

**The Relationship between Good Governance Principles at Country Level and Public Sector Governance Practices at Organizational Level - A Real-Time Delphi Study**

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## **Introduction**

Good governance is often cited as critical to a nation's economic growth and human development. International organizations and academic literature have developed a set of principles that characterize the phenomenon. The term has become a buzzword, and it is also currently used in the context of public organizations (micro level) as a set of recommended best practices. Several reference guides on good public governance have been developed around the world.

## **Research Problem and Objective**

**Problem:** How are good governance practices at the organizational level as recommended by relevant reference guides to the public sector related to principles of good governance at the macro-level? **Objective:** To identify and consolidate the good governance practices present in selected reference guides and comprehend association patterns between organizational practices and macro-level principles through expert consensus.

## **Theoretical Framework**

Due to the lack of consensus on the principles of good governance, the study used the consolidation performed by Gisselquist (2012), with minimal adaptations to the organizational level. These frameworks use different denominations - public governance, government governance, and corporate governance in the public sector. They present principles and good practices that only partially coincide with each other and are not explicitly linked to principles of good governance at the macro-level.

## **Methodology**

Exploratory qualitative study conducted by analyzing practices recommended in four reference guides from different contexts (CIPFA, CIPFA & IFAC, Council of Europe, TCU). The practices were consolidated and presented to a group of experts using the real-time Delphi method. Thirteen experts were intentionally chosen based on their expertise profile. The study employed a 5-point Likert scale ranging from "very low" to "very high". Consensus was determined by 80% agreement rate.

## **Analysis of Results**

The study identified 35 consolidated practices from 109 practices across four frameworks. Most consolidated practices (65.7%) appeared in at least three of the four reference guides, but only 25.7% appeared in all four frameworks. The study achieved the association of almost all good governance practices at the organizational level with more than one good governance principle at the macro-level. The practices are mainly related to integrity/rule of law, transparency/accountability, and participation (78% of associations).

## **Conclusion**

It is possible to identify good governance practices at the organizational level in relevant reference guides and consolidate them into a shorter set. This suggests a lack of consensus on the concept, principles and practices of good governance at the organizational level. The findings suggest multidimensional association between organizational practices and macro-level principles, challenging the one-to-one correspondence observed in documents. Despite the need for further research, it is reasonable to develop new coherent frameworks.

## **Contribution / Impact**

The study contributes to theoretically examine the link between good public governance practices advocated in different reference guides and the principles of good governance at the level of countries and societies. It explores the link between good governance at the macro and micro-levels. Furthermore, it contributes to building scientific support for pragmatic, prescriptive and normative elements of good governance in practical frameworks, filling a gap identified in previous work.

## **References**

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