

# Implementing the Principles of Effective Governance for Sustainable Development

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# Structure of the Presentation

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**Why is Goal 16 of the 2030 Agenda central to the achievement of the sustainable development goals and what are the 11 principles of effective governance for sustainable development?**

2

**What are the Strategy Guidance Notes to operationalize the principles of effective governance?**

3

**Strategy Guidance Notes on subsidiarity.**

4

**ALGA's capacity development support to member states in implementing the principles of subsidiarity.**



- [SDG Goal 16](#) is a cross-cutting goal. Effective accountable and inclusive institutions are important to achieve all goals
- The principles of effective governance for sustainable development set out what Goal 16 means; they show us how to build strong institutions that can support the SDGs
- They serve as a reference point which can guide public sector reform initiatives for the SDGs.

# Principles of Effective Governance for Sustainable Development

## Effectiveness

- » Competence
- » Sound policymaking
- » Collaboration

## Accountability

- » Integrity
- » Transparency
- » Independent oversight

## Inclusiveness

- » Leaving no one behind
- » Non-discrimination
- » Participation
- » Subsidiarity
- » Intergenerational equity



## Principles of effective governance for sustainable development

### What are they for?

- » Building strong institutions at all levels
- » Serving as a reference point that brings together relevant standards and technical guidelines
- » Informing public sector reform initiatives for the SDGs

### Where do they come from?

- » Developed by CEPA specifically for SDG implementation
- » Endorsed by the UN Economic and Social Council
- » Based on United Nations agreements

### How can countries benefit from them?

- » As an analytical framework in policy formulation
- » As a guide in assessing institutional capacities, processes and culture
- » As a foundation of SDG awareness raising and training initiatives

**CEPA** >> **Committee of Experts on Public Administration**  
CEPA is an expert body of the United Nations that studies and makes recommendations to improve governance and public administration structures and processes for development.

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#UNCEPA

# The principles are intended to:



Help interested countries, on a voluntary basis, build **effective, accountable and inclusive** institutions at all levels.



Support countries in operationalizing the institutional aspects of SDG 16 through **concrete strategies**.



Promote **mainstreaming of effective governance in SDG implementation** and development plans and programmes at all levels.



Bring together **proven standards and operational guidelines** in all areas of public sector institution-building relevant to SDG implementation.



Provide a **baseline for policymaking** while strengthening evidence-based and action-oriented implementation of and follow-up to the 2030 Agenda.



The principles are given depth and made operational through a selection of **commonly used strategies and related practices**, which are an integral and evolving part of this work.

EFFECTIVENESS			ACCOUNTABILITY		
<b><u>COMPETENCE</u></b> <ul style="list-style-type: none"> <li>--Promotion of a professional public sector workforce</li> <li>--Strategic human resources management</li> <li>--Leadership development, training of civil servants</li> <li>--Performance management</li> <li>--Results-based management</li> <li>--Financial management and control</li> <li>--Efficient and fair revenue administration</li> <li>--Investment in e-government</li> </ul>	<b><u>SOUND POLICY-MAKING</u></b> <ul style="list-style-type: none"> <li>--Strategic planning and foresight</li> <li>--Regulatory impact analysis</li> <li>--Promotion of coherent policymaking</li> <li>--Strengthening national statistical systems</li> <li>--Monitoring &amp; evaluation systems</li> <li>--Science-policy interface</li> <li>--Risk management frameworks</li> <li>--Data sharing</li> </ul>	<b><u>COLLABORATION</u></b> <ul style="list-style-type: none"> <li>--Centre of government coordination under Head of State / Government</li> <li>--Collaboration, coordination, integration, dialogue across levels of government, functional areas</li> <li>--Raising awareness on SDGs</li> <li>--Network-based governance</li> <li>--Multi-stakeholder partnerships</li> </ul>	<b><u>ACCOUNTABILITY</u></b> <ul style="list-style-type: none"> <li>--Promotion of anti-corruption policies, practices and bodies</li> <li>--Codes of conduct for public officials</li> <li>--Competitive public procurement</li> <li>--Elimination of bribery, influence trading</li> <li>--Conflict of interest policies</li> <li>--Whistle-blower protection</li> <li>--Provision of adequate remuneration and equitable pay scales for public servants</li> </ul>	<b><u>TRANSPARENCY</u></b> <ul style="list-style-type: none"> <li>--Proactive disclosure of information</li> <li>--Budget transparency</li> <li>--Open government data</li> <li>--Registries of beneficial ownership</li> <li>--Lobby registries</li> </ul>	<b><u>INDEPENDENT OVERSIGHT</u></b> <ul style="list-style-type: none"> <li>--Promotion of the independence of regulatory agencies</li> <li>--Arrangements for review of administrative decisions by courts or other bodies</li> <li>--Independent audit</li> <li>--Respect for legality</li> </ul>
INCLUSIVENESS					
<b><u>LEAVING NO ONE BEHIND</u></b> <ul style="list-style-type: none"> <li>--Promotion of equitable fiscal and monetary policy</li> <li>--Promotion of social equity</li> <li>--Data disaggregation</li> <li>--Systematic follow-up and review</li> </ul>	<b><u>NON-DISCRIMINATION</u></b> <ul style="list-style-type: none"> <li>--Promotion of public sector workforce diversity</li> <li>--Prohibition of discrimination in public service delivery</li> <li>--Multilingual service delivery</li> <li>--Accessibility standards</li> <li>--Cultural audit of institutions</li> <li>--Universal birth registration</li> <li>--Gender-responsive budgeting</li> </ul>	<b><u>PARTICIPATION</u></b> <ul style="list-style-type: none"> <li>--Free and fair elections</li> <li>--Regulatory process of public consultation</li> <li>--Multi-stakeholder forums</li> <li>--Participatory budgeting</li> <li>--Community-driven development</li> </ul>	<b><u>SUBSIDIARITY</u></b> <ul style="list-style-type: none"> <li>--Fiscal federalism</li> <li>--Strengthening urban governance</li> <li>--Strengthening municipal finance and local finance systems</li> <li>--Enhancement of local capacity for prevention, adaptation and mitigation of external shocks</li> </ul>	<b><u>INTERGENERATIONAL EQUITY</u></b> <ul style="list-style-type: none"> <li>--Multilevel governance</li> <li>--Sustainable development impact assessment</li> <li>--Long-term public debt management</li> <li>--Long-term territorial planning and spatial development</li> <li>--Ecosystem management</li> </ul>	



