

# Reform of Public Services

Public Administration in Germany –

Public Administration Reform in Baden-Württemberg

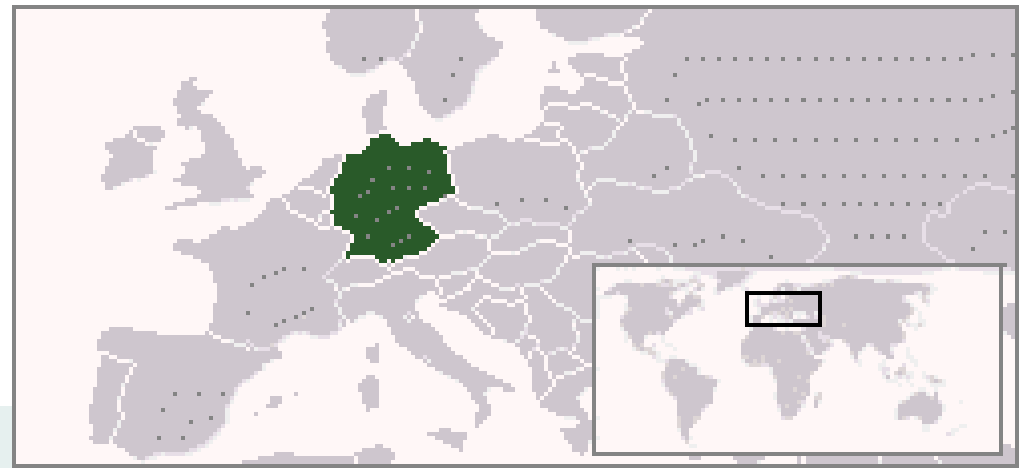


# **polisplan** →

**political and public affairs consultants**

**active in the fields of:**

- communal services
- security in public spaces, industry..
- public transport
- election campaigns
- political communication
- strategies for political parties



**Location: Central Europe**

**Area: 357,092 km<sup>2</sup>**

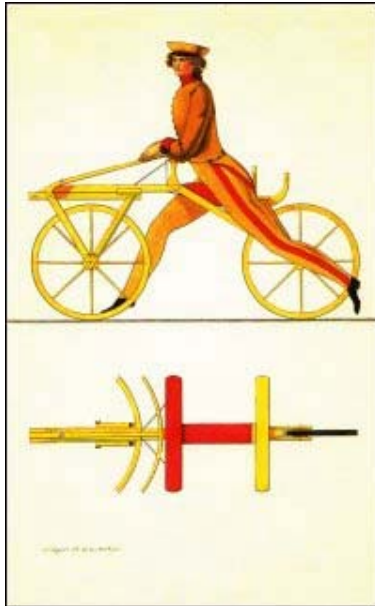
**Inhabitants 2007: 82,258 million**

**Capital city: Berlin**

**State system: Democratic-parliamentary federal state**

**Administration: 16 states**

**GDP 2007: USD 3.322.147 Mio. (IMF)**



City of Karlsruhe



Baden-Württemberg





Karlsruhe, once the capital of Baden, lies in the south west of Germany, on the northern flank of Baden-Württemberg. Situated adjacent to the mighty river Rhine, the city reaches north west where it meets the border of the Rhineland-Palatinate, and west to France. The climate is very pleasant - its location in the Rhine plain makes Karlsruhe Germany's second warmest city





