

2025–2027 Work Plan

Open Government Partnership Support
Unit and the Independent Reporting
Mechanism

March 2025



**OGP Support Unit and IRM
2025–2027 Work Plan**

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Foreword from the CEO

The 2025-2027 work plan comes at a testing time for the Partnership. A priority of the 2024-2025 work plan was to build a stronger political coalition for open government in a historic year of elections. The electoral outcomes of 2024, shifting political priorities and agendas, are asking for open government champions to do much more in connecting open government principles and approaches to issues voters care about and ensuring open government makes a real difference on societal outcomes and democratic resilience. This can give new momentum for progress on open government whilst safeguarding and building on the gains made in the past decade,

Many—including key partners in the open government community—depend on bilateral government support to promote transparency, accountability, public innovation and participation. The recent shifts in funder priorities have already had serious impacts on the whole OGP community, platform and processes, especially at national and local level. The cuts and reviews announced by others instill a further sense of uncertainty.

The partnership paradigm that OGP has built in the last decade, rooted in mutual trust, integrity, dialogue, and action can be essential in meeting this moment. The platform should continue to connect, inspire and strengthen the hands of the people making change happen in this era of polycrises. Initial results from 2024 point to growing areas of ambition and innovation within the Partnership that can provide positive inspiration even at a challenging time like this, and to OGP fora such as regional meetings and Summits continuing to serve as real, action-forcing events.

Moments of disruption can breed innovation and bring new opportunities. It will however ask for a razor-sharp focus and prioritization of our collective efforts. Consequently, the work plan for 2025-2027 focuses on building on the gains of the first couple of years of implementing OGP's 2023-2028 strategy and responding to the moment, along three key dimensions:

1. Political strengthening - calling on government leaders and partners to continue to affirm and demonstrate their commitment to the partnership's values and principles, and recognizing that this will take new value propositions, a fit-for-purpose action framework, and doubling down on evidence that OGP continues to be the home of open government innovation, ambition and impact;
2. Financial strengthening - exploring ways to mobilize financial support for core OGP work at the local and national levels, focusing on where real opportunities are at risk of being lost, as well as strengthening the operational resilience of the Support Unit and IRM in adapting to the new funding landscape.
3. Community strengthening - as many in the open government community grapple with new political and financial realities, connecting and convening the community to amplify and disseminate useful strategies, tips, resources and lessons.

The Open Government Declaration, endorsed by all OGP members, sets out the values and principles they all commit to embrace 'with a view toward achieving greater prosperity, well-being, and human dignity in our own countries and in an increasingly interconnected world.' The Declaration and the mandate of the Partnership are as, if not more, relevant now as ever. Delivering on OGP's vision will need collective efforts to safeguard the Partnership and its gains, and to continue to build on them, with bold actions anchored in the 2023–2028 strategy, for the 2025-2027 period and beyond.



2025–2027 Work Plan Approach

In 2024, the Support Unit and the Independent Reporting Mechanism (IRM) took an essential step in its planning and budgeting processes to shift to a results-based approach. This included setting medium-term (two-year) results and a work plan connecting targeted results to the goals set out in the 2023–2028 strategy. A detailed account of the progress of the Partnership against the results framework is underway, with data collection set to end in April 2025. As OGP enters the mid-point of the current strategy, this work plan sets out key deliverables intended to advance implementation of the strategy with a medium-term outlook, while also responding to the real-time opportunities and challenges.

Note that while OGP’s strategy has a Partnership-wide scope, the “work plan” refers to where the OGP Support Unit and the IRM play a direct role in implementing, facilitating, and encouraging the Partnership to do their part. The OGP Steering Committee provides direction for and endorses the collective deliverables and strategic priorities included in the work plan. The work plan also includes key areas where the Steering Committee leadership is needed to complement and support the work of the Support Unit/IRM.

Anchored in the 2023-2028 strategy, the two-year work plan continues to pursue the five mutually reinforcing goals set in the strategy:

1. Build a growing, committed, and interconnected community of open government reformers, activists, and champions.
2. Make open government central to how all levels and branches of government function and deliver on their priorities.
3. Protect and expand civic space.
4. Accelerate collective progress on open government reforms.
5. Become the home of inspirational open government innovations, evidence, and stories.

