



YEARS OF PROGRESS

Open
Government
Partnership



15 Years of Progress

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Foreword



An aerial view of participants at the 2023 OGP Global Summit in Tallinn, hosted by the government of Estonia (Credit: OGP)



The Open Government Partnership began with a promise. In 2011, at the United Nations, eight governments and nine civil society leaders came together around a simple but ambitious idea: that governments become more effective and earn greater public trust when they are more open and responsive to their citizens. They invited reformers around the world to join them in advancing transparency, public participation, accountability, and innovation as practical ways to make that promise a reality. They believed this would help governments work better, fight corruption, and rebuild trust between governments and the people they serve.

Fifteen years later, the experience of OGP members shows that this promise is being delivered. Across countries and communities, openness has strengthened institutions, improved public services, fought corruption, and delivered reforms that endure. The work is far from complete but the evidence, as this report shows, is compelling: **open government delivers better government**. This is how OGP works. We create the conducive conditions (including openness, inclusion, and independent accountability) that enable governments to pursue stronger, more durable reforms than they would attempt alone. Sustained across election cycles, these reforms improve how countries are governed and how people live. Reformers in government and citizens outside it work together to drive these changes. The conditions created by OGP are what make them succeed and endure.

The evidence bears this out. Eight countries passed their first ever right to information legal frameworks through OGP. When the United Kingdom opened a public register of who really owns companies, it was the first to do so through an OGP action plan. Today two in five OGP countries publish that data, against one in eight elsewhere. According to Nigeria's anti-corruption authorities, the country used its own register to recover more than a hundred million dollars in stolen assets and to exit the Financial Action Task Force grey list.

At the local level, OGP is enabling public participation where government decisions touch citizens directly. For example, complaint response times were halved in San Pedro Garza García, Mexico, and contracts for school lunches were awarded to small, women-led agricultural businesses for the first time in Palmira, Colombia.

Ukraine offers the clearest proof of what this cooperation can achieve. Its open contracting system, ProZorro, was co-created by reformers inside and outside the government. Held to independent scrutiny through successive OGP commitments, it has survived changes of government and saved billions of dollars that would otherwise have been lost to waste and corruption. Finland's award-winning State Procurement Portal, Tutki Hankintoja, was inspired by Ukraine's example.

Fifty-seven OGP member countries have passed, amended, or strengthened legislation on beneficial ownership, open contracting, fiscal openness, public participation, or the right to information. Today, ninety percent of OGP member countries have involved the parliament, judiciary, or local governments in open government initiatives.

The stakes are higher now than ever. Trust in public institutions is eroding. Space for citizens to organize and speak is shrinking. The information people need for self-government is poisoned to divide them. New technologies are reworking what governments can do faster than governments can guide them. None of these challenges can be met by governments or citizens acting alone. They demand cooperation on a scale the world has not faced before. Never has the case for open government been made more urgently, nor contested more fiercely, than right now.

Fostering cooperation between those inside and outside the government is precisely the skill that OGP has spent fifteen years cultivating and showing that it delivers stronger, more durable reforms. Behind every commitment lies a hard-won achievement: the practiced habit of people with competing interests working openly toward shared goals that neither could achieve alone. In the years ahead, we will apply this habit to three key frontiers. We will strengthen inclusive, resilient institutions by protecting civic space, upholding the rule of law, and restoring integrity to public information. These are the foundations of meaningful cooperation. We will advance democratic digital governance, so artificial intelligence, digital infrastructure, and data rights are governed openly by and for the people they affect. And we will pursue shared and sustainable prosperity by bringing company ownership, public contracts, and policy-influencing financial flows into the light.

OGP's proposition from fifteen years ago works. Today's stakes are high and the challenges daunting. Meeting them requires what OGP has built: cooperation between citizens and governments.

Let us do it, together, at the scale that this moment demands.

Aidan Eyakuze

Chief Executive Officer, Open Government Partnership

Key Findings



Facilitators leading consultations for the Neighborhood Infrastructure Fund in Glasgow, Scotland (United Kingdom) (Credit: Government of Glasgow)

Over the course of 15 years, OGP has helped define how open governments can and should work, and the Partnership has built the experience to help address today's complex challenges. Since 2011, members have delivered meaningful policy and institutional change. What began as a focus on transparency and open data 15 years ago has evolved into a platform for generating reforms that drive tangible outcomes, like expanding civil society participation in policy-making and improving public services, government responsiveness, and resource allocation.

Today, open government principles and practices have extended beyond individual champions or executive-led initiatives. These principles and practices are increasingly embedded across branches and levels of government, enabling governments to seize moments of opportunity and to sustain progress over time.

Reformers have used the OGP platform to drive results. Collaboration between actors inside and outside of government is in the DNA of the OGP model, and has proven that it produces stronger, more durable reforms. Repeated cycles of action planning have cultivated trust and relationships between reformers over time. Coalitions between like-minded countries were built to connect global policy debates with in-country reforms. OGP's global visibility and cross-country learning opportunities sharpened political incentives and provided practical tools to turn ideas into action.

This publication celebrates the hard work of political champions, public servants, civil society reformers, and partners. It also reflects the Partnership's resilience in advancing open government reforms in the past 15 years. This milestone is both a recognition of what has been built and a call to go further by scaling ambitious reforms.

Open government delivers stronger institutions, collaborative governments, and better services.

Open government reforms have led to tangible results: new or improved legislation mandating openness, greater proactive disclosure of data, and enhanced civil society participation in policy design across a range of policy areas. Open government principles and practices are being institutionalized, replicated, and scaled across branches and levels of government.

Open government reforms lead to concrete policy outcomes.

- **Beneficial Ownership Transparency:** Nearly 30 OGP countries have achieved concrete results, such as new beneficial ownership legislation, the publication of beneficial ownership data, or greater involvement of civil society organizations (CSOs). Twelve OGP countries started publishing beneficial ownership data for the first time, several through central registers.
- **Open Contracting:** 43 OGP countries have achieved concrete results, such as newly disclosed data, new legislation mandating greater openness, and greater involvement of CSOs.
- **Fiscal Openness:** Nearly 60 OGP countries have improved access to fiscal information during their action plans. Most of these countries have established centralized platforms dedicated to fiscal information to improve public accessibility. About half of these countries have published Citizen Budgets or otherwise more accessible forms of budget information for the general public.
- **Public Participation:** 62 OGP countries have achieved concrete outcomes, such as creating standing spaces for participation, passing new laws or regulations on participation, or involving civil society in implementing commitments.
- **Right to Information (RTI):** Nearly 50 OGP countries have achieved concrete results in implementing their RTI reforms, including strengthened RTI laws, greater proactive disclosure, improved RTI capacity, or civil society participation in policy design. OGP has contributed to establishing the first-ever RTI legal frameworks in eight countries.

Open government reforms expose mismanagement of public funds and save money.

In at least 10 OGP countries, open contracting reforms produced economic impacts, such as greater government efficiency, more competitiveness among suppliers, and lower procurement costs. For example, anti-corruption authorities in Nigeria reported that regulatory and enforcement agencies used access to beneficial ownership information to reclaim over USD 105 million in recovered assets in 2024.

Local open government reforms drive real world impact.

Commitments made by local governments [tend to be](#) more ambitious and more likely to show results compared to those led by national governments. These commitments have helped repatriate nearly 100 trafficked children in [Plateau State](#) (Nigeria), awarded contracts for school lunches to small, women-led agricultural businesses for the first time in [Palmira](#) (Colombia), and cut resident complaint response times in half through a chatbot in [San Pedro Garza García](#) (Mexico).

OGP countries lead the way.

Beneficial Ownership: Compared to 41 percent of OGP countries with a public beneficial ownership register, only 12 percent of non-OGP countries have the same.

Open Contracting: 59 percent of OGP countries (43 out of 73) are currently disclosing contracting data in a format aligned with the Open Contracting Data Standard, while 13 percent of non-OGP countries do the same.

