Natural Resource Governance Institute

2025 Year in Review



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Introduction

NRGI envisions a world where natural resources enable fair, prosperous and sustainable societies, instead of undermining them. We exist because decisions about how natural resources are governed determine the well-being of people in resource-rich countries, and of the planet. Our mission is to support informed, inclusive decision-making about natural resources and the energy transition.

NRGI is one of many actors working in concert to advance natural resource governance. Our unique contributions focus on evidence, policy advocacy, alliances and accompaniment. We produce evidence to inform and enable action; we support and advocate for policy reform; we build and convene partnerships and alliances; and we accompany decision-makers and accountability actors as a trusted source of technical assistance.

In 2025, we deepened our efforts to shape the governance of minerals and fossil fuels in a rapidly shifting global context. Worldwide demand for transition minerals continued to intensify, while geopolitical uncertainty and changing economic conditions raised questions about the pace and shape of the energy transition—and about what a just transition truly means for resource-rich low- and middle-income countries. Within this context, NRGI helped drive action at international and regional forums, advanced practical policy work on value addition and anti-corruption, supported oil-producing regions and their communities in advancing their own visions for a just transition, and deepened our work on emission management and sustainable energy supply. Throughout this, we worked alongside governments, civil society partners and communities—producing evidence, advocating for reform, building alliances and accompanying those with the power to effect change.

> In the words of one of our partners:
>
> "There are moments when you feel your community's voice has travelled farther than you ever imagined (...) Seeing this work showcased on a global climate stage is proof that local voices matter–when someone believes in them and helps carry them forward."

This annual review offers highlights from across our work in 2025, organized around our two strategic goals: transforming the governance of minerals, and transforming the governance of fossil fuels. Meaningful change within this space frequently unfolds over multi-year timeframes and along non-linear paths, but the steps along the way matter. This review therefore captures both changes in outcomes that NRGI contributed to, and the activities and outputs that lay the groundwork for further change.

Transforming the governance of minerals

The global energy transition has increased the demand for critical minerals, creating opportunities and challenges for producer countries. In this context, NRGI works with governments, civil society, academia and communities to transform the governance of minerals, with a focus on maximizing equitable economic benefits, upholding environmental integrity and human rights, and combating corruption.



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During 2025, NRGI helped lead efforts to secure commitments from decision-makers and implementing partners to advance mineral equity, including in international forums such as the COP30 climate talks, the African Mining Indaba, the Extractive Industries Transparency Initiative (EITI) and the Global Investor Commission on Mining 2030.

In response to growing demand to increase value addition, we worked to clarify key considerations for decision-makers, and used our analysis and frameworks to inform policy debates in Ghana, the Democratic Republic of Congo (DRC), Mongolia, Indonesia and elsewhere.

Strengthening global commitments on equitable transition minerals

Building on NRGI's experience at national and global levels—including our participation in the UN Secretary-General's Panel on Critical Energy Transition Minerals (CETM Panel)—we helped drive actions to entrench commitments to good minerals governance as core components of global and regional climate and investment systems.

In the lead-up to COP30, NRGI supported low- and middle-income producer countries in their push for more equitable mineral governance frameworks within the United Nations Framework Convention on Climate Change (UNFCCC) process, pushing for the UNFCCC to recognize good mineral governance as a pillar of climate action, endorse the principles of the CETM Panel, and establish a mechanism to put just transition principles into action. We coordinated messaging across the Bonn Intersessional, London Climate Action Week, the African Climate Summit and New York Climate Week; published an open letter signed by 200 organizations to states parties attending COP30, and engaged governments—in particular the African Group of Negotiators (AGN)—before and during the conference. At COP30 itself, we helped lead a coalition of 40 organizations and networks to influence the negotiated outcome of the Just Transition Work Programme.

For the first time in COP history, and following strong calls from the AGN and a wide range of other parties, a draft decision recognized the role of responsible mineral supply chains in a just transition, and referenced the CETM Panel. This proposed language was disappointingly removed from the Just Transition Work Programme's decision at the last minute, but the adopted text included strong language on rights and the decision to develop a Just Transition Mechanism. This sets the stage for future coordinated UNFCCC action to support a just transition, including for low- and middle-income producing countries. Importantly, negotiations clearly demonstrated that equitable mineral governance has established itself on the global climate agenda.