The overarching framework for translating the strategic goals into shaping and measuring the work plan deliverables and activities is once again categorized into **four results areas** agreed in 2024.

1. **Results Area 1:** Increased ambition and implementation of open government reforms and norms (Goals 2, 3 & 4 of the new strategy)
2. **Results Area 2:** Increased expansion, institutionalization, and mainstreaming of the open government agenda among members (Goal 2)
3. **Results Area 3:** Stronger ecosystems of reformers and reform coalitions (Goals 1, 4 & 5)
4. **Results Area 4:** A resilient and financially sustainable Support Unit/IRM to support OGP’s mission



As detailed in the 2025-2027 deliverables section below, building the political and financial resilience of the partnership takes a central place in the work plan. It recognizes that (re)building political leadership and continued community and funder confidence in OGP, on the one hand requires country leadership, including from members of the Steering Committee, and our network of champions and allies. On the other, it needs refreshed value propositions, a more flexible and fit-for-purpose action framework, and strong pipeline of evidence and stories to reaffirm that OGP is a viable platform for ambitious action, learning and impact, whilst remaining a trusted connector and convenor of a global community of practitioners working to advance open government against strong headwinds. The OGP Global Summit in Spain in October 2025, and OGP's 15th anniversary at the 2026 UN General Assembly are set to serve as critical action-forcing and showcase moments towards achieving the key deliverables set out for this work plan period.

The FY 2025–2026 Budget includes provisions for the staff time investment and other resources needed to advance the work plan deliverables in year one and preliminary aggregate projections for year two. The budget was developed based on a mitigation scenario to allow for the flexibility needed to pivot if the funding landscape further deteriorates due to potential shifts in priorities of bilateral funders. As stated in OGP's Steering Committee and Board of Directors MOU, the Board of Directors will approve the budget after the work plan has been endorsed by the Steering Committee. An overview of the budget will be presented to the Steering Committee for input during the work plan approval meeting.

2025-27 Deliverables

Deliverable 1: Deepen Country Action

2025-2027 is a crucial period for ensuring political support for the open government agenda and OGP, especially in the 28 member countries scheduled to hold elections in 2025-26 and those that held elections in the course of 2024. With over 50 national members implementing action plans in 2025, there is an opportunity to ensure that this political engagement focuses not only on securing the commitment to open government values and principles but also to supporting the most promising open government initiatives underway. To achieve this, strategic goals will be pursued in a mutually reinforcing manner.

Efforts to deepen country level action will focus on three areas:

Securing political support for open government across the partnership and keeping momentum in priority countries with focus on more ambition, building stronger ecosystems, supporting credible implementation, and fostering collective action.

- **Engaging political principals of all members of the Partnership in the lead up to the OGP Global Summit in Spain** to check-in on the status of their open government work, ways to secure political support and better understand how OGP can add more value to their open government efforts. This will build towards demonstrating visible commitment to open government and OGP from 2-3 high-level representatives from each region from amongst these countries at the 2025 OGP Global Summit and the 2026 UN General Assembly



Meetings. Special focus will be on those countries that can play stronger regional and global leadership roles in the Partnership.

- **Maintaining momentum in a subset of priority countries to continue to showcase the strategy and impact through action and pursuing windows of opportunity.** This will be done with elevated political outreach and peer support from Steering Committee members. Dedicated funding programs allow deeper support to the national and local OGP dynamic and to the implementation of commitments in many of the priority countries. The aim will be to build on progress made in 2024 in testing new directions of the strategy in areas such as mainstreaming and institutionalising open government, national-local collaboration, the Open Gov Challenge and demonstrating that with the right application, the core model of OGP still works and produces results. This includes countries such as Armenia, Colombia, Côte D'Ivoire, Dominican Republic, Ghana, Indonesia, Kenya, Malawi, Morocco, Nigeria, North Macedonia, Philippines, Ukraine, and the United Kingdom as well as the Co-Chair countries. Additionally, it will include pursuing windows of opportunity that have emerged in the past year in countries such as Guatemala, Moldova, Portugal and Zambia, and tracking and supporting select countries where windows may open through the work plan period. Poland will continue to remain a priority outreach country to join OGP. For both sets of countries, efforts will also be made to support them to take collective action in advancing the Partnership's strategic goals.