Fiscal Openness: OGP countries publish sufficient information to support informed public debate on the budget at nearly four times the rate of non-OGP countries, according to the Open Budget Survey. OGP countries also outperform non-OGP countries on public engagement in the budget process, more than doubling their OBS participation score.

Right to Information (RTI): While two-thirds of OGP countries improved their RTI legal frameworks between 2011 and 2026, fewer than half of non-OGP countries improved.

Open government has been adopted, replicated, and scaled across government.

More branches implementing open government: In 2011 and 2012, 29 percent of countries involved parliament or the judiciary. By 2024 and 2025, this stood at 54 percent. Adding in local governments, 90 percent of OGP countries (66 out of 73) have involved multiple branches of government in at least one action plan to date. Parliaments and judiciaries are implementing open government commitments in countries like Spain, Morocco, Colombia, Honduras, and North Macedonia, among others.

Replication and scaling at the local level: Since its launch in 2016 with just 15 pioneer jurisdictions, OGP Local has grown nine-fold to 136 members by 2026, and demand to join the program has continued to grow. Open government initiatives led by the national government have been widely replicated and scaled at the local level in Spain, Chile, Germany, Estonia, Nigeria, and Morocco, while initiatives begun at the local level have inspired reforms at the national level.



51
countries
have institutionalized
open government

OGP creates the political and practical conditions for stronger, more durable reforms.

OGP is a political, action-oriented, and country-owned platform. Its action framework and model of government-civil society collaboration grounds reforms in structural change, leading to policies, practices, and resources dedicated to opening government. By institutionalizing collaboration between government and civil society, OGP hardwires participation into how decisions are made, making it more likely that open government practices survive electoral cycles and political transitions. Beyond these tangible mechanisms, OGP also influences the relational conditions for reform: its global visibility and cross-country coalitions and learning sharpen political incentives and legitimacy for reformers to take action.

Institutionalizing open government sustains reforms across political transitions.

At the policy level, 57 countries in the Partnership have passed, amended, or strengthened legislation or regulations on beneficial ownership transparency, open contracting, fiscal openness, public participation, or the right to information.

Fifty-one countries have embedded open government principles and practices in administrative, executive, or legal instruments to ensure continuity across political transitions. In a majority of these countries, (46 out of 51), governments also institutionalized the multi-stakeholder forum.

OGP enables civil society to shape and influence policy.

Fifty-one countries used OGP to institutionalize public participation. These reforms include requiring public consultation in policy-making, adopting participation standards or guidelines, establishing permanent spaces for government-civil society dialogue, or creating new institutions responsible for improving public participation across government.

- **Civil society priorities:** In a survey conducted in 2025, nearly 90 percent of civil society respondents said their priorities are reflected in their country's OGP initiatives to some or a large extent.
- **Inclusive participation:** 40 OGP countries involved underrepresented groups in implementing reforms. This includes people with disabilities, women and girls, LGBTQIA+ communities, youth, elderly people, and indigenous people.

Participatory processes led to tangible governance improvements.

Evidence shows that when government and civil society work together, reforms are more ambitious, better implemented, and deliver stronger results. Sixty-two out of 67 countries with participation commitments have achieved concrete outcomes such as creating standing spaces for participation, passing new laws or regulations around participation, or involving civil society in implementing commitments. In 26 countries, evidence shows that participatory processes contributed to tangible improvements to policy outcomes, such as improved public services and public trust.

over
90%

of OGP countries have involved multiple branches of government in at least one action plan

OGP is a platform for a plurilateral system.

In today's geopolitical context, the multilateral system that once provided guardrails and shared rules of engagement is under serious pressure. OGP provides a powerful alternative by convening like-minded countries around specific policy areas such as public participation and justice, turning national commitments into coordinated global pushes. Examples include the Participation Action Group (led by France and the UK) and the Justice Coalition (led by Chile and Canada). New alliances such as the Proactive Disclosure Coalition (Netherlands with OECD) and the Civic Space Lab (with UNDP and partners) are setting standards and advancing reforms on transparency and civic freedoms. The Open Algorithms Network is also connecting countries to collaborate on responsible AI governance.

OGP's action framework enables iterative, multi-year reforms.

Repeated iteration improves dialogue between government and civil society, builds pathways for new actors to gain political influence, and brings together reformers within and across countries who previously worked in isolation. For example, across the Philippines, Croatia, and Armenia, embedding reforms in successive OGP action cycles transformed pilot programs on participatory budget and audit practices into institutionalized systems.

Global visibility creates domestic political incentives to deliver.

OGP instruments like the Open Gov Challenge, open government awards, OGP Summits, and other events provide global and regional recognition and visibility, which create political incentives to deliver reforms. In Senegal, repeated OGP commitments, amplified by a public pledge at the 2025 OGP Africa and the Middle East Regional Meeting, helped secure passage of the 2025 RTI law. Regional forums like América Abierta and the International Open Justice Conference convened high-level judges to make judicial commitments and produced the [Santo Domingo Declaration](#), which has been endorsed by multiple countries.

OGP members benefit from continuous learning and accountability.

OGP is a thriving platform for countries to exchange best practices and innovations. In 2025 alone, OGP facilitated 81 cross-country exchanges. Reforms by OGP members also inspire others to advance commitments. For example, Ukraine's open contracting reforms inspired Finland's state spending portal, while Guatemala designed its most participatory action plan, inspired by the recent experience of the Dominican Republic through peer exchange.

About the Analysis

The OGP Support Unit reviewed IRM reports to identify the specific outcomes of nearly 800 OGP commitments. This included tagging each commitment's qualitative IRM assessment for a predefined set of outcomes. AI tools were used for classification, but all tags were manually validated. The OGP Support Unit reviewed both policy- and country-level outcomes. The policy analysis focused on IRM results assessments published as of May/June 2026, covering national action plan commitments submitted between 2013 and 2023. Only commitments with IRM-assessed early results were included, as were only commitments made by current OGP countries (73 as of July 2026)*. Importantly, the numbers in the report are conservative estimates of OGP reform outcomes. For example, the analysis only captured outcomes achieved during action plan periods (the timeframe assessed by the IRM). Outcomes that may have emerged afterward, which happens often, were not captured, as these results fall outside of IRM assessments. For details about the method, including the underlying data, visit www.opengovpartnership.org/15-years-of-progress/.

* This includes Kosovo, which is a non-voting member but receives the same IRM assessments as other OGP national members.

From Idea to Global Movement



Attendees at the 2025 OGP Global Summit engaging in a brainstorming exercise (Credit: OGP)

Policy Impact

Open government reforms have led to tangible results: new or improved legislation mandating openness, greater proactive disclosure of data, and enhanced civil society participation in policy design.

This publication profiles five policy areas where these results have been the strongest across the Partnership:

- Beneficial ownership transparency
- Open contracting
- Fiscal openness
- Public participation
- Right to information

Each chapter outlines how OGP has supported the processes through which reforms were made and acted upon, and highlights specific, impactful initiatives from OGP members.



The first biogas installation in Seini, Romania
(Credit: Victor Neagu/World Bank via Flickr)

1

Ending Anonymous Ownership



15 Years of Progress

When those in power stash their [ill-gotten funds](#) in shell companies, real estate, and cryptocurrency, it drains [billions](#) of resources needed to fund [public goods and services](#) that benefit all of us while fueling corruption and [organized crime](#). Shining a light on the real people who own, control, or benefit from companies is the first step to addressing this pervasive problem. This is known as beneficial ownership transparency.

Beneficial ownership transparency as a growing global norm: OGP countries continue to show progress in the publication of beneficial ownership data. This is despite recent legal developments, such as the Court of Justice of the European Union [ruling](#) in 2022, which stated that unrestricted access to beneficial ownership data infringed upon privacy rights. At the time, 36 percent of OGP countries published any beneficial ownership data. Today, 41 percent of OGP countries have public beneficial ownership registers.