Notably, many post-COP analyses identified minerals as a defining issue at COP30—a narrative NRGI helped shape proactively throughout the summit. Our spokespeople were featured across global outlets and regional media, including Bloomberg, Devex (in a special COP30 edition on minerals, and in their daily reports), Inter Press Service and the commodities wire service Argus. NRGI's minerals analysis was also carried by Dialogue Earth and syndicated in English, Spanish and Mandarin, significantly expanding our reach in Latin America and China.

Throughout 2025, NRGI continued calling for meaningful implementation of the CETM Panel's recommendations, including through the coordination of an open letter to UN Secretary General António Guterres in June 2025, signed by more than 150 organizations. The United Nations Task Force on Critical Energy Transition Minerals was launched in December 2025, and NRGI's work with partners to define priorities around economic equity and value addition helped shape its composition and goals. We continue to engage with the Task Force to advance the Panel's vision.

More broadly, the work by a diverse group of producer-country governments and civil society actors—including NRGI—to galvanize global attention to the urgent need for good governance in critical minerals markets demonstrated its impact on global dialogue and a number of key processes. In October, G7 Leaders announced a Roadmap to Promote Standards-based Markets for Critical Minerals, which commits to leveraging sector standards on local consultation, human rights, anti-corruption measures and environmental protections. The roadmap specifically references consulting with civil society on setting such standards. NRGI subsequently engaged with several G7 governments and shared inputs as a Special Advisor to the Paris Peace Forum's Global Council for Responsible Transition Minerals, to ensure the G7 incorporates robust standards without creating a two-tiered system where developing producer countries are left with lower standards, and face market exclusion as a result.

Building on our support for Colombia's call for a joint voluntary declaration of responsible mining practices at COP16 on biodiversity in 2024, we provided technical assistance to the country's efforts at the Seventh United Nations Environmental Assembly (UNEA7) Conference in early December to introduce a resolution for a treaty on socioenvironmental governance of mining. NRGI also participated in UNEA7 to engage negotiators from a range of governments, in coordination with a broader coalition.

On 12 December, states parties adopted a resolution mandating dialogues between member states on enhancing international cooperation over the environmental management of minerals and metals. This resolution opened spaces for member states and other stakeholders to discuss the international policies and instruments needed to improve environmental standards. NRGI is currently working with partners to leverage the resolution and its implementation in the run-up to UNEA8 in December 2027.

These commitments reflect NRGI's leadership in bringing together a global coalition of partners to promote minerals equity as a policy and a development priority, as well as our sustained engagement with policy-makers over the past two years.

Increasing evidence and thought leadership around value addition

Our research and analysis on value addition helped shape the thinking of decision-makers and civil society at a time of intense global attention to transition minerals. In active policy spaces, our work helped provide a concrete, practical focus on how to advance value addition in meaningful, equitable ways.

Building on our Six Keys to Equitable Value Addition framework, which strengthened our practical guidance for decision-makers, we deepened our engagement to inform key policy conversations at national and international levels. We completed our first deep dive into value addition, analyzing Ghana's lithium refining plans. This influenced further high-level policy engagement, and complemented our 2024 fiscal regime analysis and a 2025 follow-up piece scrutinizing Atlantic Lithium's request for fiscal concessions on Ghana's first-ever lithium mine at Ewoyaa.

Together, this body of work provided evidence to support a review of the substantive lease agreement and Ghana's subsequent adoption in March 2026 of a sliding royalty regime to increase the country's fiscal income from its lithium and gold value chains.

We also launched in-depth analytical work on value addition in DRC, and published analysis of Mongolia's prospects for copper-sector expansion and value addition, facilitating knowledge sharing, strengthening the capacity of oversight actors, and driving our frequent media engagement on the subject.

In Chile, we served on a technical committee advising the government on value addition and industrial development, contributing to working groups on responsible production and value addition. These groups' recommendations helped shape Chile's National Critical Minerals Strategy, launched in February 2026, particularly its pillars on responsible mining and economic development opportunities. Together with our partner Espacio Público, we organized a major multi-stakeholder seminar to strengthen policy approaches and build consensus around value addition ambitions in the copper sector and how this can connect to national diversification.

