

Building Humanistic and Inclusive Public Policy: A Public Administration Perspective toward the 2030 SDGs

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ARTICLE INFO

Article history

Received : 20 Mei 2026

Revised : 25 Juni 2026

Accepted : 30 Juni 2026

Keywords:

Public Policy;

Social Inclusion;

Humanism;

Public Administration;

SDGs 2030;

Kata kunci:

Kebijakan Publik;

Inklusi Sosial;

Humanisme;

Administrasi Publik;

SDGs 2030



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Transparansi : Jurnal Ilmiah Ilmu Administrasi

ABSTRACT

This study aims to explore how a humanist and inclusive approach in public administration can improve the effectiveness of public policies in achieving the 2030 Sustainable Development Goals (SDGs), specifically SDG 5 (Gender Equality), SDG 10 (Reducing Inequality), and SDG 16 (Peace, Justice, and Strong Institutions). This study uses a descriptive-analytical qualitative approach based on a literature review and analysis of policy documents. Various international and national policy frameworks such as the United Nations 2030 Agenda, the Indonesian RPJMN 2020-2024, and relevant ministerial regulations are reviewed to identify values and practices that support humanist and inclusive governance. This research also uses theoretical perspectives from modern public administration and inclusive governance studies. This study found that integrating human values, empathy, and social participation into public policy processes increases policy legitimacy, strengthens social cohesion, and enhances distributive justice. In addition, the transformation of the role of the bureaucracy from mere implementers to social facilitators contributes to the creation of a more equitable and sustainable governance system. This study is conceptual and limited to secondary data analysis; it does not include empirical field research or quantitative validation. This research is particularly relevant for policymakers, public administrators, and academics interested in sustainable and equitable development. The novelty of this research lies in the integration of the principles of humanism and inclusivity into the theoretical and practical discourse of public administration, offering a human-centered framework to achieve the 2030 SDGs through transformative governance.

Abstract

Studi ini bertujuan untuk mengeksplorasi bagaimana pendekatan humanis dan inklusif dalam administrasi publik dapat meningkatkan efektivitas kebijakan publik dalam mencapai Tujuan Pembangunan Berkelanjutan (SDGs) 2030, khususnya SDG 5 (Kesetaraan Gender), SDG 10 (Mengurangi Ketidakesetaraan), dan SDG 16 (Perdamaian, Keadilan, dan Lembaga yang Kuat). Studi ini menggunakan pendekatan kualitatif deskriptif-analitis berdasarkan tinjauan pustaka dan analisis dokumen kebijakan. Berbagai kerangka kebijakan internasional dan nasional seperti Agenda 2030 Perserikatan Bangsa-Bangsa, RPJMN Indonesia 2020-2024, dan peraturan menteri terkait ditinjau untuk mengidentifikasi nilai-nilai dan praktik yang mendukung tata kelola humanis dan inklusif. Penelitian ini juga menggunakan perspektif teoritis dari studi administrasi publik modern dan tata kelola inklusif. Studi ini menemukan bahwa mengintegrasikan nilai-nilai kemanusiaan, empati, dan partisipasi sosial ke dalam proses kebijakan publik meningkatkan legitimasi kebijakan, memperkuat kohesi sosial, dan meningkatkan keadilan distributif. Selain itu, transformasi peran birokrasi dari sekadar pelaksana menjadi fasilitator sosial berkontribusi pada terciptanya sistem pemerintahan yang lebih adil dan berkelanjutan. Studi ini bersifat konseptual dan terbatas pada analisis data sekunder; tidak mencakup penelitian lapangan empiris atau validasi kuantitatif. Penelitian ini sangat relevan bagi para pembuat kebijakan, administrator publik, dan akademisi yang tertarik pada pembangunan berkelanjutan dan adil. Kebaruan penelitian ini terletak pada integrasi prinsip-prinsip humanisme dan inklusivitas ke dalam wacana teoretis dan praktis administrasi publik, menawarkan kerangka kerja yang berpusat pada manusia untuk mencapai SDGs 2030 melalui tata kelola transformatif.