OGP countries leading the way: OGP countries outperform non-OGP countries when it comes to the public availability of beneficial ownership data. Specifically, compared to the 41 percent of OGP countries with a public beneficial ownership register, only 12 percent of non-OGP countries—or less than three times as many—have the same.

OGP as an engine for results: Nearly 30 OGP countries have achieved concrete outcomes through their beneficial ownership transparency commitments—such as the passage of legislation, the disclosure of data, and the co-creation of policy with civil society.

LEGISLATION

21 OGP Countries have passed relevant legislation on beneficial ownership transparency.

CIVIC PARTICIPATION

20 OGP Countries involved civil society either through consultations, joint shaping of policy, or use of beneficial ownership data to promote accountability.

PUBLIC REGISTERS

12 OGP Countries published beneficial ownership data for the first time, several through central registers.

OGP's Contribution

Platform for a plurilateral system: OGP fosters action-oriented, issue-driven coalitions, harnessing political momentum and windows of opportunity in policy areas like beneficial ownership transparency. OGP's global and regional events drew public commitments to beneficial ownership reform from political leaders and enabled cross-country learning on this topic. Along with [Open Ownership](#) and the Government of the UK, OGP also launched and convened the now-sunsetted [Beneficial Ownership Leadership Group](#) to connect these global pledges to implementation. The advocacy of global and domestic CSOs, including [Transparency International](#) and its national chapters, has also been key to this progress.

Iterative action: OGP countries were among the earliest adopters of policies to advance beneficial ownership transparency. Countries like [Armenia](#) and [Ghana](#) used consecutive action plans to iterate and expand disclosures from specific sectors to the whole economy over the course of several years.

Multi-stakeholder collaboration: OGP enabled a cross-sector coalition of political leaders, civil society, business, and policy experts to form in [Nigeria](#), which then pushed for beneficial ownership transparency.

Resources: OGP helped mobilize funding from the European Union and from the OGP Multi-Donor Trust Fund for Armenia and Nigeria's beneficial ownership reforms, which were critical early resources for domestic reformers to use in setting up their registers.

Stories from the Ground Up

In 2024, the Nigerian Economic and Financial Crimes Commission used beneficial ownership information to uncover an abuse of power and charged the country's former Aviation Minister with awarding a NGN 1.3 billion contract to his own brother.

In Indonesia, public beneficial ownership information supported major tax investigations, such as the USD 168 million tax evasion case involving a pulp and paper conglomerate using offshore structures to obscure ownership and misclassify exports. This complaint was prompted by a group of non-governmental organizations, with the aim of providing evidence to the government.

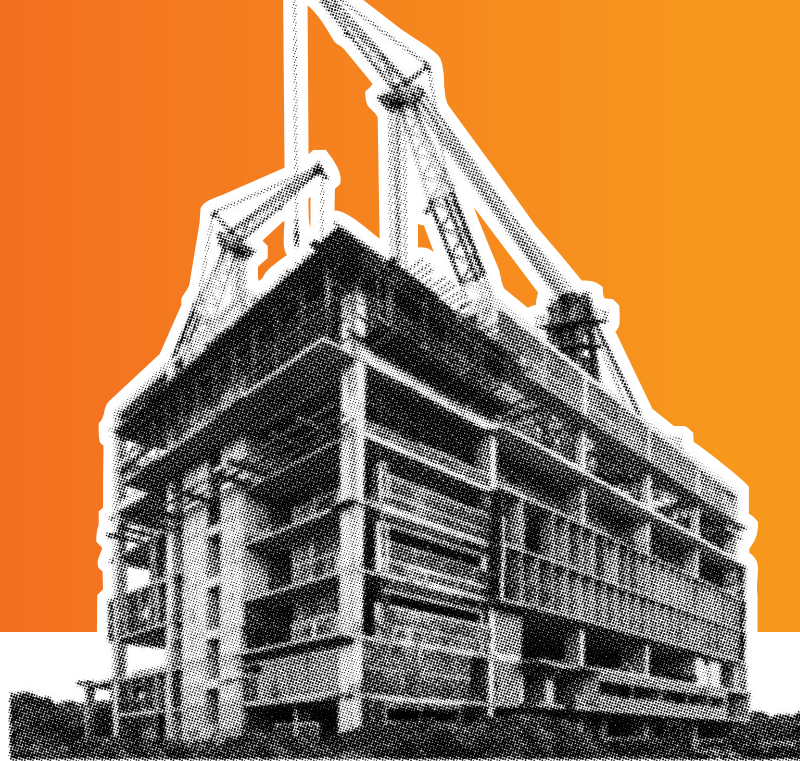
Scan the QR code
to read more
about beneficial
ownership reforms.



Journalists at a field trip about mangrove conservation in Indonesia, hosted by the Center for International Forestry Research and World Agroforestry (Credit: CIFOR-ICRAF)

2

Uncovering Spending in Public Contracts



15 Years of Progress

Open contracting makes it easier to see how governments award contracts to deliver public goods and services—from infrastructure like bridges and hospitals to necessities like medicine and school lunches. Governments spend over USD 13 trillion each year to award contracts, but it is a process highly [vulnerable](#) to corruption and fraud. Since its inception, OGP has played a key role in advancing open contracting among its members, in collaboration with its partners at the [Open Contracting Partnership](#), as well as [CoST – Infrastructure Transparency Initiative](#), [Development Gateway](#), the [Extractive Industries Transparency Initiative](#), [Hivos](#), [Natural Resource Governance Institute](#), and the [Open Data Charter](#).

Widespread adoption of open contracting: Nearly all OGP countries publish at least some contracting-related data. Altogether, 44 of 48 OGP countries in the OECD (including OECD accession and partner countries) aggregate the results of all public tenders awarded by the central government on a single website.

OGP countries leading the way: OGP countries are pushing the frontiers of open contracting. Collectively, 59 percent of OGP countries (43) are currently disclosing contracting data in a format aligned with the [Open Contracting Data Standard \(OCDS\)](#). This is more than four times as many as non-OGP countries, only 13 percent of which do the same.

OGP as a driver of results: 90 percent of countries advancing open contracting through OGP—43 countries in all—have achieved concrete results during their action plans, including disclosure of contracting information, legislation mandating greater openness, and channels for the public to trigger investigations.

LEGISLATION

15

OGP Countries

have passed legislation or regulation through OGP to make public procurement more open, successfully institutionalizing the reform in government.

ACCESS TO INFORMATION

42

OGP Countries

have made more procurement information publicly available by passing legislation, publishing data, or creating public procurement portals.

EMBEDDING PUBLIC PARTICIPATION

27

OGP Countries

involved the public while implementing their open contracting reforms. In 11 of these countries, there is clear evidence that CSOs directly shaped procurement policies, platforms, and/or legislation.

TANGIBLE ECONOMIC EFFECTS

10

OGP Countries

implemented open contracting reforms that produced economic impacts, such as greater government efficiency, more competitiveness among suppliers, and lower procurement costs.

OGP's Contribution

Multi-stakeholder collaboration and civic monitoring: OGP helped formalize collaboration between government and civil society in [Palmira](#) (Colombia), [Ecuador](#), [Indonesia](#), [Mongolia](#), [South Cotabato](#) (Philippines), and [Jalisco](#) (Mexico), giving them a shared reform roadmap and the political legitimacy to push ambitious data openness and oversight measures.

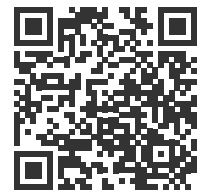
Iterative action framework: Successive action plans enabled Indonesia, [Ukraine](#), and [Kaduna State](#) (Nigeria) to sequence their reform trajectories into strategic, multi-year reforms.

Resources and visibility: OGP membership and commitments helped [Makueni County](#) (Kenya) attract support from Hivos and the Hewlett Foundation, and supported Romania's OECD accession process, creating an external incentive to maintain and deepen the reforms beyond a single action plan cycle.

Stories from the Ground Up

Through open contracting reforms in Palmira (Colombia), 30 percent of the awarded value of school meal contracts went to seven agricultural cooperatives and eight independent farmers, benefiting 200 people directly. Three of these agricultural cooperatives include women-led producers, and two have women as their legal representatives.