Our work on equitable value addition in Mexico combined analytical, advocacy and policy engagement efforts. At the 69th Commission on the Status of Women, we presented gender equity analysis highlighting Mexico's opportunity to move beyond raw extraction through equitable value addition, while addressing key barriers to women's participation in mining and manufacturing. Building on this work and on our experiences in Latin America, we sought to influence the G20 agenda with a regional focus through a policy brief on value addition in mineral-rich developing countries. Our recommendations on equitable value addition—particularly on transparency, governance, community participation, and environmental and social safeguards—were incorporated into inputs to the G20 by the T20 Task Force 5 (on accelerating climate action and the just energy transition). These inputs fed into the G20 policy process, shaping global discussions and potential commitments on transition mineral governance. This represents a concrete step in connecting Mexico-focused analysis with global policy discussions, including emerging frameworks to support more inclusive value addition in producer countries.

We surveyed global value addition policies for copper, lithium and nickel, providing a valuable baseline to inform policy reform processes grounded in comparative evidence and analysis. We published new research on Regionalizing Africa's Mineral Value Chains: Requirements for Success, which lays out practical steps to help transform cross-country cooperation from hypothesis to reality. Launched at an event in Zambia with senior government officials, civil society partners and international institutions, this analysis has informed policy reflections in key regional forums such as the Africa Mining Indaba 2026—whose organizers asked NRGI to lead an interactive discussion on how to advance regional value chains.

Influencing norms and practices on environmental integrity and human rights in mining

Through 2025, we worked to influence global, regional and national norms and practices on the socioenvironmental governance of mining. We served on the Global Investor Commission on Mining 2030, contributing to the commitment to establish an Investor Stewardship Initiative. This initiative will enable investors to support governments to implement regulatory and institutional frameworks and structures that promote effective governance of the mining sector, including through a framework to assess the mining regulations of sovereign bond issuers, which draws on NRGI's Resource Governance Index methodology. The initiative will also support investors to engage with investee companies in the mining and minerals value chain, to promote meaningful stakeholder dialogue and equitable, sustainable benefits.

We deepened engagement at national and regional levels through multi-stakeholder dialogues on environmental safeguards. In Ghana, along with subnational actors, community members and government officials, we co-facilitated a multi-stakeholder dialogue that generated recommendations on improving the governance of lithium and other transition minerals—including on revisions to Ghana's environmental and social impact assessments and resettlement regulations.

In Colombia's Amazon, our multi-stakeholder convenings helped strengthen connections between reformers pursuing climate, biodiversity and extractive agendas. In August, we gathered environmental protection agency officials and civil society experts from Ghana, DRC, Zambia and Zimbabwe to share comparative research on how policy, legal and enforcement frameworks address socioenvironmental risks in transition minerals. The research identified priorities for participating countries, including gaps in policy implementation, community participation and environmental transparency, creating a foundation for coordinated follow-up action.

We also supported action at the community level in DRC, where local representatives in the territory of Lubudi petitioned national authorities to address illegal mining backed by politically exposed persons. After a national dialogue on the energy transition co-convened by NRGI in March 2025, we supported local representatives wanting to replicate the dialogue to raise awareness among community members, who eventually decided to petition the government on the challenges they face from illegal mining activities. Following their advocacy and petition, the government convened a high-level meeting to discuss the issue and committed to further investigate illegal mining.

Combating corruption in mining

Throughout the year, NRGI continued to build on our longstanding thought leadership on mining corruption and integrity, with research and advocacy to drive action on transition mineral supply chains. In February, we co-published Digging into the Problem, a briefing examining how corruption facilitates social and human rights and environmental harms across the mining process. This drew on expertise in these respective fields via our partnerships and co-publications with the Business and Human Rights Centre, SIRGE Coalition and WWF.

Our Corruption Diagnostic Tool and December 2024 report on corruption risk in transition minerals licensing informed country-level and regional work during 2025 to strengthen corruption safeguards. This included the publication of an Africa-focused briefing on corruption risks in transition minerals, steps toward establishing a National Register of Beneficial Ownership in DRC, and an initial analysis of corruption risks associated with the creation of a new minerals-driven sovereign wealth fund in Indonesia, where we are also in the process of launching a comprehensive Resource Governance Assessment of the mining sector.