Refreshing the action framework to make it user-friendly, and fit for future, and improving member services. In 2024, new pathways for action were provided through the Open Gov Challenge, and independent action plans from judiciaries and autonomous institutions, to create opportunities for leadership and ambition to emerge from across levels and branches of government. In the 2025-2027 work plan period, the rules, guidance, and communications around the core action plan model will be reviewed and updated to make OGP's action model fit-for-purpose and user-friendly in the current political moment, and pathways will be created for recognizing open government progress and ambition outside action plans. Similarly, OGP's accountability and learning products will enable surfacing the most compelling evidence and stories needed to make a strong case for OGP's impact.

- **Updating the rules, guidance and communications for OGP's action plans:** Under the guidance of a temporary task force of Steering Committee and non-Steering Committee members (a selection of stakeholders who are experienced in using the OGP action plan mechanism), the rules, guidance, measurements, and communications associated with the OGP national action plans will be reviewed and updated to ensure that these set the right incentives and disincentives in the current political moment, and that OGP's action model helps foster collaboration and ambition while remaining user friendly. It will begin by looking at minimum requirements and the proxies through which they are measured, the triggers for inactivity, the action plan and self-assessment templates, flexibility in the timelines and windows for delivering, and the terminologies and methods for communicating IRM findings. This will entail a progressive change to the national handbook and updates to guidance through the course of 2025-2026. Additionally, it will include creating the pathways to more explicitly and formally recognize and showcase open government initiatives that are undertaken outside the OGP process and plans. In making these changes, the needs and interests of all OGP stakeholders, and the safeguarding of core elements of the OGP model -



dialogue, action, accountability - will need to be taken into account. A proposal of changes to the action plan rules, guidance and communications will be brought to the Steering Committee progressively by the OGP Global Summit in Spain for endorsement. Finally, under the leadership of a separate Steering Committee taskforce, a review will be undertaken to update, harmonize and better communicate all OGP's Accountability Mechanisms.

Improving member services and guidance. The Member Services team within the Support Unit will focus on crafting harmonized, modular guidance materials and services for members. The focus will be on areas such as co-creation, strengthening multistakeholder forums/platforms, guidance to civil society in the OGP process, and onboarding of new members. Efforts will be made to facilitate a shift towards a member-driven service model where members can more easily access and support each other. This will include creating more regular spaces for exchange amongst government Points of Contact, members of OGP multistakeholder forums and civil society convenors and coordinators on areas of common interest.

In recent years, several member countries have implemented Open Government Strategies to embed transparency and participation across specific sectors or public administration as a whole. In 2025, OGP, in collaboration with the OECD, will convene POCs from interested countries to examine the effectiveness of these strategies, identify best practices, and explore avenues for further support.

On accountability and learning services, the IRM is due to produce up to 37 Action Plan Reviews, 48 Results Reports and 13 Midterm Reviews for four year action plans in the first year of the work plan period. The IRM will also produce at least 16 Co-creation Briefs with recommendations to support co-creation processes. In 2025, the first Partnership-wide tracking of progress on the Results Framework will be released. Additionally, the following products are envisaged for the work plan period: a biennial report on OGP Local in 2025, a mid-term stock take of the Open Gov Challenge in 2026, and conceptualising the OGP@15 project which will include a Vital Signs analysis looking at the health of the Partnership and the OGP model, the most compelling evidence and stories of impact, and select country and thematic journeys as the Partnership turns 15. The overarching objective underpinning these efforts will be to produce compelling stories and evidence of ambition and impact to help with the aim of building political and funder support for open government and OGP.

