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## MA Paper 6: Minimum Viable Service Product

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# Minimum Viable Service Product (MVSP) for IATI Secretariat (2026)

### Strategic Foundation

- **Purpose:** Define the essential services that constitute the minimum operational capacity of the IATI Secretariat in 2026, ensuring continuity of the Initiative's mandate under the reduced budget envelope.
  - **Budget Envelope:** \$USD 3.08 million (core IATI Resources only; constituting personnel and IT infrastructure).
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### Introduction

This paper outlines the Minimum Viable Service Product (MVSP) for the IATI Secretariat in 2026 — the minimum configuration of services, roles, and delivery capacities required to sustain IATI's mission as a global public good for aid transparency, coordination, and accountability.

Developed as a direct response to the recommendations of the June 2025 Financial Sustainability Working Group (FSWG) and following the endorsement on 17 October by IATI Members for a USD 750,000 budget cut, the MVSP translates IATI's Strategic Plan (2026–2030) into a pragmatic service model that safeguards core functions while prioritizing efficiency, focus, and value for money.

It defines the essential set of outputs and service levels necessary to maintain the credibility and functionality of IATI's data ecosystem and governance arrangements within the revised 2026 resource envelope. The MVSP provides a clear framework for balancing ambition with fiscal discipline — ensuring continuity of operations, measurable delivery against the Strategic Plan Results Framework, and a resilient foundation for future growth once financial conditions improve.

Structured around the four Strategic Action Areas of the 2026-2030 strategic plan and a cross-cutting Institutional Performance pillar, the MVSP serves as a practical roadmap for resource-prioritized delivery, accountability, and risk mitigation under constrained conditions.

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## Core Service Areas by Strategic Action Area

### *Action Area A: Strengthening Country Data-Use Systems (Leads: UNDP/ODS)*

- Systematic technical assistance over tailored support to partner governments and local CSOs to integrate IATI data into national/local systems prioritised.
- Organize regional/cross-regional workshops (e.g., West African Workshop, Pacific/SIDS/SSC Dialogue) for peer exchange and guidance. Workshop is virtual unless earmarked resources are obtained.
- Leverage training provided by other partners such as PWYF to maximum extent to reduce IATI secretariat burden on capacity building.
- Document and validate real-time integration use cases, culminating in a synthesis policy brief.
- Build a network of country/local actors using IATI data and disseminate practical models of integration.
- Maintain authoritative onboarding and training materials.

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### *Action Area B: Enhancing IATI Infrastructure for Data Quality and Usability (Leads: UNDP/ODS)*

- Ensure maintenance of core IATI technical infrastructure (Registry, Datastore, Validator, d-portal, CDFD, APIs). All improvement work will be on hold.
- Online support only to be provided at six months briefing on data quality (timeliness, traceability, results, humanitarian tagging, alignment).
- Implement structured feedback mechanisms and capacity-building for publishers using existing tools.
- Refresh dashboard indicators/tools to reflect evolving data-use demands.
- Provide technical assistance and targeted support to data publishers.
- Maintain helpdesk and support channels for technical queries.

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### *Action Area C: Championing Transparency and Accountability (Lead: UNDP)*

- Engage online in high-profile global policy platforms to promote IATI's value.
- Co-develop advocacy products and outreach materials with transparency/accountability organizations.
- Targeted effort to diversify IATI's membership base.
- Maintain and improve core communication assets (website, social media, IATI Connect).
- Prepare and distribute the IATI Annual Report.