Scan the QR code to read more about open contracting reforms.



Open contracting can lower competition and make it easier for underrepresented groups to win bids and participate in infrastructure projects, like the Cuadrilla Rosa initiative in Santiago de Cali, Colombia (Credit: Infrastructure Secretariat)

3

Opening Public Budgets



15 Years of Progress

Every year, governments collect and spend billions of taxpayer funds to pay for public services like education and healthcare. The public has a right to know how that money is allocated and how it is spent. Fiscal openness and open budgets [lead](#) to lower deficits, increased operational efficiency, higher tax morale, and increased revenue.

Growing transparency: In the last 15 years, fiscal transparency has improved in OGP countries, according to the Open Budget Survey (OBS). Between 2010 and 2025, OGP countries improved the transparency of eight key budget documents by 14 percent. For example, 80 percent of OGP countries publish the Executive's Budget Proposal and Audit Report—two essential documents for open budgets—in a timely manner. Also, most OGP countries (58 percent) now publish enough information to support informed public debate on the budget, compared to fewer than a third of OGP countries (31 percent) in 2012.

Improved public engagement: OGP countries have also significantly improved public engagement in the budget process. Between 2017 and 2025, OGP countries improved formal opportunities for meaningful public participation by nearly 50 percent (46.9 percent). This outperforms growth in non-OGP countries during the same period (30 percent). Today, nearly all OGP countries (98 percent) have at least one channel for formal public engagement in the budget process, while more than half (56 percent) have channels for engagement across three branches of government.

OGP countries leading the way: On average, OGP countries publish sufficient information to support informed public debate on the budget at nearly four times the rate of non-OGP countries, according to the OBS. Specifically, more than half of OGP countries meet this benchmark (58 percent), compared to fewer than one in six non-OGP countries (15 percent). OGP countries also outperform non-OGP countries on public engagement in the budget process, more than doubling their OBS participation score.

All 60 assessed countries have achieved concrete outcomes during their action plans, such as newly disclosed data, new legislation mandating greater openness, and greater involvement of CSOs.

LEGISLATION

26

OGP Countries

or nearly half of the countries advancing fiscal openness through OGP, have passed legislation or regulations successfully institutionalizing open fiscal practices.

CITIZEN BUDGETS

28

OGP Countries

or about half of the countries advancing fiscal openness, have made budgetary information more accessible to the general public, such as through Citizen Budgets and interactive data visualizations.

PUBLIC PARTICIPATION

21

OGP Countries

show evidence that civil society directly shaped the results of the commitment, such as new fiscal policies, legislation, and data portals.

OGP's Contribution

Institutionalized reforms: Through repeated, time-bound commitments and with support from key partners like the [International Budget Partnership](#), the now-sunsetting [Global Initiative for Fiscal Transparency](#), and the [World Bank](#), OGP helped reforms evolve from pilots into institutionalized fiscal openness programs with their own budgets and routines, such as the [Philippines'](#) Citizen Participatory Audit and Seal of Good Local Governance and [Croatia's](#) local budget transparency agenda.

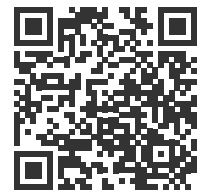
Multi-stakeholder collaboration: OGP's multi-stakeholder co-creation processes in [Scotland](#) (United Kingdom) bound central budget institutions to produce outcome-linked budget documents and citizen participatory audits, strengthening parliamentary scrutiny and public oversight of how money is spent. [South Africa](#) developed an interactive budget portal in collaboration with the National Treasury and a coalition of civil society. The portal provides unrestricted access to budget information for nearly 70 national and 17,000 provincial infrastructure projects and enables tracking of emergency funds.

Global visibility: [Finland's](#) state spending portal drew inspiration from [Ukraine's](#) ProZorro open contracting reforms, which OGP widely promoted across the Partnership, while Scotland (United Kingdom) and Croatia's commitments have been recognized by the now-sunsetting [Global Initiative for Fiscal Transparency](#) (GIFT) as standout reforms. Peer recognition makes it easier to sustain open budget portals and performance-linked budget documents.

Stories from the Ground Up

Participatory budgeting in Armenia is transforming how people engage with local government, starting with a 2023 pilot where residents could propose and vote on projects funded by local budgets for the first time. The model quickly scaled, with national funding rising from EUR 1.2 million in 2024 to EUR 2.3 million in 2025. Dozens of municipalities joined or launched their own processes. The result: tangible community improvements—from playgrounds to youth centers—showing how public input can directly shape local spending.

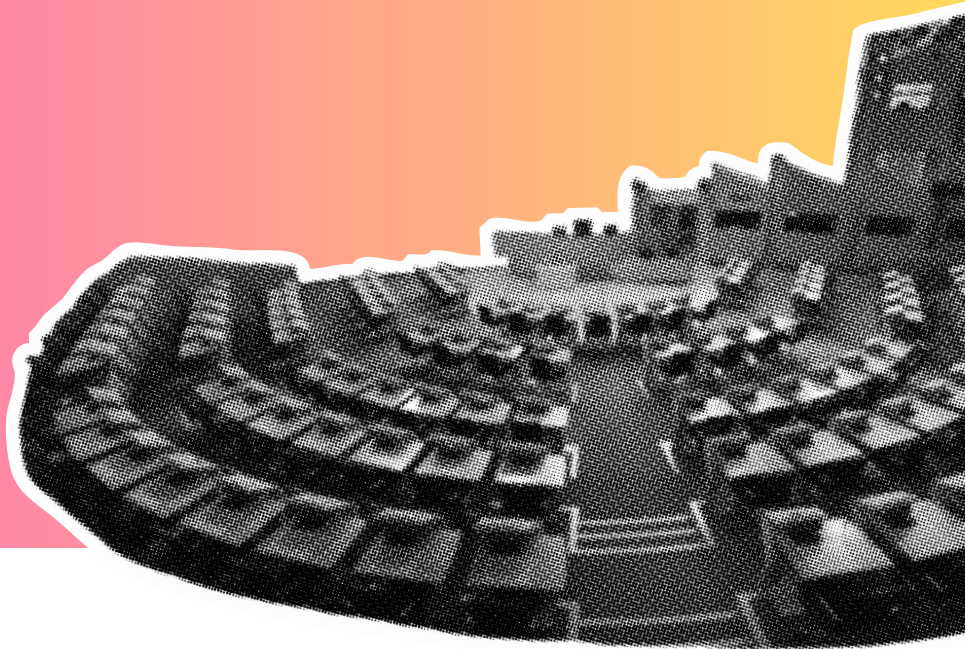
Scan the QR code to read more about fiscal openness reforms.



Children learning road safety rules in Abovyan (Armenia), one of the selected proposals under the participatory budgeting process in the country (Credit: Government of Armenia)

4

Mainstreaming Public Participation



15 Years of Progress

Giving the public opportunities to provide input into government decision-making leads to more effective and inclusive governance, improved public service delivery, and more equitable outcomes. OGP reforms enabled the public to shape major policies across sectors and across government.

Sixty-two out of 67 countries have achieved concrete outcomes during action plan implementation, such as standing spaces for participation, new laws or regulations around participation, or involvement of civil society in implementing commitments.

INCLUSIVE PARTICIPATION

40

OGP Countries

have specifically involved underrepresented groups in commitment implementation. This includes but is not limited to people with disabilities, women and girls, LGBTQIA+ communities, youth, elderly people, and indigenous people.

MAINSTREAMING PARTICIPATION

51

OGP Countries

have used OGP to institutionalize participatory mechanisms, including reforms requiring public consultation in policy-making, the adoption of participation standards or guidelines, or the establishment of standing spaces for government-civil society dialogue.

36

OGP Countries

have also strengthened public participation through legislation or regulation, ensuring the sustainability of these reforms.