In Guinea, we published a briefing on the challenges of valorization and governance of transition minerals, aiming to inform policy discussions on how Guinea can better capture value from its mineral resources while playing a key role in the global energy transition. We also organized a multi-stakeholder dialogue on inclusive and responsible governance, where participants identified initial advocacy priorities and explored key conditions to support future coordination among civil society organizations (CSOs) on transition minerals governance.

Corruption and integrity are also central components of our push for stronger global mineral governance standards, including on platforms such as the Organisation for Economic Co-operation and Development (OECD) Forum for Responsible Supply Chains, and the EITI. September saw a major milestone when Chile formally joined the EITI as an Implementing Country—an achievement in which NRGI played a central role. Our work included supporting the formation of the national multi-stakeholder group; contributing to training both public-sector and civil society actors on the EITI Standard, and facilitating dialogue and understanding to ensure that the EITI enhances transparency and accountability around community and environmental impacts.

Transforming the governance of fossil fuels

NRGI works with governments, civil society, youth and women's groups, academia and local authorities to transform the governance of fossil fuels, with a focus on enabling equitable and accountable revenue management, defining economic pathways for a just transition, and enhancing sustainable energy supply.

Policy-makers are considering how best to build equitable transitions and manage revenues from oil and gas amid significant global uncertainty. In this context, NRGI contributed evidence-driven inputs to policy processes on revenue management, and facilitated South-South learning on the role of national oil companies, helping oil-producing regions and communities define just transition visions and bring their voices to global forums. We also advanced transparency and accountability around methane emissions, and built out our framework for analyzing gas-to-power efforts and its application in key focus countries.

Advancing accountable revenue management and sustainable energy supply

Ensuring that revenues from oil and gas are well managed, and that energy supply decisions serve citizens' long-term interests, are foundational to NRGI's work in fossil-fuel producing countries. In Uganda, we developed guidance on how to strengthen the revenue management framework to ensure oil revenues benefit citizens.

As the country approaches the onset of oil production, this analysis has fed into ongoing policy processes, including the government's national revenue mobilization strategy, its review of the fiscal rules that determine how petroleum revenues are saved and invested, and the Central Bank's recommendations on reforms to how petroleum investment revenues are managed.

Throughout the year, we deepened our analytical work to support evidence-driven policy-making on the use of gas to achieve energy ambitions. In Colombia and Mexico, our analysis focused on the need to reduce dependence on imported US gas, as part of longer-term plans to build coalitions in civil society and government for policy change.

In Nigeria, we launched research drawing on the model of our Senegal gas-to-power report, exploring gas and renewables as solutions to the country's energy challenges and identifying practical, consensus-based reforms. This work draws on NRGI's framework on the role of natural gas in producer-country energy systems, including a new module of our gas-to-power framework on Achieving Universal Access to Electricity, and a blog examining evidence on whether gas can bring electricity to more Africans.

Defining just energy transitions and elevating the priorities of fossil-fuel producing regions

NRGI has invested deeply in ensuring that the voices and priorities of communities in oil-producing regions are reflected in policy debates. Since 2024, we have worked with local partners to understand the fiscal, social and environmental challenges faced by people in oil-producing regions in Colombia (Meta/Putumayo), Peru (Loreto), Mexico (Campeche), Ghana (southwest), Nigeria (Niger Delta) and Tunisia (Gafsa and Tataouine). In May, we published our People-Powered Energy Transitions Framework, which defines policies, practices and tools that can help address development and equity challenges for low- and middle-income producers. This is informing work in Colombia, Ghana, Senegal and elsewhere. To help make these transition visions viable, we worked in key international spaces, such as London Climate Action Week and the Bonn Climate Talks, to advance international advocacy for increased public finance aligned with local and national priorities in the global South. Through various convenings this year, NRGI identified shared policy priorities and advocacy targets, culminating in a policy brief entitled A Just Energy Transition in Six Oil-Producing Regions: Bringing Local Priorities to Global Climate Action. The brief emphasizes the importance of a just energy transition for oil-producing countries and explains how a transition from oil to renewable energy sources can be an opportunity for people and planet.

At COP30, partners from Nigeria, Mexico, Colombia and Peru shared that the economic and social impacts of the transition away from fossil fuels are already apparent, yet the transition is far from the orderly or fair process governments committed to at COP28. They highlighted the need to consider subnational fiscal resilience, diversification of local economies, robust and responsible exit frameworks, and significant citizen and community engagement.