## 2. What are the Strategies to operationalize the principles of effective governance?

### EFFECTIVENESS

**Competence:** promotion of a professional public sector workforce, strategic human resources management, leadership development and training of civil servants, performance management, results- based management, financial management and control, efficient and fair revenue administration and investment in e-government.

**Sound policymaking:** strategic planning and foresight, regulatory impact analysis, promotion of coherent policymaking, strengthening national statistical systems, monitoring and evaluation systems, science-policy interface, risk management frameworks and data sharing.

**Collaboration:** centre of government coordination under the Head of State or Government, collaboration, coordination, integration and dialogue across levels of government and functional areas, raising awareness of the Sustainable Development Goals, network-based governance and multi-stakeholder partnerships.

### ACCOUNTABILITY

**Integrity:** promotion of anti-corruption policies, practices and bodies, codes of conduct for public officials, competitive public procurement, elimination of bribery and trading in influence, conflict of interest policies, whistle-blower protection and provision of adequate remuneration and equitable pay scales for public servants.

For more information, please visit: <https://publicadministration.desa.un.org/intergovernmental-support/cepa/strategy-guidance-notes>

## 2. What are the Strategies to operationalize the principles of effective governance?

**Transparency:** proactive disclosure of information, budget transparency, open government data, registries of beneficial ownership and lobby registries.

**Independent oversight:** promotion of the independence of regulatory agencies, arrangements for review of administrative decisions by courts or other bodies, independent audit and respect for legality.

### INCLUSIVENESS

**Leaving no one behind:** promotion of equitable fiscal and monetary policy, promotion of social equity, data disaggregation, and systematic follow-up and review.

**Non-discrimination:** the promotion of public sector workforce diversity, prohibition of discrimination in public service delivery, multilingual service delivery, accessibility standards, cultural audit of institutions, universal birth registration and gender-responsive budgeting.

<https://unpan.un.org/sites/default/files/inline-files/booklet.pdf>

For more information, please visit: <https://publicadministration.desa.un.org/intergovernmental-support/cepa/strategy-guidance-notes>



### 3. Strategy Guidance Notes on Sound Policymaking

**Sound policymaking**, a set of eight notes produced by DESA, describes how, to achieve their intended results, public policies are to be coherent with one another and founded on true or well-established grounds, in accordance with fact, reason and good sense. The integrated nature of the SDGs and the process of sound policymaking converge. Together, the strategies emphasize that achieving the SDGs requires a multi-dimensional and integrated approach.

**Commonly used strategies include:**

- Strategic planning and foresight
- Regulatory impact analysis
- Promotion of coherent policymaking
- Strengthening national statistical systems
- Monitoring and evaluation systems
- Science-policy interface
- Risk management frameworks
- Data sharing



For more information, please visit: [CEPA Strategy Guidance Notes | Public Institutions \(un.org\)](https://publicinstitutions.un.org/cepa-strategy-guidance-notes)

### 3. Strategy Guidance Notes on Subsidiarity

To reach its transformative potential, the 2030 Agenda must be realized at the local level. **Subsidiarity**, a set of five notes produced by DESA, describes how, to promote government that is responsive to the needs and aspirations of all people, central authorities should perform only those tasks which cannot be performed effectively at a more intermediate or local level.