POLICY IMPACTS

38

OGP Countries

show that clear evidence that civil society directly impacted OGP reform results, such as by co-creating policies or influencing government decisions. In 26 countries, there is evidence that participatory processes contributed to tangible improvements to policy outcomes, such as improved public services or better achievement of policy objectives.

OGP's Contribution

Institutionalized reforms: Sierra Leone leveraged OGP to turn ad hoc Parliament–CSO lobbying into standardized procedures for civil society input into legislation and oversight.

Inclusive design: [Ecuador's](#) process brought together over 300 public bodies and CSOs, including 84 LGBTQIA+ organizations, to co-design the national violence prevention plans and a public monitoring body. [Ireland's](#) OGP action plan included the marriage-equality referenda and a citizens' assembly, framing them explicitly as open government reforms. This established a new deliberative precedent and deepened public engagement with constitutional questions.

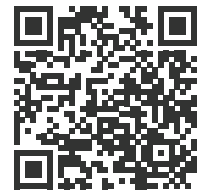
Resources and visibility: [San Pedro Garza García](#) (Mexico) received OGP Local and OECD recognition for its OGP commitments, which in turn strengthened domestic legitimacy and incentives to sustain and replicate these innovations.

Platform for a plurilateral system: A new OGP thematic coalition, the Participation Action Group, was launched under the leadership of France and the UK at the 2025 OGP Global Summit. This action-oriented initiative brings together 13 European member countries to advance the frontier of mainstreaming public participation in government policy-making.

Stories from the Ground Up

In its 2021–2023 OGP action plan, [France's](#) Cour des Comptes (Audit Office, in English) created two online platforms to increase public participation. In the first two years, 29,000 people participated, and over four annual consultations, 3,000 topics in total were proposed for future audits. Members of the public also made over 1,000 reports on financial misconduct in 2023, 70 percent of which were actionable and led to judicial investigations.

Scan the QR code to read more about public participation reforms.



Members of the public visiting the Cour des Comptes in France, as part of an outreach campaign for its public participation platform (Credit: Cour des Comptes)

5

Protecting the Right to Information



15 Years of Progress

The public needs access to information to hold the government to [account](#) for its decisions. [Right to information](#) (RTI) laws enable members of the public to obtain this information, with [many laws](#) requiring governments to proactively publish information.

OGP countries have institutionalized the right to information (RTI): In 2011, 53 of the 73 OGP countries had RTI legal frameworks. Today, 72 of 73 countries have RTI legal frameworks.

Concrete outcomes from RTI: Nearly 50 countries have achieved concrete outcomes during action plan implementation, including strengthened RTI laws, greater proactive disclosure, improved RTI capacity, or civil society participation in policy design.

LEGAL FRAMEWORKS

22

OGP Countries

have passed, amended, or otherwise strengthened RTI legislation or regulations through OGP. Eight of these countries have established their first-ever RTI legal frameworks through OGP (Costa Rica, Ghana, Kenya, Malawi, Paraguay, Philippines, Senegal, and Spain).

PUBLIC INVOLVEMENT

19

OGP Countries

show concrete evidence that civil society directly impacted commitment results, such as by influencing the final text of legislation, shaping policies, or informing the design of digital tools.

OVERSIGHT AND ACCOUNTABILITY

15

OGP Countries

improved RTI enforcement, oversight, or adjudication. This includes strengthening of independent RTI oversight bodies, such as information commissioners, and improved redress for information requesters, such as by expanded appeals rights and channels.

OGP's Contribution

Iterative action framework: [Brazil](#), [Spain](#), and [Kenya](#) used their action plans as a long-term roadmap from law-making to implementation.

Global visibility: [Senegal](#) twice made adoption of an RTI law into an OGP commitment, then used the Open Gov Challenge and the 2025 OGP Africa and the Middle East Regional Meeting to catalyze final approval of the 2025 RTI Act.

Multi-stakeholder collaboration: OGP gave civil society and government officials a formal seat at the table to co-design flagship RTI commitments. Government-civil society groups in Brazil, Kenya, and Spain each turned long-standing advocacy into laws, portals, and stronger oversight bodies. The advocacy and support from partners, including [The Carter Center](#), [Centre for Law and Democracy](#), [Article 19](#), [Access Info Europe](#), and the [Open Data Charter](#), have been crucial to achieve these results.

Stories from the Ground Up

From launching portals for requests in the [Philippines](#) and developing new standards in the [Netherlands](#) to monitoring compliance in [Uruguay](#), OGP countries are implementing substantive reforms to advance the right to information. Senegal passed its first access to information law in 2025 after years of advocacy, pairing strong oversight with proactive publication rules to make transparency a real right, not just a promise. At the local level, [Córdoba Province](#) in Argentina used its action plan to draft a modern replacement for its 1999 law, widening coverage, strengthening appeals, and building shared oversight into implementation.

Scan the QR code to read more about right to information reforms.



The National Assembly in Senegal passing the Access to Information Law in 2025 (Credit: African Parliamentary Press Network)

Impact at the National and Local Levels



Attendees at the 2025 OGP Regional Meeting in Nairobi, hosted by the government of Kenya (Credit: OGP)

National and Local Impact

OGP has worked to engage political leaders, line ministries, and public servants from different branches and levels of government to mainstream open government in the culture and practices of governments. OGP defines “mainstreaming” in four ways.

- **Institutionalizing collaboration:** Administrative, executive, or legal instruments to ensure continuity of open government and OGP commitments across political cycles.
- **Meaningful dialogue:** Civil society’s ability to meaningfully shape and influence policy through the OGP action plan.
- **Open State:** Open government practices are adopted, replicated, and scaled beyond executive offices to legislatures, courts, and local governments—ensuring vertical integration and taking a more systemic approach to reforms.
- **Local-level impact:** OGP reforms at the local level help members of the public and civil society shape policies and improve public services in their day-to-day lives.

Reformers have used OGP’s action framework to ground reforms in structural change, leading to policy, practice, and resources dedicated to making government more open and collaborative. Beyond these tangible mechanisms, OGP also influences the relational conditions for reform: its global visibility, cross-country coalitions, and learning sharpen political incentives and legitimacy for reformers to take action.

The welcome dinner at the 2025 OGP Regional Meeting in Nairobi, hosted by the government of Kenya (Credit: OGP)

1

Institutionalizing Collaboration



15 Years of Progress

OGP has helped embed open government practices to ensure that open government reforms have continuity through political transitions.

Seventy-five percent of the Partnership has institutionalized OGP (51 out of 68 countries), meaning they have administrative, executive, or legal instruments that ensure continuity of open government principles and practices. In a majority of these countries (46 out of 51), the multi-stakeholder forum was institutionalized.

OGP's Contribution

Political engagement: In [Armenia](#) and the [Philippines](#), the OGP Support Unit team directly engaged with high-level and working-level government officials at the Prime Minister's office to advocate for institutionalized mechanisms of collaboration between government and civil society. The OGP Support Unit team also actively supported strategic planning in the Philippines to ensure sustainability of activities of the incoming Program Management Office following the presidential elections in 2022.

Peer exchange: The inspiration for [Spain's](#) multi-stakeholder forum came when the Spanish government point of contact attended the 2016 OGP Global Summit in Paris. The point of contact's team then began establishing a multi-stakeholder forum. IRM recommendations were taken into account, and by bringing together key CSOs and the network of autonomous communities, Spain co-created its third action plan and included a commitment to establish a formal multi-stakeholder forum.

Stories from the Ground Up

For over a decade, OGP has helped transform government-civil society relations in Armenia into a culture of long-term collaboration. This spirit of co-creation culminated in late 2024, with the establishment of a Participatory Governance Department within the Prime Minister's Office. Brazil's Office of the Comptroller General, the Philippines' executive order-backed OGP office, and Spain's formalization of the Open Government Forum also show how institutional mandates and resources can stabilize reforms through political transitions.

Scan the QR code to read more about these cases.