In Mexico, NRGI helped elevate voices of youth from oil-producing regions in national, regional and global forums. As co-organizers of the 2025 Local Conference of Youth (LCOY) Mexico, we co-led a working group on just energy transitions and supported youth from historically oil-dependent states to participate in the national forum. Their testimonies were formally integrated into concrete proposals on just energy transitions in oil-producing regions, which were included in the National Youth Climate Statement and submitted for inclusion in the Global Youth Statement ahead of COP30. We served as a Knowledge Partner to host a session at the 20th Global Conference of Children and Youth on Climate Change, showcasing our work in Mexico with young people from oil-producing regions and amplifying the findings from LCOY Mexico. Several proposals presented in our workshop and earlier at Mexico's LCOY were reflected in the Global Youth Statement 2025, which was delivered to the UN Secretary General during COP30.

In Peru, we advanced our work on hydrocarbon governance by focusing on two critical and interconnected challenges in the Amazon. First, we developed policy recommendations to promote responsible closure and environmental remediation of oil and gas sites, emphasizing the need to move from extraction to restoration in ways that ensure long-term environmental and social sustainability in affected territories. Second, we produced an in-depth analysis of the state's response to the expansion of illegal mining in the Amazon region of Loreto between 2020 and 2025, highlighting governance gaps, institutional constraints and growing pressures on ecosystems and communities in oil-producing areas. This work underscored how overlapping extractive dynamics, both formal and informal, are intensifying environmental degradation and governance challenges in the region, pointing to the need for more coherent and effective public policies. Together, these efforts contributed to strengthening the evidence base and policy dialogue on hydrocarbon-related environmental liabilities and broader extractive governance challenges in the Peruvian Amazon.

In the Middle East and North Africa (MENA), NRGI deepened the work of our MENA Energy Transition Platform, which brings together regional experts to exchange knowledge, expertise and practices around challenges facing countries and the region, and opportunities that could be transformative for the region's energy future. In October, in Tunisia, NRGI hosted civil society leaders, journalists, experts and government representatives from Morocco, Tunisia, Egypt, Lebanon and Iraq to discuss what a just transition means to them. Beyond dialogue, the space allowed for the collective design of country strategies and cross-border exchanges, building an important coalition for future programming. As a complement, NRGI's webinar series "Taka Talks episodes" raised awareness about key debates for the energy transition in the region, including three episodes discussing green industrialization in MENA and takeaways from COP30 and the role of communities in advancing the transition agenda in resource-producing regions.

In Tunisia, Réseau Associatif pour la Transition Énergétique Juste (RATEJ), a cross-regional coalition established through NRGI's support, continued to drive action to promote a just transition, monitor community rights and shape national dialogue on transition justice. At an NRGI-convened workshop in February, government representatives acknowledged the importance of such groupings and expressed willingness to collaborate. A grassroots coalition from historically marginalized regions, RATEJ represents a structural change in Tunisia's civic landscape, transforming fragmented activism into a coordinated, institutionalized voice capable of influencing decisions on the transition from fossil fuels. Its legitimacy, public recognition and media traction mark a shift to collective influence, positioning communities as actors who do not simply react to energy transition decisions, but are capable of shaping them.

In addition, in Senegal, we supported accountable public dialogue around the country's Just Energy Transition Partnership (JETP), a key and complex pillar of its efforts to achieve more reliable energy access. Building on NRGI's support to establish the Platform of Civil Society Actors for a Just Energy Transition (PACTEJ) in 2024, we continued to strengthen this national forum, which brings together more than 40 organizations, including community networks. Through this work, NRGI has enabled PACTEJ to play a central role in Senegal's energy transition agenda, including by securing its seat on the JETP steering committee, leading the "Equity and Justice" JETP working group, producing analyses to inform decision-making and public debate, and fostering regional experience sharing between JETP countries such as South Africa and Senegal.

Navigating fossil fuel transitions and the role of national oil companies

Throughout 2025, NRGI continued to deepen our work to help push for evidence-driven reflection on the roles national oil companies (NOCs) can play in advancing—or hindering—national transitions to more resilient economies and energy systems. In Colombia, through comprehensive analysis and engagement with stakeholders including CSOs, union delegates and officials from the NOC, Ecopetrol, we advanced the discussion on the company's role in the country's energy transition.

