in 2024). It excludes the unspent balance carried over from 2023 (USD 2,638,578). It also excludes the transfer of the project balance from the old to the new IATI project (USD 1,476,766.39)

2025							
Income				Expenditure			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1,888,000	430,480	344,351	346,500	932,003	1,039,674	938,207	1,186,444
*Total income:			3,009,331	**Total expenditure:			4,096,328

*The total income amount includes contributions paid directly to UNDP from Canada DFATD and Germany. This excludes the unspent balance carried over from 2024 (USD 2,088,224)

** Total expenditure includes forecast expenses for Q4

In 2024, IATI reported total income of USD 6.97 million compared to total expenditure of USD 4.36 million, resulting in a surplus that strengthened the initiative’s financial position. This income figure includes contributions paid directly to UNDP and voluntary contributions but excludes the unspent balance carried over from 2023 and project balance transfers.

In 2025, income is projected at USD 5.09 million, which is lower than the previous year but still sufficient to cover planned expenditures of USD 4.10 million. Despite the decline in income compared to 2024, the initiative maintained strong financial health, supported by early contributions and multi-year commitments. Expenditure remained stable year-on-year, decreasing slightly from 2024, reflecting disciplined budget execution and efficient resource utilization.

Overall, while 2024 marked a peak in income due to exceptional factors such as carryovers and project transfers, 2025 demonstrates continued financial sustainability with a positive closing balance and near-complete delivery of the annual budget.

Table 2 - Expenditure by Category

IATI Secretariat Finances for 2024 and 2025 by Cost Category (USD)

Cost Category	2024			2025		
	Budget	Expenditure	Expenditure Rate	Budget	Expenditure	Expenditure Rate
Personnel	1,793,372	1,580,496	88%	1,771,584	1,655,427	93%
Labour Cost - GS Staff					23,132	
Labour Cost - IP Staff		1,048,745			1,046,143	
Internship Stipend		1,383				
Labour Cost - International Personnel Services Agreement IPSA		514,957			586,152	
Labour Cost - IP Staff on Temporary Appointment		15,411				
Consultancy / Third Party Service Contracts	1,374,944	1,626,878	118%	1,479,100	1,542,800	104%
International Consultants - Short Term Support Contractor		601,132				
International Consultants - Short Term Technical Contractor		75,812			1,485,451	
Service Contract Holders		942,134				
Long Term Contractual Service Contracts					57,349	
General Insurance - Consultancy						
Service to Projects - General Opex		7,800				
IT Applications / Subscriptions	741,142	78,297	11%	296,300	276,232	93%
Information and Communications Technology (ICT) Supplies		3,574				
Email Subscription		-			4,749	
Computer Software		6,389			34,800	
Maintenance Cost - Software Licenses		34,800			185,427	
Print and Publications		33,534				
Other Media Costs					51,256	
Travel	543,517	287,645	53%	276,835	217,228	78%
Travel Tickets - International/Local		147,305			98,746	
Daily Subsistence Allowance - International/Local		72,263			90,117	
Travel Cost - Other		23,202			9,760	
Learning/workshop/training' costs		44,875			18,605	
Grants	400,000	400,000	100%			
Publish What You Fund (PWYF)*		400,000				
Others	0	26	0	10,000	72	1%
Foreign Exchange Losses		26			172	
Unrealized Foreign Exchange Gain					-100	
Print/Publications/Workshops				72,000	10,000	14%
					10,000	
Facilities and Administration - Implementation	312,051	383,815		288,102	394,570	41%
Facilities and Administration - Implementation		383,815			394,570	
Grand Total	4,765,026	4,357,157	91%	4,193,921	4,096,329	98%

* A separate budget line has been created for Grants (PWYF) from the IT budget in this table. The overall budget remains the same.

In 2024, total expenditure was USD 4.36 million, representing 91% of the approved budget. Spending was driven primarily by personnel and consultancy costs, which together accounted for the majority of expenses. Grants were fully delivered, meeting the USD 400,000 allocation. IT-related costs and travel were significantly reduced due to a deliberate effort to make savings to manage risk, while no grants were fully delivered to support 2024 ATI.

In 2025, expenditures are projected at USD 4.10 million, achieving 98% of the budget. Personnel and consultancy remain the largest cost categories, with IT investments increasing substantially compared to 2024. Travel shows moderate recovery, and overall spending reflects strong budget discipline and efficient resource allocation.