INTRODUCTION

Achieving the Sustainable Development Goals in 2030 faces significant challenges that require a fundamental transformation in public governance. The 2030 Agenda adopted by all United Nations

member states in 2015 sets 17 development goals that include economic, social, and environmental dimensions. However, the implementation of this ambitious agenda encounters complex structural obstacles, especially in the context of public administration that still applies a conventional efficiency-oriented approach. (Qin, 2022) emphasized that public administration and governance have a strategic role in accelerating the implementation of the 2030 Agenda, where mission-oriented reforms must replace the public sector reform paradigm that has been driven by mere efficiency logic. This condition shows the urgency to develop a governance framework that is not only technically efficient, but also humane and inclusive in its approach.

The gap between the ambitious SDGs targets and the reality of their implementation becomes even clearer when looking at the three specific goals that this study focuses on: SDG 5 on gender equality, SDG 10 on reducing inequality, and SDG 16 on peace, justice, and strong institutions. Recent data shows that progress in achieving gender equality has stagnated alarmingly. As of January 2025, women will occupy only 27.2 percent of national parliamentary seats worldwide, an increase of just 4.9 percentage points since 2015. Even more worrying, at the current rate of progress, it is estimated that it will take up to 286 years to close gaps in legal protections and remove discriminatory laws, as well as 140 years to achieve equal representation of women in leadership positions in the workplace. This reality reveals that the policy approach that has been implemented so far has not been able to produce the transformative changes needed (Khan & Haneef, 2022).

The fundamental problem in the implementation of the SDGs lies in the failure of governance that ignores the humanitarian and inclusivity dimensions in the public policy-making process. Government institutions that are supposed to lead the implementation of the 2030 Agenda are often not equipped with the financial capacity, human resources, or mindset needed to run effective governance (Stott & Murphy, 2020). Furthermore, the structure of public participation in policy-making is still weak, both at the EU level and its member states, with only 32 percent of Europeans trusting their national governments in 2023. This crisis of trust shows that the legitimacy of public policy cannot be built through formal legal frameworks alone, but rather requires a process that involves meaningful social participation and recognizes the diversity of voices from different groups of people, especially marginalized groups (Norren, 2022).

In this context, public administration needs to undergo a paradigmatic transformation from a mere technical implementer to a social facilitator that places human values and inclusivity as the foundation in every policy stage. Meaningful social participation has been recognized as a fundamental element to ensure accountability and legitimacy of efforts to strengthen health systems and universal health coverage (Saxena, Ramaswamy, Beale, Marciniuk, & Smith, 2021). More inclusive governance through social participation also provides a basis for creating trust in public health policies and programs, which are critical to producing better outcomes in both times of crisis and normal times. The same principle applies to the entire spectrum of public policy, where the active involvement of communities in the process of policy co-creation can significantly contribute to addressing the complex challenges and needs of different segments of society in a more effective, efficient, and inclusive way.

Based on this background, this study asks the following research questions: how can the integration of humanism and inclusivity principles in public administration increase the effectiveness of public policies in achieving the 2030 SDGs, especially SDGs 5, 10, and 16? This question is then broken down into sub-questions: first, what values and practices support humanist and inclusive governance in the context of achieving the SDGs? Second, how can the transformation of the bureaucratic role from technical implementers to social facilitators contribute to a more equitable and sustainable governance system?

The purpose of this research is to explore how a humanist and inclusive approach in public administration can increase the effectiveness of public policies in achieving the 2030 SDGs. Specifically, this research aims to: first, identify the values and practices that support humanist and inclusive governance through the analysis of international and national policy frameworks; second, analyze how the integration of human values, empathy, and social participation in public policy processes can increase policy legitimacy, strengthen social cohesion, and enhance distributive justice; Third, it provides a normative framework to build humanist and inclusive governance that is relevant to

policymakers, public administrators, and academics interested in sustainable and equitable development.