This work identified three key areas for action: improving state–company coordination to address transition risks; ensuring clear and stable policy signals; and striking a balance between Ecopetrol's autonomy and its alignment with the country's broader development and climate objectives.

In Mexico, we positioned NOC Pemex at the center of key policy agendas by leveraging updates to the 2025–2030 National Development Plan and the nationally determined contribution (NDC) 3.0 to advance recommendations on strengthening the governance of state support for Pemex, and clarifying its role in the hydrocarbons sector. We supported this through engagement in public consultations and targeted outreach to key stakeholders, including the government, investors, and civil society and the Mexico Resiliente Coalition. These efforts helped build strategic relationships and underscored the importance of integrating Pemex into broader energy transition agendas—and of improving its governance.

We complemented these country-level engagements with a series of Spanish-language webinars on the role of Latin American NOCs in the energy transition, highlighting the common fiscal, political, emissions and industrial policy challenges faced across Pemex, Ecopetrol and Brazil's NOC, Petrobras. These discussions reinforced the need to integrate NOC transition as a key dimension of regional climate strategy and industrial planning, at a time when Latin American NOCs are global reference cases for the political feasibility—and limits—of diversification. In the run-up to COP30, NRGI identified the pending question of how to advance the COP28 call to transition away from fossil fuels as a key opportunity to spur action around the transition challenges facing both NOCs and subnational oil-producing regions affected by current or expected production declines. Although the definition of roadmaps for the transition from fossil fuels was not a formal agreement adopted by COP30, the processes led by the Brazilian COP30 Presidency, along with Colombia and the Netherlands, are important additions to a fast-growing landscape of multilateral initiatives tackling governance of the shift beyond oil and gas. To seize this growing momentum, NRGI will prioritize leveraging these spaces for positive change in corporate and national decision-making on NOCs, as well as on other aspects of just energy transitions in oil- and gas-producing countries across the global South in 2026 and beyond.

Enhancing methane emissions management and accountability

Managing emissions associated with oil and gas production is crucial for maximizing economic benefits from ongoing production and building robust transition plans that meet citizens' needs. In 2025, we ramped up our work on methane, supporting Senegalese civil society and government on emissions management regulations; enhancing tools for analyzing emissions disclosures from Nigeria's EITI process, and strengthening lessons learned across those two countries, as well as Uganda and MENA.

In Senegal, which became a new hydrocarbon producer with the Sangomar field producing its first oil in June 2024 and the GTA project entering gas production in December 2024, the government committed to regulate methane emissions through development of a presidential decree. NRGI has accompanied government officials throughout this process, including by providing technical assistance to the team leading the regulatory development, and facilitating a multi-stakeholder workshop focused on methane regulation and gaps analysis in the legal framework. We also continued to facilitate sectoral coordination, partner mobilization and awareness of methane emissions among civil society. A draft of the decree is currently under review by the committee. This commitment reflects a promising shift toward increased accountability in the oil and gas sector, and the regulation would strengthen Senegal's institutional autonomy in emissions management. By establishing its own robust and context-specific legal framework, Senegal can lay the foundation for a more sustainable and accountable system of environmental governance.

In Nigeria, NRGI co-developed a new tool to monitor government progress against stated methane emissions reduction targets, and facilitated collaboration and knowledge exchange on methane emission management between international organizations and accountability actors. We also supported the Nigeria Extractive Industries Transparency Initiative to further strengthen its oil and gas audit template, to improve how audit findings can drive government and corporate accountability.

In addition, in April, building on our previous recommendations on methane emissions in Nigeria, we presented insights to the Nigerian Midstream and Downstream Petroleum Regulatory Authority on how to strengthen the methane emissions regulations. The Authority committed to strengthening methane emissions frameworks for the midstream and downstream oil and gas sectors, and later launched new guidelines for the management of greenhouse gases and emissions. With these stronger mechanisms now in place, companies operating across Nigeria's midstream and downstream petroleum sectors must now comply with a strengthened regulatory framework that aligns national expectations with global emissions standards.

In Uganda, ahead of anticipated oil production, we completed a study mapping the country's methane emission abatement ambitions, which also aimed to raise awareness among stakeholders of government plans and commitments. The study found that while Uganda has made meaningful commitments to low-emission oil production, translating these into effective methane abatement in practice will require coordinated action among government, regulators, industry and the media.