2

Meaningful Dialogue



15 Years of Progress

Evidence [shows](#) that when government and civil society work together, reforms are more ambitious, better implemented, and deliver stronger results. OGP's participation and co-creation standards set clear and measurable minimum requirements on how governments should engage civil society. Over the course of the last two action plans, the vast majority of countries strengthened the space for dialogue, conducted wider outreach to encourage active public participation, and provided feedback on how stakeholder inputs were incorporated in the development and implementation of their action plan. Countries have also seen a growth in the number of actors formally engaging in the OGP process.

Multi-stakeholder forums: Over 80 percent of OGP countries (59 out of 73) now have multi-stakeholder forums, compared to about 50 percent (27 out of 50) in 2017/2018.

Improving dialogue: 71 percent of countries (50 out of 70) improved in the way the government engaged civil society in developing or implementing their latest OGP action plan.

New actors: From a stakeholder survey conducted in 2025, roughly 60 percent of countries (32 out of 52) saw new actors formally engaging in the OGP process.

Over
80%

**of OGP countries now have
multi-stakeholder forums**

OGP's Contribution

Accountability and learning: The [IRM](#) provides regular and detailed assessments of every action plan cycle in a country, with targeted recommendations on how to improve and meet OGP's co-creation and participation standards. These assessments are regularly used by civil society to advocate for improvements in OGP's co-creation processes for the next action plan cycle.

Peer exchange: The OGP Support Unit convened a timely peer exchange between Peru, Guatemala, and the Dominican Republic, enabling the first two to draw inspiration from Dominican Republic's innovation co-creation practices. This resulted in [Guatemala](#) developing its most participatory co-creation for its latest action plan.

Mobilized funding: In [Nigeria](#), Guatemala, and [Colombia](#), the OGP Support Unit identified specific gaps in the institutional and operational environment surrounding the OGP process and secured resources from development partners like the European Union and Ford Foundation to address them. In Nigeria, this led to nationwide youth consultations and the integration of their inputs into the latest action plan.

Stories from the Ground Up

OGP is accelerating reform by strengthening inclusive co-creation. In Nigeria, revamped leadership and nationwide youth consultations embedded public priorities directly into the 2025–2029 action plan, boosting legitimacy and momentum. Guatemala expanded participation beyond the capital and elevated marginalized voices, while Colombia is turning civil society advocacy into concrete commitments, such as opening extractive contracts and conducting health audits.

Scan the QR code to read more about these cases.



Attendees at the 2016 OGP Global Summit in Paris, hosted by the government of France (Credit: OGP)

3

Open State



15 Years of Progress

OGP has expanded open government beyond the executive branch and helped replicate the OGP model at the local level. This whole-of-government approach, known as an “open state,” is increasing awareness of open government and improving coordination among institutions, ensuring that open government is embedded across key national and sectoral strategies and programs.

More branches implementing open government: In 2011 and 2012, 29 percent of countries involved parliament or the judiciary. By 2024 and 2025, this stood at 54 percent. Adding in local governments, 90 percent of OGP countries (66 out of 73) have involved multiple branches of government in at least one action plan to date.

Replication and scaling at the local level: Open government initiatives led by the national government have been widely replicated and scaled at the local level in Spain, Chile, Germany, Estonia, Nigeria, and Morocco.

Today,

90%

of OGP countries have involved the parliament, judiciary, or local governments in at least one action plan

OGP's Contribution

High-level political engagement: The OGP Support Unit engaged magistrates, judges, and members of parliament and heads of state in [North Macedonia](#), [Colombia](#), and [Honduras](#) to institutionalize open government reforms across branches of government.

Global visibility: Using instruments like the Open Government Challenge and América Abierta, OGP incentivized political leaders, parliamentarians, and high-level judges by providing visibility and showcasing domestic and regional leadership in advancing cross-government efforts to open government.

Replication of the OGP model: OGP provided a structured framework through its action plans and co-creation standards that countries like Germany adapted and scaled across levels of government and sectors.

Stories from the Ground Up

Parliaments and judiciaries are implementing open government commitments in Spain, Morocco, Colombia, Honduras, and North Macedonia. Jalisco (Mexico) transformed open government from an executive-led initiative into a coordinated state governance model involving the executive, legislative, and judicial branches, with civil society as a permanent co-creator—an uncommon approach among subnational OGP members. In Germany, Estonia, and Moldova, the OGP model that began at the national level has been widely replicated at the local level.

Scan the QR code to read more about these cases.



Statue of Minerva in Guadalajara, Jalisco State (Mexico) (Credit: Arturo Esparza via Unsplash)

4

Local Open Government



15 Years of Progress

Local governments have enthusiastically engaged in OGP since its inception, using open government approaches to directly engage with people to solve everyday challenges from climate change, economic inequality, housing, and energy crises.

Exponential growth of OGP Local: Since its launch in 2016 with just 15 pioneer jurisdictions, OGP Local has grown nine-fold to 136 members by 2026—bringing together 133 individual local governments and three consortia of local governments. Fifty-four locals have multi-stakeholder forums, and at least 19 of them have institutionalized these spaces for dialogue and open government processes through decrees, ordinances, regulations, memoranda of understanding, association agreements, and framework agreements. Public participation, public service delivery, and inclusion are the [most popular themes](#) in OGP Local commitments, many of which have led to real change in the lives of communities.

Locally-led commitments in national action plans: National and local governments have also worked together to solve difficult problems. Most national OGP members have included reforms that affect local jurisdictions, with 126 commitments driven directly by local governments. These commitments are [more](#) ambitious than those led by national governments (51 versus 41 percent) and more likely to show early results (23 versus 14 percent).

51%

of local commitments
are ambitious

OGP's Contribution

Replicating the OGP model: In [Plateau State](#) (Nigeria), the OGP local process led to a multi-stakeholder steering committee and thematic government-CSO groups that not only designed the Gender and Equal Opportunities Commission, but stayed involved as it began handling rights violations and mainstreaming gender into state policies.

Global visibility: OGP's summits and regional meetings have become crucial avenues for local leaders to showcase local government reforms at the global stage. Over the past five years, 10 local governments received open government [awards](#) for their [innovations](#) in open government.

Peer exchange: The OGP Local Circles, a community of practice for local governments, recently brought together Lisbon (Portugal), Goiás (Brazil), Peñalolén (Chile), and OGP's strategic partners to exchange [lessons](#) on anti-corruption reforms, while Buenos Aires (Argentina), Bogotá (Colombia), and Athens (Greece) [shared](#) how AI is being used to improve public services and public engagement.

Stories from the Ground Up

In Glasgow (United Kingdom), participatory budgeting gave residents real power over public funds, generating 760 proposals and nearly 1,000 votes in just three weeks, with projects transforming parks and neighborhoods. In Plateau State (Nigeria), a new commission created under OGP has already enforced 23 rights cases and repatriated nearly 100 trafficked children.

National action plan commitments that were led directly by local governments established national-local networks of open government, piloted open government reforms in local jurisdictions, and passed legislation to advance open government at the local level. Castile and León (Spain) launched a user-friendly online tool that allows the public to track the development of laws and standards, and trace how public feedback influenced the final text. In Germany, the local governments of Berlin and Schleswig-Holstein began publishing government information in a format that can be quickly found and linked to other open data.

Scan the QR code to read more about these cases.



A mother and child in Nigeria
(Credit: World Bank)

Investing in the Future of Openness



Attendees at the
2024 América Abierta
conference participate in
OGP Camp (Credit: OGP)

OGP's Strategic Policy Priorities

Fifteen years ago, OGP was created on a bet: that governments and civil society could build institutions worthy of public trust and capable of meeting people's needs. The domestic and international ecosystem created by OGP has produced remarkable results.

Company beneficial ownership transparency is a growing global norm. Access to information laws have been strengthened worldwide, with some of the strongest frameworks advanced through OGP. Open contracting standards are expanding transparency in public procurement and unlocking business opportunities for more people. Open government principles are being embedded in multilateral governance indicators, and civic space reforms are being implemented through coordinated support between international bodies and national reformers. Beyond the executive branch, openness is becoming standard practice across legislatures, judiciaries, and local governments, while structured multi-stakeholder forums now give citizens a regular voice in shaping the decisions that affect their lives.