Consolidating the progress of OGP Local and accelerating support for scaling open government at the local level. OGP Local remains critical to efforts to mainstream open government at all levels of government and to building political support for open government. In 2025, the focus will shift from onboarding of new OGP Local members to delivery of support and community building, with increased attention to promoting thematic priorities aligned with the Open Gov Challenge, nurturing and consolidating exchange spaces for thematic support, fostering and showcasing political leadership, and building a more interconnected, visible, and political network of local governments involved in OGP. Scaling open government at the local level will be a priority. Finally a stock of the future strategic direction of the OGP Local program will be undertaken together with the Steering Committee Local Taskforce to be set up in 2025.

- **Supporting ambition and delivery and strengthening peer learning and partnerships.** With over 80 new action plans expected in 2025 and 2026, efforts will be directed towards



supporting members in implementing these plans. This will include providing guidance, organizing peer learning and capacity building activities on thematic priorities, including the Open Gov Challenge areas, and improving knowledge-sharing spaces within OGP Local (e.g., OGP Learning Circles, Coffee Conversations). It will also entail collaboration with key partners to mobilize technical support for delivering implementation in priority thematic areas and for co-creation, monitoring, evaluation and communication.

- **Fostering political leadership and leveraging outcomes and stories from OGP Local:** A key focus this year will be on cultivating and showcasing political leadership from OGP Local as part of the broader effort to shore up political support of the agenda. This will also include revocation of membership of inactive members to create pathways for champions to join the cohort in 2026. Along with the Steering Committee Local Task Force, a strategic and intentional approach will be taken towards refreshing the membership of the OGP Local Cohort in 2026. Activities to continue inspiring and rewarding members' efforts will be ongoing, and there will be a focus on a new narrative for OGP Local that makes the case for why and how open government can deliver on issues that citizens and voters care about.
- **Accelerating support for scaling open government initiatives at the local level.** Efforts will continue to be made to support national initiatives for scaling local open government such as those undertaken by national ministries, local associations or partners in a growing number of members in the Partnership including but not limited to countries like Armenia, Costa Rica, Indonesia, Morocco, Nigeria, Philippines and Ukraine. Additionally, an affiliation model will be developed and rolled out for such initiatives and participating local governments and supported through the development and deployment of train-the-trainers' resources, creating yet another pathway for formally recognizing open government action outside the action plans.

Deliverable 2: Advance Ambition, Implementation and Leadership on Thematic Priorities

Promoting the Open Gov Challenge, using the 2024 Open Gov Week, UNGA and Regional meetings as action-forcing moments, and supporting its uptake through the Open Gov Guide led to 23 countries and 55 locals participating in the Challenge in 2024. In order to demonstrate that OGP continues to be a platform for ambitious action and innovation, promoting uptake on the Challenge will be a priority for the Support Unit and the Steering Committee. It will come with a stronger focus on unlocking the political, technical and financial support for successful delivery of open government. While there is an opportunity and need to advance all ten Challenge areas, the Support Unit will prioritize a subset of these in 2025. Additionally, OGP will invest in exploring its value proposition for frontier topics – topics that resonate with the public and political leaders, but have yet to see significant traction within the Partnership, for example in areas like economic prosperity and growth, public safety and security.

The main actions taken forward to achieve this include:

Advancing uptake, leadership and support for the Challenge. While all 10 themes will continue to be promoted, additional effort will be placed by the Support Unit on advancing justice, environment, civic space, and digital governance, with the target of securing at least 3-5 ambitious new commitments per year. These themes have been selected as they represent promising areas with



political opportunity and strong partner interest, or areas that need some extra investment to deliver on their potential. Gender and inclusion will be mainstreamed across these and other efforts across the work plan. Anti-corruption will continue to be a critical area of work where the focus is to maintain the substantial traction and ambition across the partnership.

- In the next two years, **specific emphasis will be placed on cultivating leadership from members to work with cohorts of other governments** to raise collective ambition, help build political support from others, provide peer-to-peer support and ensure implementation remains on track.
- Working in collaboration with donors and strategic partners and alliances, the focus will be on **securing technical and financial support** for the most ambitious Challenge commitments.
- OGP will commence **benchmarking using third party sources and recommendations** to track member progress across the ten policy areas of the Challenge and provide concrete recommendations for action. This will be conceptualized and rolled out in consultation with the Steering Committee and key thematic partners.