LITERATURE REVIEW

Public Sector Innovation and SDGs Research Trends

The transformation of public administration towards achieving sustainable development targets requires innovative capacity that is able to overcome various structural and operational obstacles. Comparative research between Thailand and Korea reveals that the configuration of barriers in SDGs-oriented public sector innovation is influenced by the politico-administrative context and the type of innovation applied (Suchitwarasan, Cinar, & Simms, 2024). These findings suggest that organization-level barriers are more dominant in Thailand, while interaction-level barriers are more common in Korea, indicating the importance of understanding the local context in designing innovation strategies. Furthermore, the study identified a new tactic called "forming & coordinating" to address the barriers stemming from collaborative governance in the innovation process. In a broader perspective, a bibliometric analysis of SDGs publications shows that the topics of sustainable development, people, and women are the most frequently discussed topics in the literature for the period 2018-2024, with publication trends increasing significantly in 2024 (Praja & Sartika, 2025). This mapping confirms that academic discussions on the SDGs continue to evolve and demonstrate a growing research interest in the humanist and inclusive dimensions in the implementation of the sustainable development agenda, emphasizing the urgency of developing a public administration framework that is not only responsive to technical needs but also adaptive to complex socio-political dynamics.

The Role of Public Administration and Sustainable Innovation Policies

Public administration has a crucial role as a leader in the transformation towards sustainable development, going beyond its traditional function as a policy implementer. (Robaina & Zurbriggen, 2025) affirmed that although non-state actors have an important contribution, state institutions have a special role in shaping the political framework that allows social actors to develop sustainable actions. Public administration is required to lead by example and develop capabilities in managing the transformation process professionally. Paradoxically, although three decades of social science research have resulted in extensive knowledge about sustainable development and its governance, a focus on the search for sustainability in public administration is still rare. The failure of the market to produce innovations that are in line with the sustainable development agenda requires structured public policy interventions that are oriented towards the interests of the wider community. The principle of responsible innovation requires public funding for innovation to support sustainable development for the benefit of the entire community, not just short-term economic interests. Public policy must shift from a purely economic efficiency orientation to a framework that integrates the values of justice, inclusivity, and ecological sustainability as fundamental success parameters, which requires a redesign of policy instruments that are not only reactive to market dynamics but proactive in directing the direction of innovation towards social and environmental goals.

Innovative Platforms and Public Management for the SDGs

The implementation of innovative policies can be realized through various platforms, including public institutions such as libraries that function as incubators for social inclusion and entrepreneurship. (Haryanto, 2024) It shows that public libraries that run entrepreneurship incubator programs can provide an effective platform for business training, technology access, and network development, which not only enhances individual skills and knowledge but also promotes local economic growth through the creation of new ventures and increased employment opportunities. The library's social inclusion initiatives increase community participation and engagement, strengthen social cohesion, and reduce inequality. In a broader context, efficient public management is a crucial element in achieving the SDGs as countries face complex challenges such as poverty, gender equality, climate change, and environmental degradation (Githui & Njuru, 2024). Despite the global commitment to achieving the SDGs, the integration and implementation of these goals in a public management system that promotes the public interest and ensures equality, representation, and responsiveness to citizens still faces significant obstacles. Policy formulation and implementation

greatly affect the progress of achieving the SDGs, so it is necessary to improve alignment across all dimensions of public management to create sustainable transformative impacts.

Inclusivity and Public Administration Education

Inclusivity is a fundamental prerequisite for achieving equitable and equitable sustainable development for all segments of society. (Lily & Assistant, 2025) emphasizing that inclusion the equitable representation and engagement of all people regardless of gender, color, ability, or socio-economic status is the foundation of sustainable development. The research focuses on SDGs 1, 4, 5, 10, and 16, analyzing how inclusivity plays a role in achieving equality, education, and governance goals. Case studies from Rwanda and the Nordic countries show that inclusive policies drive economic growth, social well-being, and the reduction of inequality, even as economic inequality, prejudice, and institutional injustices continue to limit inclusivity. Achieving meaningful inclusivity requires a transformation of public administration education systems that prepare future leaders to address complex global challenges (Suchitwarasan et al., 2024). The integration of SDG principles into the public administration curriculum through interdisciplinary approaches and innovative teaching methodologies is crucial, although disparities in resource allocation and curriculum integration in low- and middle-income areas remain significant challenges. Collaboration between public officials, educators, and businesses is essential to building and implementing sustainable inclusive policies, which require financial support and global partnerships to bridge capacity gaps in building transformative and inclusive public leadership (Githui & Njuru, 2024).