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*Action Area D: Promoting the Use of IATI Data in Policy Dialogues (Leads: UNDP/ODS)*

- Support national/subnational dialogues (e.g., VNRs, INFF, UNSDCF, GPEDC) using IATI data for transparency and accountability.
  - Contribute to high-level global policy processes and forums.
  - Maintain up-to-date records and documentation of all policy and planning activities.
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*Institutional Performance (Cross-Cutting) (UNOPS on financial management, UNDP on governance)*

- Ensure Services are provided to members as per the SOP.
  - Ensure effective functioning of the Governing Board and Members' Assembly.
  - Provide robust financial reporting, cash flow management, and compliance.
  - Maintain efficient procurement, HR, and logistics systems.
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**Summary Table: MVSP by Action Area**

<b>Action Area</b>	<b>Minimum Service Product Results</b>	<b>Key Roles/Leads</b>
A. Strengthening Country Data-Use Systems	<ul style="list-style-type: none"> <li>• Provide systematic virtual support to governments and local organisations on quarterly bases reducing from on demand support.</li> <li>• Track and publish documentation of countries embedding IATI data in national systems.</li> <li>• Produce one synthesis report/policy brief on country integration lessons and enablers.</li> <li>• Deliver at least one regional or virtual training workshop on IATI data use.</li> </ul>	UNDP/ODS
B. Enhancing Infrastructure for Data Quality & Usability	<ul style="list-style-type: none"> <li>• Maintain IATI's publishing tools and documentation.</li> <li>• Continue basic user-centered improvements to Datastore, d-Portal,</li> </ul>	UNDP/ODS

<b>Action Area</b>	<b>Minimum Service Product Results</b>	<b>Key Roles/Leads</b>
	<p>CDFD, and IATI Tables; run periodic feedback campaigns.</p> <ul style="list-style-type: none"> <li>• Maintain hosting and unified architecture for IATI website and backend (including SSO integration).</li> <li>• Operate IATI Support Desk and continuously improve documentation and guidance.</li> <li>• Maintain redesigned IATI Dashboard.</li> <li>• Conduct targeted data-quality engagement with the top 20% of publishers.</li> </ul>	
C. Championing Transparency & Accountability	<ul style="list-style-type: none"> <li>• Participate in four global advocacy and transparency events (e.g. ECOSOC FfD Forum, Global Data Festival).</li> <li>• Implement IATI Communications Strategy 2025–2028 (monthly newsletter, weekly social media, and five case studies annually).</li> </ul>	UNDP
D. Promoting Use of IATI Data in Policy Dialogues	<ul style="list-style-type: none"> <li>• Facilitate at least three national or subnational dialogues using IATI data (e.g. INFF, GPEDC Action Dialogues).</li> <li>• Represent IATI in global policy processes (FfD4 SPA, OECD/TOSSD, UNCTAD, Global Data Festival).</li> </ul>	UNDP, ODS
Institutional Performance	<ul style="list-style-type: none"> <li>• Four virtual quarterly Governing Board meetings and drop-in sessions conducted.</li> <li>• Convene one annual virtual Members’ Assembly with full documentation and interpretation.</li> </ul>	UNDP/UNOPS

Action Area	Minimum Service Product Results	Key Roles/Leads
	<ul style="list-style-type: none"> <li>• Maintain governance documentation, including SOP updates and strategic policy revisions.</li> <li>• Manage membership agreements, contribution waivers, and donor reporting.</li> <li>• Maintain timely financial reporting, cash-flow oversight, and audit completion.</li> <li>• Ensure continuity of UNDP–UNOPS operations, governance, and project management systems.</li> </ul>	

**Note:**

This table defines the **Minimum Viable Service Product (MVSP)** that can be delivered under the **2026 Core Resource Envelope**, following the **IATI Members’ endorsement on 17 October 2025 of a USD 750,000 budget reduction**. It represents the baseline set of deliverables required to sustain IATI’s essential governance, infrastructure, and data services.

## Factors to Consider When Triggering the Minimum Viable Service Product (MVSP)

Activating the Minimum Viable Service Product (MVSP) for the IATI Secretariat is a significant decision that should be guided by clear, evidence-based criteria. The decision to switch to the MVSP mode is to be made by the Governing Board members. The MVSP is designed to safeguard IATI’s essential functions and strategic priorities when resources are constrained, ensuring continuity and credibility even in challenging circumstances.