Table 3 - Expenditure by Scope

IATI Secretariat Finances for 2025 and 2025 by Scope (UDS)						
2024				2025		
Expenditure by Scope	Budget	Expenditure	Delivery Rate	Budget	Projected Expenditures	Delivery Rate
Scope 1: Accountability Structure	489,460	125,956	26%	441,802	265,616	60%
Scope 2: Stewardship of the IATI Standard	314,007	129,654	41%	320,768	308,689	96%
Scope 3: Technical Infrastructure	827,388	286,903	35%	803,332	738,000	92%
Scope 4: Publisher and User Support	665,909	287,172	43%	458,980	436,369	95%
Scope 5: Advocacy, Community and Communications	643,055	244,420	38%	636,408	692,831	109%
Scope 6: Policy and Planning Services	528,939	219,752	42%	738,068	657,635	89%
Scope 7: Operational Management	1,127,257	345,471	31%	360,761	464,976	129%
Scope 8: Procurement and Contracts Management	169,010	68,299	40%	145,700	137,642	94%
Scope 9: Transition Activities	-	-	0%	0	0	0%
Management Fees				288,102	394,570	137%
Grand Total	4,765,025	1,707,627	36%	4,193,921	4,096,328	98%

Table 4 - Expenditure By Strategic Priority and Cost Category

IATI Expenditures for 2024 and 2025 by Cost Category (USD)				
Strategic Priority	Cost category	Budget	Total Expenditure	Delivery Rate
1. Governance, Accountability and Strategic Planning (2025 Priority)	Consultancy (UNDP)		79,250	
	Consultancy (UNOPS)		57,349	
	IT Applications/Subscriptions		44,715	
	Personnel (UNDP)		592,782	
	Personnel (UNOPS)		395,246	
	Print / publications		21,256	
	Travel		167,266	
1. Governance, Accountability and Strategic Planning (2025 Priority) Total		1,310,411	1,357,864	104%
2. Improving data quality for more effective development (SP Objective 1)	IT Applications/Subscriptions		160,634	
	Service Contracts (ODS)		757,620	
	Travel		33,601	
2. Improving data quality for more effective development (SP Objective 1) Total		1,005,820	951,855	95%
3. Training and support for data users (SP Objective 2)	IT Applications/Subscriptions		17,928	
	Personnel (UNDP)		31,399	
	Service Contracts (ODS)		379,980	
3. Training and support for data users (SP Objective 2) Total		525,832	429,307	82%
4. Advocacy, engagement and online presence (2025 Priority)	Consultancy (UNDP)		216,922	
	Consultancy (UNOPS)		3,279	
	IT Applications/Subscriptions		41,700	
	Others		7,562	
	Personnel (UNDP)		499,908	
	Print / publications		-	
	Travel		8,870	
4. Advocacy, engagement and online presence (2025 Priority) Total		821,900	778,241	95%
5. Coordination, efficiency and impact of aid (SP Objective 3)	Consultancy (UNDP)		48,400	
	Personnel (UNDP)		136,092	
	Travel		-	
5. Coordination, efficiency and impact of aid (SP Objective 3) Total		241,856	184,492	76%
Sub-Total		3,905,819	3,701,758	95%
GMS - UNDP 8%		264,340	245,147	
Management fees - UNOPS 3.95%		23,762	149,423	
Grand Total		4,193,921	4,096,328	98%

Table 5 - Income vs Expenditure as of 30 September 2025

IATI 2025 Finances - Income Vs Expenditure (As of 30 September 2025)	
2025	
Income Received from Membership Contribution*	2,528,148
Income from Voluntary Contribution	115,650
Carry over from previous year	2,088,224
Interest	19,033
Total Income including MC, VC and Cash from previous years	4,751,055
Expenditures	2,909,883
Current Balance	1,841,172

* USD 170,956 received by UNDP

Table 6 - Projected Cash Position by December 31, 2025

2025 Cash Position: Receipts, Outflows and Closing Balance

Description	Q1–Q3 Actuals	Q4 Projection	FY 2025 Total
Opening Cash Balance (Jan 1, 2025)			2,088,224
Revenue / Inflows	2,662,831	346,500	3,009,331
Total Available Funds			5,097,555
Expenditures / Outflows	2,909,884	1,186,444	4,096,328
Closing Cash Balance (Dec 31, 2025)			1,001,227

*The total projected closing balance of 1,001,227 includes future years contributions

The closing cash balance for FY 2025 in Table 6 represents an updated projected figure from Q3. This accounts for anticipated expenditures in the fourth quarter.