But institutional progress alone does not settle the larger contest. The norms and standards built over fifteen years are proving their value at exactly the moment they are being tested most severely. Democratic governance faces a more demanding moment than it has in years. Across every region, trust in institutions is eroding. Civic space is shrinking. Information environments are under stress. Corruption and illicit finance continue to drain public resources and undermine accountability. Digital transformation is reshaping what governments can and should do, and how citizens can hold them to account. The climate crisis demands new forms of government transparency and public voice.

To rise to this moment, OGP is organizing its forward-looking policy engagement around three outcome-oriented clusters that concentrate support where open government can have the greatest impact. Together, these clusters define where OGP and its Support Unit will concentrate their efforts for the reforms that matter most to citizens. The Support Unit will continue to update the [Open Gov Guide](#) and collaborate with experts and practitioners from government and civil society. Through the [OGP Horizons](#) series, we will continue to scan the frontiers of open government to tackle today's biggest challenges and identify new approaches before they become mainstream.

This is not a maintenance agenda. It is another bet, renewed for the next fifteen years, that open government will remain one of the most effective answers to the defining challenges of our time. Fifteen years ago, OGP wagered that participation could improve the quality of public sector reforms. The results speak for themselves.

Today, the question is no longer whether open government works, but whether the world will move fast enough to adopt it at the scale the moment demands. Our ambition is for OGP members to lead that race: to be the countries and cities that others look to when they ask how to govern AI democratically, how to protect civic space online, how to make climate action accountable, and how to ensure that the benefits of growth are shared rather than captured. The clusters that follow describe where we will focus and what success looks like for each.

1



Attendees at the 2023 OGP Global Summit in Estonia (Credit: OGP)

Inclusive and Resilient Institutions and Societies

There is a growing gap between how governments are designed to function and how citizens actually experience them. When institutions fail to reflect the diversity of the people they serve, or when legal frameworks remain inaccessible to those most in need of protection, trust erodes and democratic foundations weaken.

OGP's work under this cluster seeks to close that gap by strengthening the structures and norms that hold societies together while ensuring they are genuinely open to all. This means protecting the civic space in which people can freely organize and speak; deepening the quality of public participation and safeguarding information integrity so that decision-making reflects lived realities; improving youth representation in decision-making processes; advancing justice and the rule of law so that rights are enforceable and accountability is real; and reinforcing the transparency and accountability mechanisms that keep power in check. In a moment marked by democratic backsliding, disinformation, and shrinking space for dissent, this work is not a technical reform agenda: it is a defense of the conditions that make open government possible at all.

Civic Space

Civic space is the foundation for democratic participation and government accountability. It is the freedom of citizens, civil society, and journalists to operate without fear of censorship or reprisal. Civic space is under severe decline around the world and strong government leadership is required to reverse this trend. One example is the National Civic Space Strategy [launched](#) by the Dominican Republic, which sets out 21 time-bound actions to protect fundamental freedoms and expand participation for women, youth, and marginalized groups. Another is the newly created [Civic Space Lab](#). OGP is collaborating with UNDP to provide expert facilitation, technical expertise, peer mentorship, and funding to help government reformers design and implement concrete reforms to strengthen civic space.

Our ambition is for every OGP member to have a co-created, time-bound civic space strategy, and for OGP to be the platform where governments and civil society set the global standard for protecting all fundamental freedoms in an era of democratic backsliding. Success means civic space is not a niche concern but a core commitment area, with members leading by example and influencing norm-setting beyond OGP.

Mainstreaming Participation

Mainstreaming participation means embedding genuine, inclusive public engagement into government policy-making as a standard practice. Evidence [shows](#) that trust in public institutions is strongly linked to people's ability to have a say on the decisions that shape their lives, including for women, young people, and historically excluded groups.

For example, Brazil is [rebuilding and expanding](#) citizen involvement in federal policy-making after years of weakened participatory institutions. Since 2023, the government has made considerable progress, such as hosting over sixty conferences at the local, state, and national levels, re-establishing spaces for public engagement on key issues, and launching a national digital platform for public participation called Brasil Participativo.

OGP will support members in building the legal, institutional, and cultural enablers that make inclusive participation normal rather than exceptional. One example of support is the Participation Action Group, led by France and the UK, which was launched at the [2025 OGP Global Summit](#) with 13 European members to advance the new frontiers of mainstreaming public participation through collective action. Our ambition is to make participation the default rather than the exception: every OGP member should make concrete progress towards establishing institutionalized mechanisms for meaningful public engagement across government, not just in individual action plans. Success means participation is embedded in legal frameworks and administrative culture, with OGP members recognized as global leaders in demonstrating that institutions that collaborate with their people govern better.

Justice and Rule of Law

Justice commitments are among the most common in OGP, with many led by judiciaries whose growing engagement in OGP processes is helping build more responsive governance and contributing to a more open state. Existing commitments focus on expanding access to justice, promoting open courts, and strengthening accountability. As the institutions responsible for upholding people's rights and freedoms, justice institutions must be independent, credible, and trusted. Examples include Colombia's [efforts](#) to make Constitutional Court rulings more accessible to the public, Costa Rica's [participatory approach](#) to strengthening restorative justice, and North Macedonia's work to [improve](#) access to justice for marginalized groups.

Looking ahead, OGP will support members in advancing more ambitious, people-centred justice reforms. Priorities include participatory service design, evidence-based policy-making informed by citizen experience, and greater transparency in justice institutions through public monitoring and reporting. OGP will also encourage reforms that remain under-addressed but are essential to the rule of law, including measures to strengthen judicial independence and integrity, as well as accountability mechanisms such as whistleblower protections and accessible grievance channels. To support these efforts, OGP will work with regional partners and reform champions across the justice sector to advance meaningful and lasting change.

Transparency and Accountability

Right to information is the bedrock of open government, with over 350 OGP commitments made since 2011. This includes not just responsive and effective right to information laws, but also proactive disclosure. For example, the Netherlands has embedded the right to information into [public records management](#) and is a founding member of the [Proactive Disclosure Coalition](#). In other cases, Brazil's [fala.br](#) platform introduced anonymous information requests, thereby protecting journalists and anti-corruption advocates, while Uruguay's [INTAI index](#) tracks compliance with disclosure requirements across all obligated entities.

The next step for OGP members is to move beyond passing right to information laws to implementing them, favoring the reuse of the data provided while protecting privacy, and strengthening records management, independent oversight, and institutional cultures where data is open by design.

2



Ukraine's Diia app, an open-source platform for public services (Credit: Diia)

Democratic Digital Governance

This cluster reflects an urgent recognition that the technologies and rules shaping our digital lives are being developed without public input or oversight. As such, they risk advancing elite or commercial interests, rather than the public benefit. As AI reshapes how decisions are made, how information flows, and how public services are delivered, the absence of democratic oversight is not a neutral condition: it is a choice with large and persistent consequences for rights, equity, and accountability. OGP's work under this cluster pursues innovative solutions that keep people at the centre of digital transformation and governance.

This means advocating for accountable AI governance that makes algorithmic systems legible and contestable, building open digital public infrastructure that serves the common good rather than extracting value from it, and defending data rights and privacy as foundational conditions for trust. At a moment when the digital and civic spheres are increasingly inseparable, this work insists that technology must be governed with transparency, accountability, and meaningful participation.

AI Governance

Open government principles are essential guardrails as AI becomes embedded in public services and decision-making. OGP members are already making progress in this area. Colombia [committed](#) to a multi-stakeholder mechanism for ethical AI implementation; Canada [requires](#) agencies using automated decision-making to publish impact assessments before deployment; Buenos Aires (Argentina) is [co-creating](#) a guide on algorithmic transparency; and Nigeria is [building](#) an inclusive, rights-based digital governance framework. The OGP community will help translate worldwide AI governance conversations and principles into country-level action and deepen civil society's role in oversight.