Advancing thematic ambition through key global moments and coalitions. OGP has a proven track record on translating global conversations and pledges to domestic action. In 2025-2027, select significant external moments for positioning OGP and promoting open government approaches include: the 2025 United Nations Climate Change Conference (COP 30), Fourth International Conference on Financing for Development and 2026 UN General Assembly, the 2025 and 2026 Organisation for Economic Co-operation and Development (OECD) Global Anti-Corruption & Integrity Forum and Development Assistance Committee Civil Society Days, relevant EU fora, the 2025 World Justice Forum and the International Open Justice Conference, the 2025 World Bank Partnerships for Anti Corruption Global Forum, and the 2026 International Anti-Corruption Conference (IACC), Internet Governance Forum 2025 and RightsCon 2026, and stronger partnerships with key multilateral and thematic partners. The Support Unit will also support OGP Steering Committee efforts to link OGP and open government better to select fora and networks they convene or which they participate in, such as G20 and United Nations Convention against Corruption (UNCAC) Conference of the States Parties (CoSP).

Initiating work on better connecting open government to politically salient issues such as economic development and inequality, public safety and security, and public sector modernization. This will include crafting and curating the value propositions, stories and evidence, communications strategies, and commitments, whilst identifying and working with relevant platforms and partners to do so. This will build on and go beyond the work commenced in 2024 on OGP Horizons which connects open government to a range of frontier topics. After the successful launch of OGP Horizons the ambition for 2025-2027 is to get more traction outside the core OGP community and in media. OGP will work with a strategic communications expert on sharpening the narrative for OGP based on the above.

Deliverable 3: Building a Stronger Global Ecosystem of Open Government

The 2024-2028 strategy's ambition to build a stronger, more political global ecosystem around open government needs to be front and center of this work plan, given the current political realities. This required a much more elevated political role for and outreach by the Steering Committee, and



making the best use of the opportunities of the 2025 OGP Global Summit and the 2026 UN General Assembly meetings, as well as to connect them closely to political priorities of the Co-Chairs and Steering Committee members as expressed in other fora relevant to OGP. The Support Unit will play a strong role in facilitating and accelerating these efforts, with a critical role for the Steering Committee to bring leadership, including building fresh political support.

The main actions taken forward to achieve this include:

Strengthening political support for open government and OGP across the membership: In the lead up to OGP Global Summit in Spain in October, the Steering Committee and Support Unit will call on all political leaders and OGP multistakeholder fora to affirm their commitment open government values, principles and approaches, and the importance of the OGP platform in taking these forward. This will be achieved through the following:

- **With the leadership of the Co Chairs and Steering Committee ensuring a strong political turn-out at Head of State/Government and ministerial levels at the OGP Global Summit in Spain 2025 and the 2026 UN General Assembly.** This will include curating a high-level and ministerial programme that is appealing, action-oriented and politically relevant to help shore up interest and attendance. This will be complemented with the attendance of the highest level leaders from civil society, partners, donors and international organisations.
- **Implementing a refreshed OGP Champions' Network.** The network will more proactively, and strategically leverage OGP's expansive network of practitioners, Steering Committee members, (current and former), Envoys, OGP Ambassadors, and alumni for key roles to position OGP in prominent platforms and fora and support political outreach during the work plan period. This will also include the recruitment of new OGP Ambassadors, drawn from diverse sectors, and regions, to enhance the ability to leverage their influence and networks. An initial informal convening of the renewed Champions' Network is envisaged at the OGP Global Summit.
 - **Establishing a time-bound CEO advisory task force to mobilize senior political leaders and influencers** in building political will and strategic partnerships, and to benefit from their expertise and reach.
- **Better leverage OGP's staff presence in capitals of global political relevance** as an opportunity to build support for the open government agenda for the respective communities in these capitals as well as for those passing through.

