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United Nations Public Service Forum

The Eleven Principles of Effective Governance for Sustainable Development

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What is CEPA ?

- The Committee of Experts on Public Administration (CEPA) was established in 2002;
- It supports the work of the Economic and Social Council of the United Nations;
- It reviews current international trends in the theory and practice of public administration;
- It provides, since 2015, policy advice for the achievement of the SDGs, particularly SDG-16;
- In July 2018, the Eleven Principles of Effective Governance proposed by CEPA members were approved by the ECOSOC.



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What is good and effective governance for the SDGs?

The Eleven Principles of Effective Governance



PROMOTE PEACEFUL AND INCLUSIVE SOCIETIES FOR SUSTAINABLE DEVELOPMENT, PROVIDE ACCESS TO JUSTICE FOR ALL AND BUILD EFFECTIVE, ACCOUNTABLE, AND INCLUSIVE INSTITUTIONS AT ALL LEVELS ↓



Why do we need principles?

- Principles are pluralistic, transversal and adaptable to various cultures and contexts.
- Principles derive from international standards to define what effective public governance entails in practice. They are universal, yet compatible with varying environments.
- Unlike values, Principles are universal and do not change over time. Values are internal, subjective and culturally sensitive.
- Unlike policies, Principles are short ground rules that allow institutions to engage with a wide variety of situations; Policies mandate large, complex solutions to large, complex problems.
- Principles are usually used to avoid short-term decision and contradictory rule making when not enough evidence or information is available. They provide benchmarks against which regular progress can be measured.



The Eleven Principles of Effective Governance

Effectiveness

- Competence
- Sound policy making
- Collaboration

Accountability

- Integrity
- Transparency
- Independent Oversight

Inclusiveness

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



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I. Effectiveness

1. Competence



To perform their functions effectively, institutions are to have sufficient expertise, resources and tools to deal adequately with the mandates under their authority.

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

I. Effectiveness

2. Sound policy making



To achieve their intended results, public policies are to be coherent with one another and founded on well-established grounds, in full accordance with fact, reason and common sense.

Commonly used strategies include strategic planning and foresight, regulatory impact analysis, promotion of coherent policy making, strengthening national statistical systems, monitoring and evaluation systems, science-policy interface, risk management frameworks, and data sharing.



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I. Effectiveness

3. Collaboration



To address problems of common interest, institutions at all levels of government and in all sectors should work together and jointly with non-State actors towards similar ends, purposes and effects.

Commonly used strategies include center of government coordination under the Head of State or Government, and collaboration, coordination, integration and dialogue across levels of government and functional areas.



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II. Accountability

4. Integrity



To serve in the public interest, civil servants are to discharge their official duties honestly, fairly and in a manner consistent with soundness of moral principle.

Commonly used strategies include anti-corruption policies, practices and bodies, codes of conduct for public officials, competitive public procurement, elimination of bribery and trading influence, conflict of interest policies, whistle-blower protection, and provision of adequate remuneration and equitable pay scales for public servants.

II. Accountability

5. Transparency



To ensure accountability and enable public scrutiny, institutions are to be open and candid in the execution of their functions and promote access to information, subject only to the specific and limited exceptions as are provided by law.

Commonly used strategies include proactive disclosure of information, budget transparency, open government data, registries of beneficial ownership and lobby registries.



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II. Accountability

6. Independent oversight



To promote and maintain trust in government, oversight agencies are to act according to strictly professional considerations, unaffected by others.

Commonly used strategies promotion of the independence of regulatory agencies, arrangements for review of administrative decisions by courts or other bodies, independent audit, and respect for legality.

III. Inclusiveness

7. Leaving no one behind



To ensure that all human beings can fulfill their potential in dignity and equality, public policies are to consider the needs and aspirations of all segments of society, including the poorest and most vulnerable and those subject to discrimination.

Commonly used strategies include promotion equitable fiscal and monetary policy, promotion of social equity, data disaggregation, and systematic follow-up and review.

III. Inclusiveness

8. Non-discrimination



To respect, protect and promote human rights and fundamental freedoms for all, access to public service is to be provided on general terms of equality, without distinction of any kind as to race, color, sex, language, religion, political or other opinion, national or social origin, property, birth disability, or other status.

Commonly used strategies include 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.



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III. Inclusiveness

9. Participation



To have an effective State, all significant political groups should be actively involved in matters that directly affect them and have a chance to influence policy.

Commonly used strategies include free and fair elections, regulatory process of public consultation, multi-stakeholder forums, participatory budgeting, and community-driven development.



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III. Inclusiveness

10. Subsidiarity



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, and multilevel governance.



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III. Inclusiveness

11. Intergenerational equity



To promote prosperity and quality of life for all, institutions should construct administrative acts that balance the short-term needs of today's generation with the longer-term of future generations.

Commonly used strategies include sustainable development impact assessment, long-term public debt management, long-term territorial planning and spatial development, and ecosystem management.



How can they benefit Member States?





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Thank you.