Humanistic Approach in Education for Sustainable Development

A humanistic approach in education and public policy offers a value framework that places human beings and their dignity at the center of sustainable development. (Robaina & Zurbriggen, 2025) Criticize global education policies influenced by post-humanism and technocracy, which tend to shift the focus from democratic and humanist values to purely technical efficiency. International frameworks such as UNESCO and the OECD often emphasize productivity and technical skills at the expense of social values, human rights, and democratic participation, which neglect character development and critical thinking essential for socially conscious citizens. To address this, education policies must be aligned with the SDGs, especially SDGs 4, 10, and 16, where civic education must foster awareness of social rights, responsibility, and active participation. However, the implementation of a humanistic approach in Education for Sustainable Development (ESD) faces epistemic complexities that need to be considered in depth (Din, Omar, Taib, Sarip, & Krishnan, 2025). Although ESD has been a central concept in the global definition of quality education and has been endorsed by the United Nations as a key enabler of all SDGs for more than three decades, its epistemic foundations have not been fully articulated in the literature. If ESD is based on certain humanistic thinking, it has the potential to create barriers for other worldviews to engage in its implementation, so the foundations of ESD require further examination to ensure inclusivity and universal accessibility in continuing education practices that balance quantitative outcomes with character building to build a more inclusive and democratic future (Djatkiko, Sinaga, & Pawirosumarto, 2025).

METHOD

This study adopts a descriptive-analytical qualitative approach that integrates literature review with policy document analysis to explore the integration of humanism and inclusivity principles in public administration as a strategy to increase the effectiveness of public policies in achieving the 2030 SDGs. The qualitative approach was chosen for its ability to explore complex phenomena in depth, understand the meanings behind policy practice, and identify patterns and themes that emerge from various sources of academic literature and official policy documents. The descriptive-analytical method allows researchers to not only describe the factual conditions for the implementation of humanist and inclusive policies, but also to critically analyze the causal relationships, theoretical implications, and best practices that can be developed to strengthen sustainable governance.

The data collection process is carried out through two main channels that complement each other. First, a systematic literature search of scientific publications relevant to the research theme, where primary data sources come from academic journal articles, reports of international organizations

such as the United Nations, UHC2030, and publications of leading research institutions that have gone through a peer-review process. The inclusion criteria include publications in the 2015-2025 time frame to ensure relevance to the 2030 Agenda, with a particular focus on literature that addresses public administration, humanist governance, social participation, and the implementation of SDGs 5, 10, and 16. The search was conducted through academic databases such as Scopus, Web of Science, Google Scholar, and institutional repositories using a combination of keywords such as "public administration", "humanistic governance", "inclusive policy", "social participation", "sustainable development goals", "gender equality", "reduced inequalities", and "strong institutions". Second, the analysis of policy documents that include international and national policy frameworks, especially the United Nations 2030 Agenda, Indonesia's National Medium-Term Development Plan (RPJMN) 2020-2024, as well as ministerial regulations related to the implementation of the SDGs in Indonesia. These policy documents were chosen because of their representation of the government's formal commitment to achieving sustainable development goals and their relevance to the context of Indonesia's public administration.

The analysis of policy documents in this study is focused on the latest regulatory framework that has become the basis for the implementation of the SDGs in Indonesia in the last five years. First, The Sustainable Development Goals Report 2025, released by the United Nations Department of Economic and Social Affairs in July 2025, is the tenth official report to monitor global progress towards the 2030 Agenda using the latest data from more than 200 countries and regions, showing that only 35 percent of the targets are on track while nearly half are moving too slowly and 18 percent are regressing (News, 2025). Second, Presidential Regulation Number 111 of 2022 concerning the Implementation of the Achievement of Sustainable Development Goals, which is an update of Presidential Regulation Number 59 of 2017, serves as an operational legal basis to accelerate the achievement of national SDGs targets by regulating coordination mechanisms through the establishment of the National Coordination Team, the preparation of National Action Plans and Regional Action Plans, as well as innovative funding from various stakeholders (Presidential Regulation of the Republic of Indonesia Number 111 of 2022, 2022). Third, the National Medium-Term Development Plan 2025-2029, which was stipulated through Presidential Regulation Number 12 of 2025, is the latest strategic planning document that integrates the achievement of the SDGs into eight national development priorities as a direct implementation of *Asta Cita* and the initial foundation for realizing the Golden Indonesia Vision 2045 (Sustainable & Goals, 2025). These policy documents were chosen because of their relevance to the contemporary Indonesian public administration context and their representation of the government's formal commitment to achieving sustainable development goals through a humanist and inclusive approach.

