

## Public Administration in Germany – Public Administration Reform in North Rhine-Westphalia (NRW)

International conference “Reform of Public Services”

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Folie 1

Public Administration Reform in Germany...

**Main duties** of the Association of towns and cities:

- **Legal advice** for our member towns and cities
- **Think tank** for our members
- **Maintaining contact with political leaders**
- **Incorporating interests of local governments** into  
the political decision-making process

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Folie 2

The **topic of my presentation** this afternoon:

Public Administration Reform in **local government** in  
North Rhine-Westphalia

The **legal basis** of local government in NRW:

- Article 28 of the German Basic Law
- The corresponding regulations in the  
Constitution of NRW
- Local Government Act of NRW

### **Inner Organisation** of municipalities in NRW:

- Municipal Council as highest executive body
- Head of Council: Mayor
- Council and mayor are elected directly by the citizens

### The **tasks** of North Rhine-Westphalian municipalities:

- Mandated tasks (Auftragsangelegenheiten)
- Obligatory tasks (Pflichtaufgaben)
- Voluntary tasks (Freiwillige Aufgaben)

## Reform processes in our municipalities:

From structural reforms to internal modernisation

- 1970s – Council boundary reform
- 1980s – Functional Reform
- 1994 – Revision of the Local Government Act – First steps towards „**New Public Management**“

## „New Public Management“ –

Reasons for Germany being behind the schedule

- **Squeeze** on public budgets **increased later**
- The **special German attitude** towards the „State“
- **Trust in the comparative strength** and quality of the German administrative model

Some **changes** New Public Management has  
brought to municipalities in NRW:

- Local Government as a **“service delivery enterprise”**
- “Disaggregation” as a key word
- Employees as most important resource of a local authority
- Citizens play an active part in their **“Citizen commune”**...

**“The New Model for the town of Passau”**

- Objective: Systematic development of Passau / Shape the administration into an efficient modern service business.
- Motto: “Let the stakeholders participate”

## The New Steering Model for Passau

comprises amongst others:

- Organisational reform
- Establishment of a “Round Table”
- Decentralised responsibility
- Quality management

## The **future of Public Administration Reform** in NRW:

- Our municipalities have done their homework –  
internal modernisation is on its way
- It is time to start thinking about structural reforms –  
integration of state government agencies into the  
municipalities

Thank you very much for your attention!