

On his [website](#), Stephen Goldsmith provides summaries of current academic research that is most relevant to practitioners, policy advisors, and policy makers.

This document summarizes: Bingham, Lisa Blomgren, Tina Nabatchi, and Rosemary O’Leary. “New Governance: Practices and Processes for Stakeholder and Citizen Participation in the Work of Government.” *Public Administration Review* (Sept/Oct 2005) 547-558.

*Policymakers and practitioners are preparing for more networks and fewer hierarchies throughout the public sector. Another important component of “New Governance” will be its focus on increasing democratic participation and civic participation.*

The concept of new governance has typically centered on new structures, specifically, networks of public, private, and non-profit organizations. In “New Governance: Practices and Processes for Stakeholder and Citizen Participation in the Work of Government,” Lisa Bingham *et al.* state that citizens, and the “quasi-legislative” and “quasi-judicial” processes through which citizens participate in government, are also important components of new governance. The article offers an assessment of the legal infrastructure that permits these new processes, and concludes with a call for the field of public administration to develop and share best practices.

New governance is characterized by a sharing of power, citizen autonomy, and civic engagement. Related concepts in the business of transforming public administration are institutionalism, public-sector network theory and governance theory. The public is no longer considered simply as clients in new governance; they are actively engaged as citizens, voters, and interest groups. The authors suggest “quasi-legislative” and “quasi-judicial” processes through which citizens actively engage in the work of the government.

Bingham *et al.* identify quasi-legislative processes as deliberative democracy, e-democracy, public conversations, and participatory budgeting. Quasi-judicial processes, meanwhile, involve alternative dispute resolution methods such as mediation and arbitration.

These new governance processes are doing well in the environmental policy arena. For example, at the Rio Earth Summit in Brazil in 1992, 172 governments were represented and 2,400 non-governmental attendees participated. Since international environmental law lacks jurisdictional authority over monitoring and enforcement, quasi-judicial processes enable these activities to occur.

There are some important questions that the authors do not address. For example, which forms of participation should public administrators utilize—in order to best promote the common good and individual autonomy—and when? Have these new governance processes achieved their goals? Why or why not? Also, there is no consideration given for establishing timelines for undertaking these processes. At what point in the policy

cycle are new governance processes most useful? Answering these questions will bring new governance processes from the academic level to a more practical one.