Data analysis uses thematic analysis techniques that allow the identification, analysis, and reporting of patterns or themes in qualitative data sourced from academic literature and policy documents. The analysis process begins with an in-depth reading of all the literature and policy documents collected to gain a holistic understanding of the issues being studied. The next stage is data coding, in which relevant information from each source of literature and policy documents is coded based on emerging theoretical concepts and substantive themes, such as humanist values, social participation mechanisms, inclusive institutional structures, and indicators of achievement of the SDGs. These codes are then grouped into broader categories to identify key themes related to humanist values, inclusive practices, the role of bureaucracy, and social participation mechanisms in the context of achieving the SDGs. Policy document analysis is carried out by identifying the consistency between policy norms and implementation practices, exploring the gap between formal commitments and implementation realities, and evaluating the extent to which the principles of humanism and inclusivity are integrated within the regulatory framework. The triangulation process is carried out by comparing findings from various literature sources and policy documents to validate the consistency and credibility of the interpretation. Hermeneutic approaches are applied to understand the contextual meaning of policy practices in various socio-political settings, allowing researchers to interpret how the values of humanism and inclusivity are translated into concrete public administration practices and contribute to the achievement of sustainable development goals.

RESULTS AND DISCUSSION

Humanism Values in the SDGs Policy Framework

The implementation of the sustainable development agenda requires a fundamental transformation in the value orientation that underlies the process of formulating and implementing public policies. Analysis of various international policy frameworks shows that the principle of humanism is an essential normative foundation in achieving the SDGs' targets, especially in the context of gender equality, reducing inequality, and strengthening institutions. (Lily & Assistant, 2025) affirming that inclusion as the fair representation and engagement of all segments of society regardless of gender, skin color, ability, or socio-economic status is the foundation of sustainable development that cannot be ignored. The humanistic approach in this context places human dignity as a central value that must be protected and promoted through policy instruments that are responsive to the diversity of societal needs. Furthermore, Kaya et al. (2025) criticize the trend of global policies influenced by post-humanism and technocracy that shift the focus from democratic and humanist values towards purely technical efficiency, potentially ignoring the development of character and critical thinking that is essential for the formation of socially conscious and responsible citizens.

This paradigmatic transformation requires a shift from an administrative logic that is solely oriented towards achieving quantitative targets to a framework that integrates qualitative dimensions in the form of subjective welfare, procedural justice, and community empowerment. Kohl et al. (2024) identified epistemic complexities in the implementation of Education for Sustainable Development that are based on certain humanistic thinking, where such approaches have the potential to create barriers for other worldviews to meaningfully engage in its implementation. These findings indicate the need for a humanism framework that is not hegemonic but is able to accommodate a plurality of perspectives in the development process. In the context of Indonesian public administration, the integration of humanistic values is reflected in the constitutional commitment to social justice and the general welfare that requires state apparatus to be not only technically efficient but also empathetic in serving the public interest. Djatmiko et al. (2025) show that digital transformation in public services must be accompanied by special attention to digital inclusion for marginalized groups, which requires technology-based policies and public-private partnerships to address the digital literacy and infrastructure gap.

Social Participation as a Policy Legitimacy Mechanism

Meaningful social participation has become a fundamental prerequisite for building the legitimacy of public policies in the context of democratic governance and the achievement of sustainable development goals. Analysis of policy documents shows that while various regulatory frameworks accommodate the principle of participation, their practical implementation still faces significant structural barriers in ensuring the substantive involvement of marginalized groups. (Githui & Njuru, 2024) emphasized that despite the global commitment to the achievement of the SDGs, the integration and implementation of these goals in a public management system that promotes the public interest and ensures equality, representation, and responsiveness to citizens still faces significant obstacles rooted in limited institutional capacity and inalignment between policy norms and implementation practices on the ground. Effective participation mechanisms require a transformation in decision-making structures that are not only consultative but also deliberative, where people have room to influence the substance of policy through an inclusive and equitable dialogue process.