OGP aims to be the leading platform where democratic AI governance is tested and advanced at the country level, with members pioneering models for algorithmic transparency, public participation in AI policy, and civil society oversight that other countries and multilateral bodies look to as the standard. Success means open government principles are embedded in how governments adopt, deploy, and regulate AI and new technologies in general.

Digital Public Infrastructure and Open Data

Digital transformation can expand access to services, improve transparency, and build public trust, especially when grounded in open government values. For example, [Ukraine's](#) commitment to make its open-source [platform](#) for digital public services permanent demonstrates how openness can be built into core digital infrastructure. OGP supports members to ensure their digital transformation journeys are transparent, interoperable, and accountable, scaling support through partnerships with digital public infrastructure and open data initiatives.

Looking ahead, OGP members should lead by example in building digital infrastructure that is open, accountable, and rights-respecting by design, demonstrating that digital transformation and democratic values reinforce each other.

Information Integrity

Misinformation and disinformation threaten public health, democracy, and security. OGP supports reforms that promote a healthy information environment without enabling “fake news” laws that would silence dissent. For example, Australia [funded](#) media literacy outreach to culturally and linguistically diverse communities while Ghana [created](#) a multi-stakeholder working group to assess misinformation legislation while protecting free expression.

OGP will continue to incentivize commitments that protect journalists, support independent media, and promote safeguards against mis- and disinformation that uphold freedom of speech and civic space. OGP should be the premier platform where governments and civil society co-create responses to information integrity challenges that protect democratic discourse without enabling repression. Success means OGP members are recognized globally for demonstrating that openness, not censorship, is the most effective way to preserve information integrity.

3



Wind turbines operated by Acciona Energía on the harbour wall at the Port of Bilbao, Spain
(John Cameron via Unsplash)

Prosperity and Competitiveness

Leveling the playing field and supporting inclusive development starts from the premise that economic growth is only meaningful when its benefits are broadly shared. To achieve this, the rules governing markets, investment, and public resources must themselves be open to scrutiny. Corruption, illicit finance, and the undue influence of vested interests do not just distort economies: they hollow out the social contract, concentrating opportunity among the few while eroding public trust in the institutions meant to serve everyone.

OGP's work seeks to address the structural conditions that allow these inequality dynamics to persist. This means tackling corruption and combating illicit finance to ensure that public resources reach their intended purpose; regulating lobbying and political finance so that policy reflects the public interest rather than private power; advancing open ownership and open contracting to reveal who benefits from public money and public deals; and strengthening regulatory transparency to create the predictable, fair conditions that responsible and sustainable investment requires. These challenges take on particular urgency in the green economy, where unprecedented flows of public finance into climate transition, adaptation, and natural resource management are becoming among the largest and most corruption-prone sectors.

Anti-Corruption and Illicit Finance

OGP members are strengthening government integrity through multi-stakeholder action on beneficial ownership transparency, open contracting, political finance transparency, lobbying regulations, and asset and interest disclosure. For one, company beneficial ownership registries, land registries, and extractive revenue transparency are core OGP tools for fighting money laundering and illicit financial flows. One success? According to the Nigerian government, its public beneficial ownership register [supported recovery](#) of over \$105 million in stolen assets in 2024 alone and contributed to the country's removal from the FATF Grey List. In another example, Malawi [has worked](#) to disclose beneficial owners in natural resource contracts.

When it comes to open contracting reforms, Ukraine's [ProZorro/DoZorro system](#) and [public beneficial ownership register](#), and the Philippines' progress on both open contracting and beneficial ownership transparency, are recognized as models in their respective regions and beyond. On lobbying, [Estonia](#) is creating an application to ease the submission and publication of lobby

meetings to increase the transparency of decision-making, while [Norway](#) and [Sweden](#) are now developing their own lobby transparency frameworks. And on political finance, Mongolia [is developing](#) an online platform that links political finance data to the beneficial ownership register and tax authority. The evidence is clear that these commitments deliver. The challenge ahead is to sustain momentum and institutionalize reforms that endure across administrations.

The task for OGP members will be to consolidate and scale anti-corruption gains so that they translate into real change. With frameworks and standards now in place across the Partnership in public contracting and company ownership transparency, the test is advancing real implementation in collaboration with civil society. The critical challenge will also be reclaiming the anti-corruption agenda from those who are weaponizing it as a pretext to target political opponents, constrain civil society, and consolidate power.

To do so, OGP will continue to support countries translating global anti-corruption commitments—from UNCAC to the G20 and G7 agendas and the upcoming Illicit Finance Summit, among others—into concrete action. OGP will also push for greater ambition in political integrity reforms—including political finance, lobbying regulation, and conflict-of-interest frameworks—while assessing and addressing the intended and unintended consequences of regulations that negatively impact civic space and reduce the operational capacity of civil society organizations.

Climate and Environment

Inclusive climate policy is more effective and more durable, particularly when it reaches those most affected by environmental change. For example, the Philippines [updated](#) its climate finance portals to improve accessibility and added citizen feedback channels, while Navarra (Spain) [created](#) a Citizens' Assembly on Climate Change to create policies for the region. To advance environmental democracy, Ecuador used its OGP action plan to pioneer the [implementation](#) of the Escazú Agreement, co-creating a roadmap to expand access to environmental information and safeguard human rights. The challenge ahead is to move from ad hoc participatory initiatives to systematized mechanisms and create stronger protections for environmental defenders.

Looking ahead, our ambition is for OGP to be the platform where environmental democracy is advanced at scale, with members embedding transparency and participation into issues such as climate finance, green investment, and natural resource governance.

Regulatory and Economic Transparency

Open government tools matter for infrastructure governance, public debt management, economic regulation, and administrative simplification. For example, Colombia is [developing](#) real-time monitoring of infrastructure contracts before implementation, enabling citizen oversight earlier in the process. Kenya is making [debt and budget processes](#) more accessible and participatory, which is a direct response to public protests over opaque government finance decisions. In France, the “[Simplification Programme](#)” lets citizens and businesses flag administrative obstacles online, which local authorities can either resolve or escalate to request a legal change. Over 80 percent of about 500 cases have been solved since late 2024, showing openness and efficiency can reinforce one another.

OGP members should demonstrate that regulatory transparency and administrative simplification are not just efficiency measures, but democratic reforms that build trust when they strengthen and not weaken accountability and participation.



Holding the Line, Looking Ahead

These three clusters and the OGP Horizons series reflect our current focus and what we believe will come next. Thematic engagement within the OGP community grows in response to member demand and priorities and the shifting global policy environment. The Open Gov Challenge, as part of our renewed Action Framework, will continue to serve as a key mechanism for directing action, fostering ambition, and tracking progress.

This evolution is not a sign of drift. Rather, OGP's defining strength has always been its ability to do two things at once: hold the line on hard-won norms while scanning the horizon for the next frontier of open government. When AI governance was barely on the international agenda, OGP members were already co-creating commitments. When civic space online became a battleground, OGP members were already testing responses. The same instinct that made OGP relevant in 2011 is what allows us to anticipate trends and makes our agenda still cutting-edge today.

OGP's ambition is not merely to maintain a community of practice. It is to ensure that open government becomes the default operating system for how democracies function in the 21st century. OGP's model of plurilateralism—where members move at different speeds and on different issues, but within a shared framework of ambition and mutual accountability—is itself an innovation in global governance in a world where one-size-fits-all solutions no longer command consensus.

Fifteen years of accumulated experience and sustained dialogue among reformers inside and outside of government lend the Partnership both the relevance and the adaptability required to respond to the challenges ahead. Open government is not just a collection of important principles. It is a tested methodology for building institutions that deserve public trust, withstand democratic erosion, and deliver concrete answers to the most pressing issues of today and tomorrow.

15 YEARS

building open, resilient, and
prosperous societies



Participants at the 2023 OGP Global
Summit in Estonia (Credit: OGP)

Open
Government
Partnership