To determine when the MVSP should be triggered, the Governing Board must systematically assess a range of internal and external factors. These include the health and engagement of the IATI membership base, the organization’s financial position, operational capacity, and relevant external developments in the aid transparency landscape.

Each factor category is associated with specific indicators and thresholds that provide practical guidance for monitoring and decision-making. By regularly tracking these metrics, the Secretariat can respond proactively to emerging risks and maintain transparency with members and stakeholders regarding service adjustments.

The table below summarizes the key categories, considerations, and specific indicators that should inform the decision to activate the MVSP:

### MVSP Trigger Factors Table

Factor Category	Key Considerations	Specific Indicators /Thresholds
<b>Membership Base</b>	Size, diversity, engagement, stability of membership contributions, advocacy needs	- Projected membership fee income declines by $\geq$ USD 212,500 in a rolling 12-month.
<b>Financial Situation</b>	Budget envelope, recent cuts, cash flow, cost efficiency	- Projected expenditures exceed available budget envelope by $>20\%$  - Cash flow shortfall projected for $> 1$ quarter
<b>External Factors</b>	Aid transparency trends, partnerships, funding opportunities	- Loss or deferral of an external funding commitment $\geq$ USD 50,000, (e.g., EU) that affects delivery of core IATI services.  - Global policy changes reduce relevance of IATI data ecosystem  External reviews or stakeholder feedback highlight urgent need for service prioritization

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### Guidance for application of the MSVP:

- Secretariat will regularly monitor these indicators and thresholds and share updates as part of the quarterly implementation report to the Board.
- If two or more indicators in all categories are met or exceeded, the MVSP should be considered for activation.

- The assessment process should be documented and communicated transparently to IATI members and stakeholders.

In such cases, the Secretariat will flag the issue at the next quarterly Board meeting; however, if the situation requires more urgent consideration, the Governing Board may convene an ad hoc meeting to review the indicators and determine whether activation is warranted.

This structured approach ensures that the decision to trigger the MVSP is both responsive and accountable, balancing ambition with fiscal discipline and the evolving needs of the IATI community.

## Risks and Mitigation Strategies

**The following key risks may affect the delivery of the minimum viable service product for the IATI Secretariat in 2026. Each risk is paired with targeted mitigation strategies:**

- **Low Country Engagement or Capacity:**  
*Mitigation:* Provide tailored technical assistance, foster peer learning through regional workshops, and build strong relationships with local champions.
  - **Technical Barriers or System Downtime:**  
*Mitigation:* Maintain robust monitoring and rapid response protocols for technical issues and ensure regular updates and maintenance of core infrastructure.
  - **Data Quality Gaps or Limited Publisher Engagement:**  
*Mitigation:* Implement structured feedback loops, offer targeted support and capacity-building for publishers, and regularly update tools to reflect user needs.
  - **Advocacy withdrawal or Membership Stagnation:**  
*Mitigation:* Diversify advocacy formats, target outreach to new sectors, energize community engagement through networks, and operationalize a proactive fundraising strategy.
  - **Limited Policy Uptake or Weak Research Partnerships:**  
*Mitigation:* Support structured policy dialogues, proactively seek research partnerships, and commission/publish high-impact knowledge products.
  - **Governance, Financial, or Operational Challenges:**  
*Mitigation:* Ensure regular Board meetings and timely documentation, maintain robust financial management and reporting, and streamline procurement and operational processes.
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## Conclusion

The 2026 Minimum Viable Service Product defines IATI's essential core — the minimum combination of services and capacities required to preserve its integrity as a global standard and trusted data platform. It aligns resources to strategic priorities, anchors

delivery within clear institutional responsibilities, and ensures that even under a restricted budget, IATI continues to deliver value for publishers, partners, and data users worldwide.