Case studies from various countries show that meaningful social participation not only increases policy legitimacy but also contributes to the effectiveness of development program implementation through increased public sense of ownership and accountability. (Lily & Assistant, 2025) analyzes how inclusive policies in Rwanda and the Nordic countries drive economic growth, social well-being, and inequality reduction through the active involvement of communities in the policy formulation and evaluation process, even as economic inequality, prejudice, and institutional injustices continue to limit the achievement of optimal inclusivity. In the Indonesian context, the implementation of participation mechanisms such as development planning deliberations faces challenges in the form of dominance of local elites, limited capacity of communities to engage substantively, and weak accountability mechanisms that ensure that people's aspirations are truly translated into concrete programs. It is

important to examine whether the discourse of inclusion in factual public debates provides a basis for change in organizational practices or is it simply a normative scenario that must be adhered to by human resources departments and lawmakers without being accompanied by systemic transformations in governance mechanisms that support meaningful participation of all segments of society.

Transformation of the Role of Bureaucracy in Sustainable Governance

Achieving sustainable development targets requires a fundamental transformation in the role and orientation of the public bureaucracy from mere technical implementers of policies to proactive social facilitators in empowering communities and building multi-stakeholder collaboration. (GIUSEPPE ESPOSITO, 2022) affirmed that although non-state actors have an important contribution, state institutions have a special role in shaping the political framework that allows social actors to develop sustainable actions, where public administration is required to lead by example and develop capabilities in managing the transformation process professionally. This transformation requires a shift from the New Public Management paradigm that emphasizes economic efficiency to a New Public Governance that prioritizes collaboration, value co-creation, and responsiveness to the needs of diverse communities. (Suchitwarasan et al., 2024) reveals that the configuration of barriers in SDGs-oriented public sector innovation is influenced by the politico-administrative context and the type of innovation applied, where organization-level and interaction-level barriers demand new tactics such as forming and coordinating to address complexities in collaborative governance involving various stakeholders with interests that are often not fully convergent (Mataram, 2024).

The implementation of the new role of the bureaucracy as a social facilitator requires the development of competencies that are not only technical but also include communication skills, conflict mediation, and a deep understanding of the socio-political dynamics of the communities served. (Haryanto, 2024) emphasizing that the failure of the market to produce innovations that are aligned with the sustainable development agenda requires structured public policy interventions that are oriented towards the interests of the wider community, where the principle of responsible innovation requires that public funding for innovation support sustainable development for the benefit of all societies rather than just short-term economic interests that can exacerbate structural inequality. In the Indonesian context, bureaucratic transformation faces challenges in the form of resistance to change, limited human resource capacity, and institutional structures that are still hierarchical and oriented towards control rather than facilitation. (Heinrichs & Laws, 2021) identifies that achieving meaningful inclusivity requires a transformation of public administration education systems that prepare future leaders to address complex global challenges through the integration of SDG principles into the curriculum with interdisciplinary approaches and innovative teaching methodologies capable of developing the critical thinking and social sensitivity of public servants to issues of justice and sustainability (Scott, 2025).

Innovation of Institutional Platforms for Social Inclusion

The implementation of humanist and inclusive policies requires innovation in institutional platforms that are able to bridge the gap between normative commitments and implementation practices on the ground. (Haryanto, 2024) demonstrates that public libraries running entrepreneurship incubator programs can provide an effective platform for business training, technology access, and network development that not only enhances individual skills and knowledge but also promotes local economic growth through the creation of new businesses and increased employment opportunities that contribute to the achievement of SDG 8 on decent work and economic growth. Such institutional innovations indicate that achieving the goals of sustainable development does not necessarily require the establishment of new institutions that are costly but can be done through the revitalization and expansion of the functions of existing public institutions to carry out a more inclusive and community-empowerment-oriented role. How Universiti Teknologi Malaysia identifies critical elements that go beyond the Key Performance Index's success narrative by focusing on the values of inclusivity, synergy, and visibility in a strategic framework that aligns academic and research achievement with global SDGs targets through an approach that integrates integrity, synergy, excellence, and sustainability across institutional operations and services.