## Karlsruhe Market Place





**Constitutional Court**



**Castle**



**Supreme Court**



**City Hall**







**Federal Republic of Germany:  
five political levels**

European Union as the association of various European nation states

Federal Republic of Germany as a nation state with constitutional sovereignty

**16 Länder (States) as member or subordinate states  
without sovereignty**

**districts and the towns not belonging to a district**

**towns and municipalities**

# **State of Baden - Württemberg**

**Baden-Württemberg  
4 regional districts / regional councils  
(Regierungspräsidium)**

**Karlsruhe – Stuttgart – Tübingen – Freiburg**

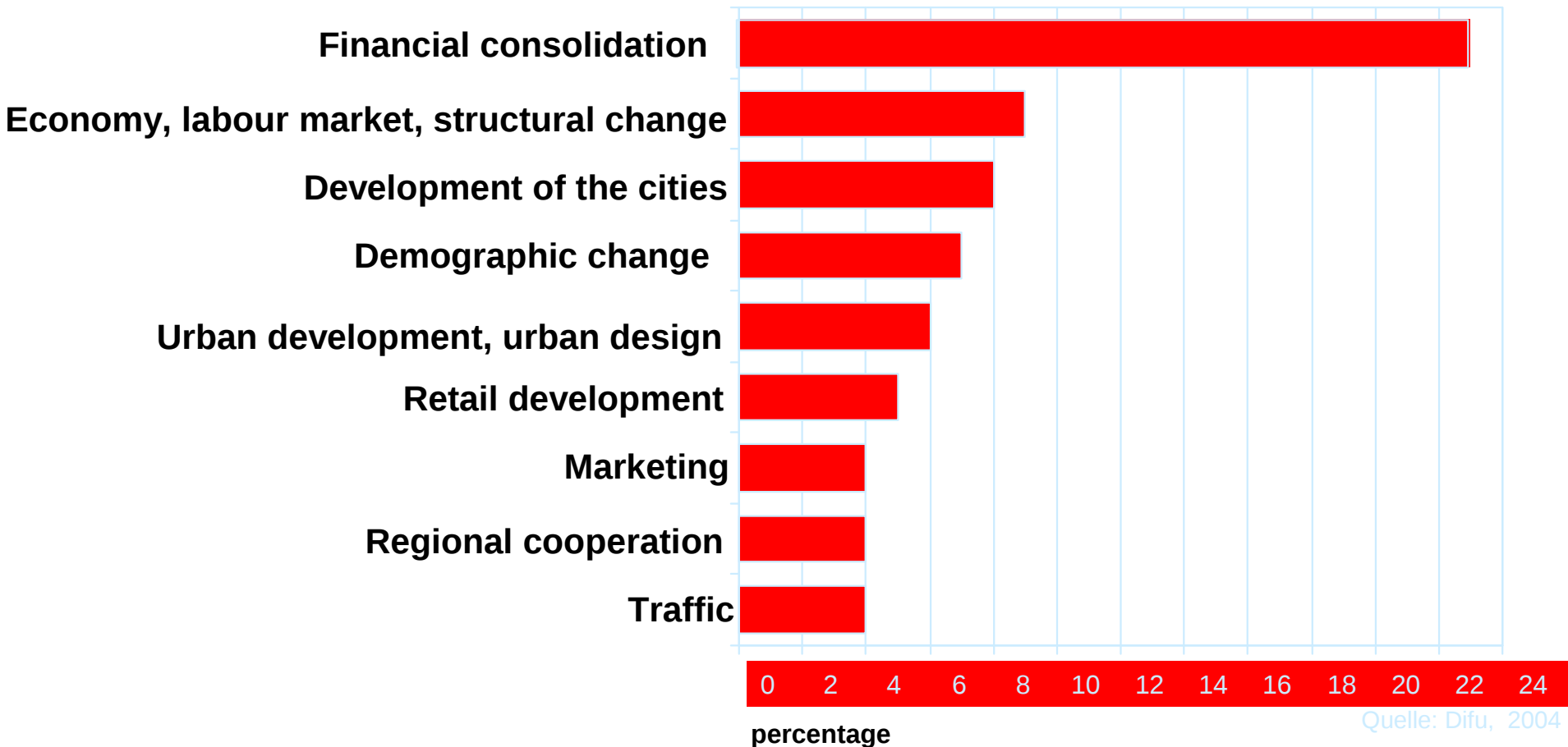
**38 districts ( Landkreise)**

**and**

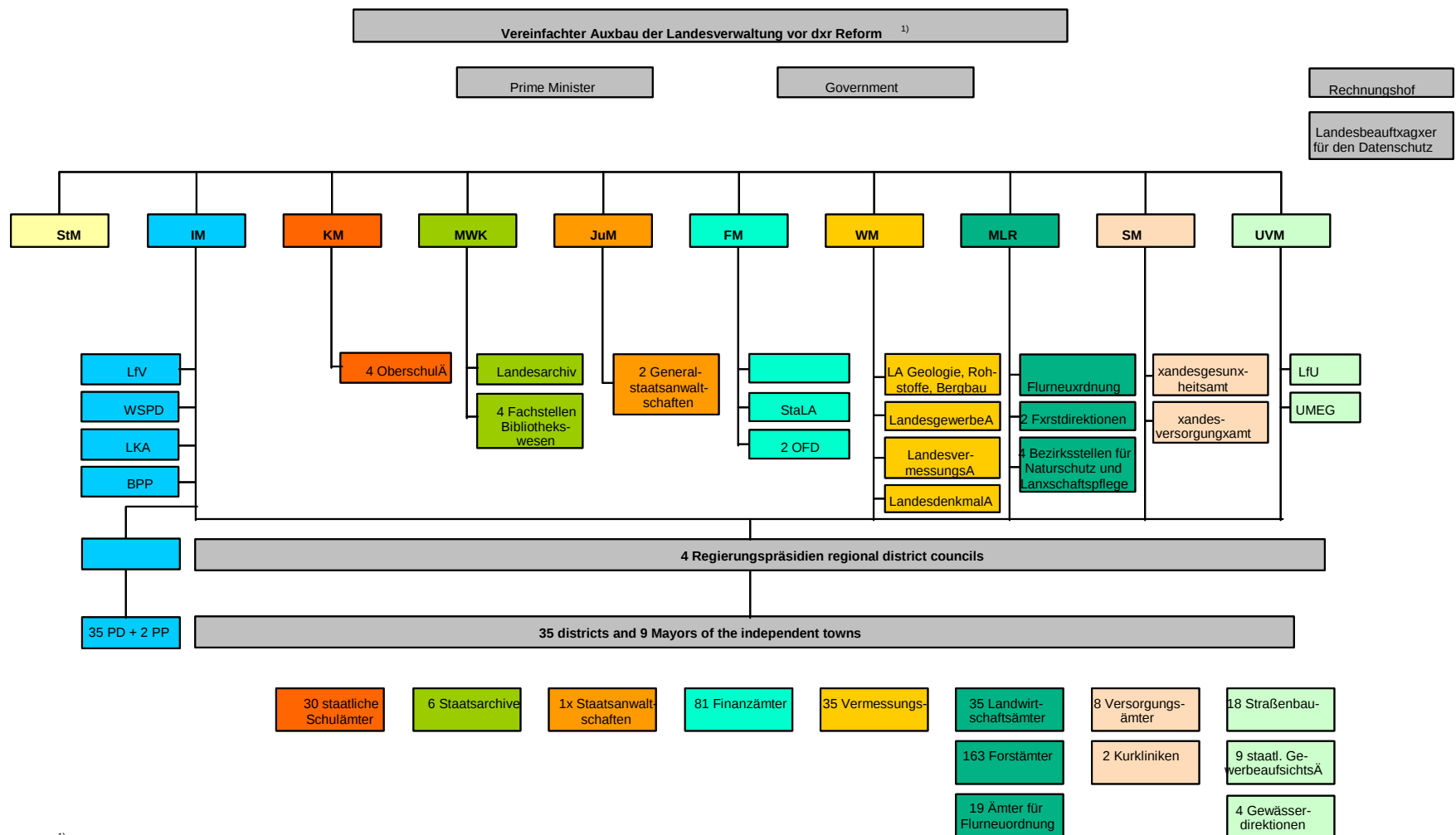
**9 towns not belonging to a district**

**1.110 towns and municipalities**

# Problems of German Towns 2004



# Structure of