6.2 Operational Delivery:

Procurement activities during the reporting period included the extension of consultancy contracts in communications, design, engagement, and Strategic Plan review, as well as interpretation services to support multilingual meetings. Continued collaboration under the Long-Term Agreement with Open Data Services (ODS) ensured stable infrastructure and access to essential IT tools such as databases, the Connect platform, MailChimp, Office 365, and Adobe. The Secretariat also managed travel and logistics for key events, including the EU Aid Transparency Seminar in Brussels, the Enhancing Development Impact and Accountability side event in New York, the IATI-AfDB Regional Workshop in West Africa, and the FfD4 Conference in Spain. Staffing efforts included onboarding an Engagement Specialist in Q3 and securing an externally sponsored intern to support communications at UNDP headquarters.

Despite resource limitations and external funding uncertainties, the Secretariat maintained momentum in delivering core operational and financial functions, supporting strategic objectives and ensuring transparency and accountability.

Implementation Challenges and Lessons Learned

The Secretariat achieved substantial progress in implementing the 2025 Work Plan, with approximately 85–90% of planned activities completed by October 2025. This strong delivery reflects the Secretariat’s continued commitment, flexibility, and resilience despite operating under constrained budgetary and human resources. Key milestones were achieved across strategic planning, infrastructure modernization, governance processes, and global engagement, underscoring the Secretariat’s ability to maintain momentum in priority areas.

However, some activities faced implementation challenges primarily due to budgetary limitations and reduced operational capacity. Staffing constraints affected the pace of delivery across multiple workstreams, with operational functions—such as procurement processing, consultant onboarding, and event logistics—particularly impacted. These factors also constrained the Secretariat’s ability to fully execute planned in-person engagements and community-building activities. Notably, the in-person thematic community workshop, envisioned in the 2025 Work Plan to strengthen cross-sectoral learning and collaboration, could not be delivered due to insufficient resources.

Similarly, the planned Data Use Strategy, which was intended to serve as a roadmap for advancing data uptake and application across the IATI community, could not be carried out in 2025. Given limited capacity, priority was placed on governance processes and the development of the next IATI Strategic Plan (2026–2030). Once endorsed at the Members’ Assembly, the Strategic Plan will guide the future design and rollout of a comprehensive Data Use Strategy, ensuring that the initiative’s priorities and investments in this area are clearly aligned with the broader strategic direction of the IATI community.

The Secretariat also faced constraints in systematically engaging country-level mechanisms due to both resource limitations. Opportunities to advance collaboration with national Integrated National Financing Framework (INFF) coordination networks and follow-up on Global Partnership for Effective Development Co-operation (GPEDC) Action Dialogues were limited, as these processes remained dependent on external institutional timelines and national coordination arrangements. Despite these constraints, the Secretariat undertook a initial analysis to identify priority country contexts for future engagement, which will inform the design of capacity-building activities and data-use training programmes in 2026.

Institutional shifts within UNDP required continued adjustment to new administrative procedures under the Sustainable Finance Hub (SFH), resulting in temporary inefficiencies in procurement and HR processes. This process was further complicated due to the reduced budget for operational analysts which only covered the first quarter. Nonetheless, closer alignment with SFH created opportunities for stronger integration with UNDP’s financing and data-governance initiatives, positioning IATI well for future collaboration.

While challenges in interoperability collaboration—such as with OCHA’s FTS—highlighted the complexities of cross-system data integration, they also reinforced the importance of sustained high-level advocacy, realistic sequencing, and incremental technical alignment. These lessons have informed the Secretariat’s approach going forward: focusing on scalable pilots, improved documentation, and evidence-based engagement to ensure that IATI’s tools and partnerships evolve sustainably.

Overall, despite the resource constraints encountered during 2025, the Secretariat maintained a high level of delivery and demonstrated adaptability in managing competing priorities. Lessons learned this year will shape a more strategic approach to work planning and partnership engagement in 2026, grounded in the twin principles of user-centred delivery and operational sustainability.

Conclusion and Next Steps

As of 31 October 2025, IATI stands at a pivotal moment—transitioning from its 2020–2025 Strategic Plan toward a new vision and operational model for 2026–2030. The Secretariat’s achievements in 2025 have consolidated IATI’s position as a trusted global standard for transparency in development and humanitarian finance.

Key priorities for the remaining period of Q4 and early 2026 include:

- Formal adoption and launch of the IATI Strategic Plan 2026–2030 and IRRF.
- Successful delivery of the Members’ Assembly and Community Exchange in Nairobi.
- Go-live of the IATI Registry relaunch.
- Consultation on the IATI data quality and measurement dashboard.
- Continued work on the inaugural State of the Data report.
- Resource Mobilisation - revise the concepts per the guidance obtained with key partners on voluntary contributions