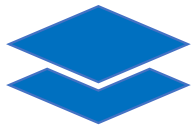
#### Commonly used strategies include:

- Fiscal federalism
- Strengthening urban governance
- Strengthening municipal finance and local finance systems
- Enhancement of local capacity for prevention
- Adaptation and mitigation of external shocks
- Multilevel governance

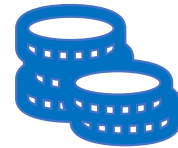


For more information, please visit: [CEPA Strategy Guidance Notes | Public Institutions \(un.org\)](#)

To promote government that is responsive to the needs and aspirations of all people, central authorities should perform only those tasks which cannot be performed effectively at a more intermediate or local level. [Strategy guidance notes](#) have been produced by DESA/DPIDG and UNPOG



**Multi-Level Governance**



**Municipal Finance and Local Finance**



**Strengthening Urban Governance**

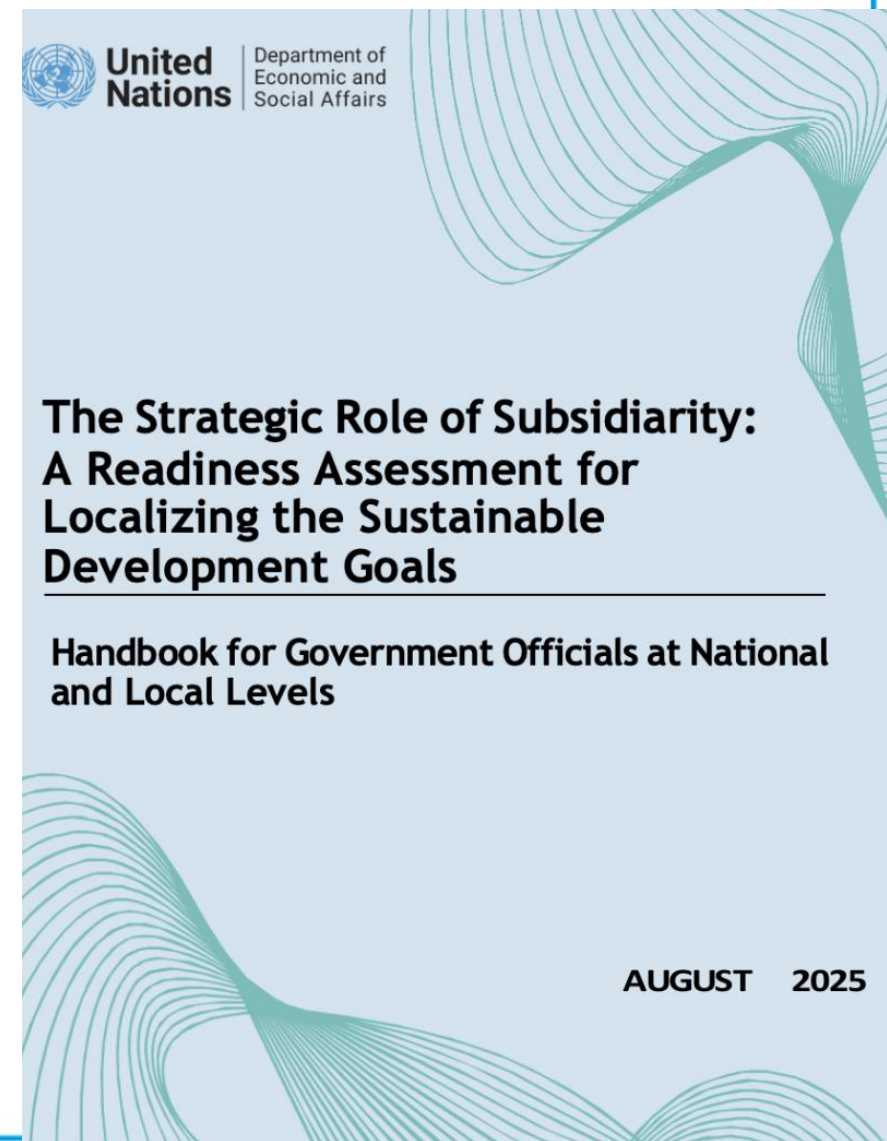


**Enhancement of Local Capacity for Prevention, Adaptation and Mitigation of External Shocks**



**Fiscal Federalism and Decentralization**

- From these guidance notes, UN DESA developed a [Handbook on Subsidiarity and a Self Assessment Tool](#).
- The building blocks are most useful when they are adapted to a country's specific governance arrangements and development priorities. The tool has been developed to help national and subnational officials reflect on how the principle of subsidiarity is being applied in practice.
- The tool is designed to prompt structured reflection rather than measurement against a universal benchmark. It encourages officials to look at existing frameworks, coordination mechanisms, implementation practices, and levels of stakeholder engagement. It identifies both strengths to build upon and gaps that may require attention.
- This tool is not about grading performance. Its purpose is to prompt the right questions that can help to show how effectively subsidiarity is being applied and to highlight areas where it can be strengthened.





**United  
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## **4.1. ALGA's Capacity Development Support to Member States in Implementing the Principle of Subsidiarity**



**DESA**

**Public Institutions**