In MENA, we published a report on commitments by the region's NOCs to methane reduction, and disseminated the findings through two public webinars and at an economic forum in Baghdad attended by government officials, companies, academics and CSOs. This helped raise the profile of methane governance as a regional priority.



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Cross-cutting learning and engagement

Facilitating knowledge exchange and capacity development among decision-makers and accountability actors across countries remains central to how NRGI drives change.

In 2025, we delivered a range of courses and trainings across regions and topics. Among these, in September, we conducted our annual Executive Course on Managing Mining, Oil and Gas with the University of Oxford's Blavatnik School of Government. The course, which is open to policy leaders in the public and private sector as well as those in senior research and non-profit roles, grounded participants in shared experiences around natural resource management, while tackling evolving challenges such as the global rush for critical minerals, and the uncertainty associated with the energy transition's impacts on future energy markets. Among the 45 participants, we engaged country cohorts from NRGI countries—including DRC, Ghana, Guinea, Indonesia, Mexico, Mongolia, Nigeria, Peru, Senegal and Uganda—in order to connect the course with ongoing policy moments and set the stage for in-country follow-up.

In August, we conducted the 2025 Edition of the Anglophone Africa Summer School on extractive industries governance, in partnership with the Africa Centre for Energy Policy (ACEP). The course, which targets CSOs, media, and government actors, took 26 participants from nine African countries deep into practical exercises inside and outside the classroom to strengthen engagement plans. ACEP and NRGI organized the course alongside the annual Future of Energy Conference, to deepen networking and practical peer-led strategy sessions on issues including financing for just transitions, NOC transformations and women's participation in mining.

In December we partnered with Indonesia's National Economic Council to organize a major gathering on



mineral value addition, attended by government officials from across 10 countries in the global South. Held in Bali and Weda Bay, Indonesia, the event focused on frank reflection and problem-solving to enhance value addition in a way that drives equitable development. It also marked our launch of a new South-South Learning Platform in partnership with the African Centre for Energy Policy, Indonesia's Gadjah Mada University and the Universidad de Chile, along with a cohort of government officials from DRC, Chile, Indonesia and Zambia. This event grew directly out of our engagement with Indonesia on the UN Panel on Critical Energy Transition Minerals and a follow-up high-level convening we hosted at the Rockefeller Foundation's Bellagio Center—illustrating NRGI's ability to bridge and build momentum across national, regional and global levels of engagement.

Looking ahead

Building on the progress and lessons of 2025, NRGI will continue to work alongside partners to transform the governance of minerals and fossil fuels as we work toward our vision of inclusive, resilient and prosperous societies in resource-rich countries. The changes we seek require sustained, adaptive engagement, rooted in evidence and driven by strong partnerships.



In 2026, across minerals governance, we will build on our growing knowledge base to drive standards and actions that accelerate the development of value addition policies and projects that are equitable and responsible, and that make meaningful economic contributions to sustainable development. We will also work to address the socioenvironmental impacts of mining by strengthening the content and implementation of standards for socioenvironmental governance of minerals.

Across fossil fuels, we will promote balanced, evidence-based policy solutions that elevate the needs and ambitions of low- and middle-income countries in development, energy and climate-related spaces at national, regional and international levels. We will engage with policy-makers, state-owned enterprises and civil society to ensure informed decision-making, including on NOC transformation pathways, improved energy supply through right-sizing gas-to-power capacities while balancing them with renewable energy, and accelerated reduction of methane emissions. We will also work to continue building a stronger coalition and evidence base to guide global advocacy and South-South learning on the future of oil-producing regions in the context of the global energy transition.

These priorities take on added significance as 2026 marks NRGI's 20th anniversary. Throughout the year, we will draw on two decades of collective learning to reflect on the state of resource governance, celebrate the partners and reformers who have shaped this field, and look ahead to what the next era of resource governance will require.

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About NRGI

The Natural Resource Governance Institute is an independent, non-profit organization that supports informed, inclusive decision-making about natural resources and the energy transition. We partner with reformers in government and civil society to design and implement just policies based on evidence and the priorities of citizens in resource-rich developing countries. Learn more at **www.resourcegovernance.org**

Natural Resource Governance Institute