Investing in curating and disseminating stories and evidence that show the results and impact of OGP through a new approach to content, communication and community engagement. This will include sharpening OGP's value propositions and narratives to make them more inspiring and politically relevant and tailored to different audiences, regions and themes; a structured and strategic approach to surface content and stories that help communicate why open government and OGP matter and the tangible outcomes they contribute to; and improved media presence including through leveraging OGP Horizons to position open government principles and practice as core to tackling politically salient issues.



Continuing to invest in empowering open government champions through the implementation of a new recognition framework and open government education. This will include a more structured approach to recognition, including new and innovative ways; the 2025 OGP Challenge Awards at the OGP Global Summit; and the delivery of a global pilot on open government education and facilitating a community of practice amongst national schools of government.

Deliverable 4: Strengthening the Resilience of the Partnership and the OGP Secretariat

One of the biggest priorities of this work plan period is to shore up the resilience of the Partnership and Secretariat to respond to the current financial and political challenges, and adapt to navigate new realities. Realizing the ambition of OGP's strategy and the deliverables of this work plan is predicated on achieving this objective. The OGP Support Unit and IRM will take several measures to strengthen both the resilience of the Partnership and the Secretariat itself. In addition to the political response focus on strengthening political support for open government and OGP, outlined under Deliverables 1 and 4, the main actions will include:

- **Creating spaces for community learning and sharing:** Leaning on OGP's core strength as convener and as a listening post, the Support Unit along with the Steering Committee and partners will focus on gathering information on partners affected by the changes in political and financial landscape, and connect them to resources and networks to navigate the same. This will include organizing community conversations to hear how open government processes and the community are being affected, and to provide a forum for exchanging emerging lessons and recommendations. It will also include curating and sharing community resources on an ongoing basis.
- **Mobilizing a finance response:** Focusing on opportunities for the community and for the sustainability of the OGP Secretariat. Actions include (but are not limited to) mapping impacts of the funding freeze in coordination with others in the community leading such efforts, identifying new funding options, engaging current funders, and exploring where governments can step up to support their own OGP work (with potential leading role for Steering Committee governments). It will also include launching the "Helen Darbishire Civil Society Fund", an OGP Response Fund) to support core OGP work at the local and national levels to the extent possible, focusing on where real opportunities are at risk of being lost. Efforts will be made to increase country contributions by 10% by encouraging countries to pay at the updated 2025 levels, with targeted strategies for retaining payers. This will need to leverage the role of the Steering Committee, both in setting an example for others and in leading on targeted outreach.
- **Scenario planning for further changes to political and financial support for open government and OGP,** mapping risks and mitigation strategies for membership, funding, and operational preparedness of the OGP Secretariat. Even as the focus will be to secure the political and financial base for the open government agenda and OGP, the Support Unit, with the Steering Committee and the Board will maintain a watching brief over possible scenarios and mitigation measures to ensure preparedness of the Partnership and the Secretariat to respond to any changes.



- **Elevating the role of the Steering Committee** through active engagement of both, the high-level (Ministerial), and working-level representatives and enhancing the engagement of ministries of Foreign Affairs, focusing on their roles and contributions to advancing open government by creating better linkages with their political priorities. This will also involve implementing the recommendations of the 2024 Governance Review, including the launch of the Local Task Force; assessing and reviewing accountability mechanisms within OGP; and aligning the work of subcommittees with the governance review outcomes. It will also include providing regular spaces for government and civil society cohorts of the Steering Committee to connect, coordinate and collaborate with each other, in pursuit of the Partnership's strategic goals and to continually strengthen it. Additionally, the eligibility criteria for joining the Steering Committee will be reviewed to better reflect its enhanced mandate, emphasizing political leadership, strategic direction, and external engagement.
- **Delivering on an Organizational Health Action Plan for the OGP Secretariat** with 3-4 priority actions flowing from the Staff Survey feedback including strengthening OGP's data infrastructure, knowledge flows and management, and creating opportunities for staff recognition. This component will also include ongoing work on revising the compensation and human resources framework, all in close alignment with the OGP Strategy.