Innovative institutional platforms must also be able to take advantage of the development of digital technologies to expand the reach of public services and improve accessibility for marginalized groups. (Kohl, 2024) emphasizing that digital inclusion is a critical component of sustainable e-government that ensures equitable access to digital public services for all citizens, where public-private partnerships, digital literacy programs, and the integration of technologies such as artificial intelligence, blockchain, and cloud computing play a crucial role in improving the accessibility and security of services. However, the adoption of technology in public services must be accompanied by special attention to the digital divide that can exacerbate social exclusion if not managed with an inclusive and sensitive approach to the diversity of people's capacities. (Lily & Assistant, 2025) identifies that although the SDGs have been adopted as a common normative agenda, substantial international organizations have not integrated them thoroughly and tend to choose the goals that best align with their own agendas and interests, indicating the need for collaboration across policy domains and special attention to goals that have been neglected in order to realize truly integrative and sustainable global governance in support of achievement the entire spectrum of the SDGs is holistic and mutually reinforcing.

Integration of Distributive Justice in Development Policy

The achievement of inclusive sustainable development requires the integration of the principle of distributive justice as a fundamental parameter in the evaluation of the effectiveness of public policies. Distributive justice is not only concerned with the distribution of economic resources but also includes access to opportunities, public services, and participation in decision-making processes that affect people's lives. (Lily & Assistant, 2025) It shows that while inclusive policies have been shown to drive economic growth and social well-being, economic inequality, prejudice, and institutional injustices continue to limit the achievement of optimal inclusivity, indicating the need for more transformative policy interventions in addressing the structural barriers that perpetuate inequality. In the context of achieving SDG 10 on reducing inequality, policy approaches should go beyond income redistribution alone and include structural reforms that address the root causes of inequality such as systemic discrimination, unequal access to quality education, and limited political participation of marginalized groups in policy-making processes that affect public resource allocation and Development priorities (Bogers, Biermann, Kalfagianni, & Kim, 2023).

The implementation of distributive justice in development policies requires a monitoring and evaluation mechanism that not only measures aggregate achievement but also pays attention to the distribution of development benefits among various community groups. The importance of aligning education policies with the SDGs, especially SDGs 4, 10, and 16, where civic education must foster awareness of social rights, responsibility, and active participation that strengthens democratic societies through social and emotional learning that promotes collaboration, critical thinking, and respect for differences. The effectiveness of inclusion strategies as a systemic effort by examining whether changes in discourse in factual public debates provide a basis for changes in organizational practices or whether it is merely a normative scenario without being accompanied by substantive transformations in governance structures and processes that support distributive justice. (Githui & Njuru, 2024) emphasizes that policy formulation and implementation greatly affect the progress of the achievement of the SDGs, so it is necessary to increase alignment across all dimensions of public management to create sustainable transformative impacts in addressing poverty, gender inequality, climate change, and environmental degradation through an approach that integrates distributive justice as a core principle in all stages of the policy cycle from formulation to impact evaluation on the environment. various segments of society that have different vulnerabilities and needs in the context of just and sustainable development.

CONCLUSION

This research successfully identified that the integration of humanism and inclusivity principles in public administration is a fundamental strategy to increase the effectiveness of achieving the 2030 SDGs, especially the fifth, tenth, and sixteenth goals. The findings show that humanitarian, empathetic, and meaningful social participation values significantly strengthen policy legitimacy, improve community cohesion, and realize distributive justice. The transformation of the role of the bureaucracy

from technical implementers to social facilitators contributes to building a more equitable and sustainable governance system. Innovative institutional platforms, such as the revitalization of public libraries and inclusive digital transformation, prove that achieving sustainable development does not necessarily require the establishment of complex new structures. The integration of distributive justice as a policy evaluation parameter ensures that development benefits are distributed equally to all segments of society, especially marginalized groups. The resulting normative framework provides practical guidance for policymakers, public administrators, and academics in designing and implementing policies that are human-value-oriented, responsive to diversity, and contribute to the achievement of sustainable development goals in a holistic and transformative manner.

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