the State Administration until 2004-12-31



<sup>1)</sup> ohne Gerichtsbarkeit

Quelle: Innenministerium

# Administration Structure Reform 2004

2003-03-22 PM Teufel presents his plan to the Budget Structure Commission

2003-03-24 Discussion with the CDU and FDP parliamentary group

2003-03-25 Press release

2003-04-08 State Government confirms the plan

2004-06-30 Parliament passes the law

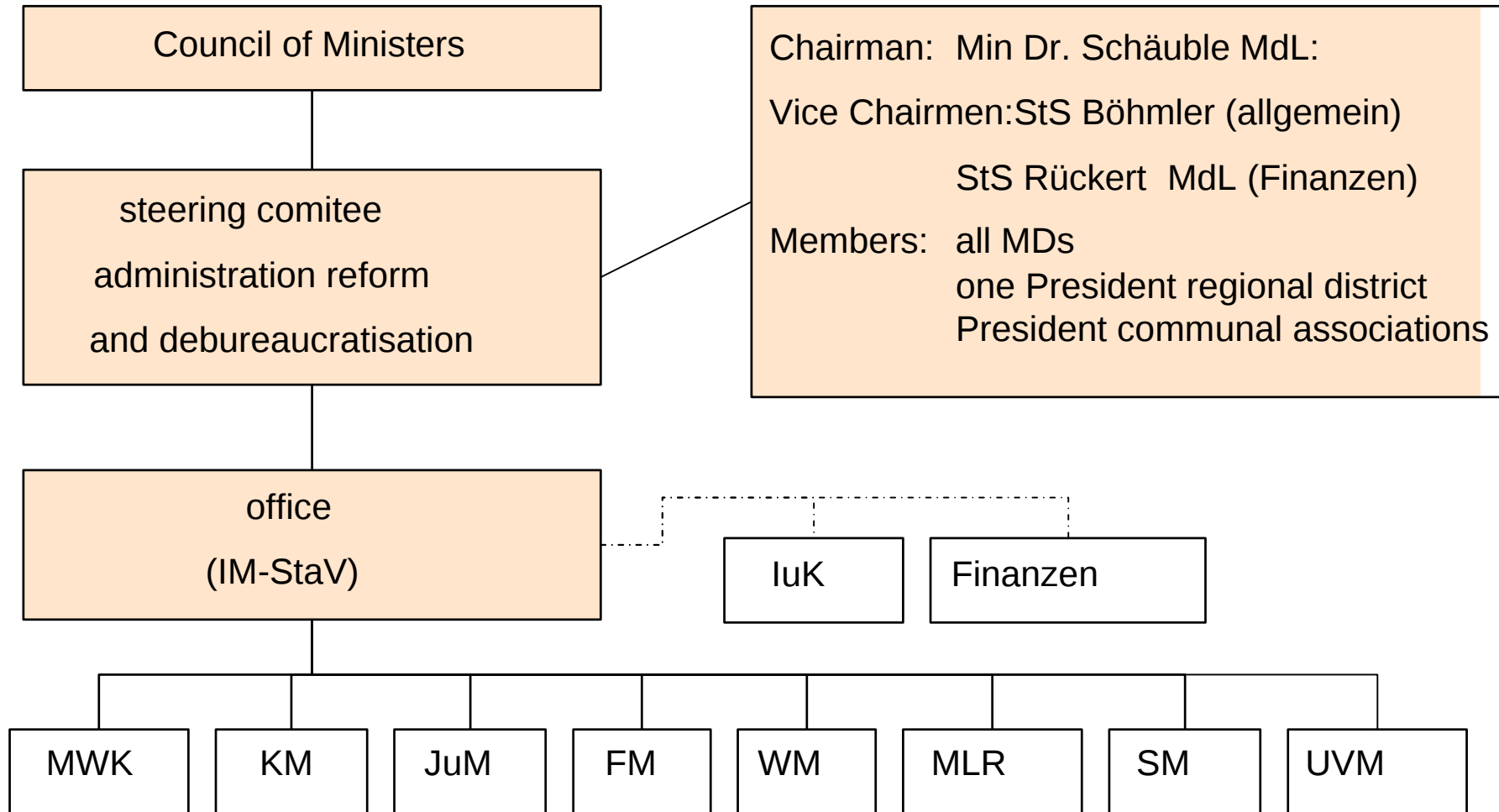


**Erwin Teufel**

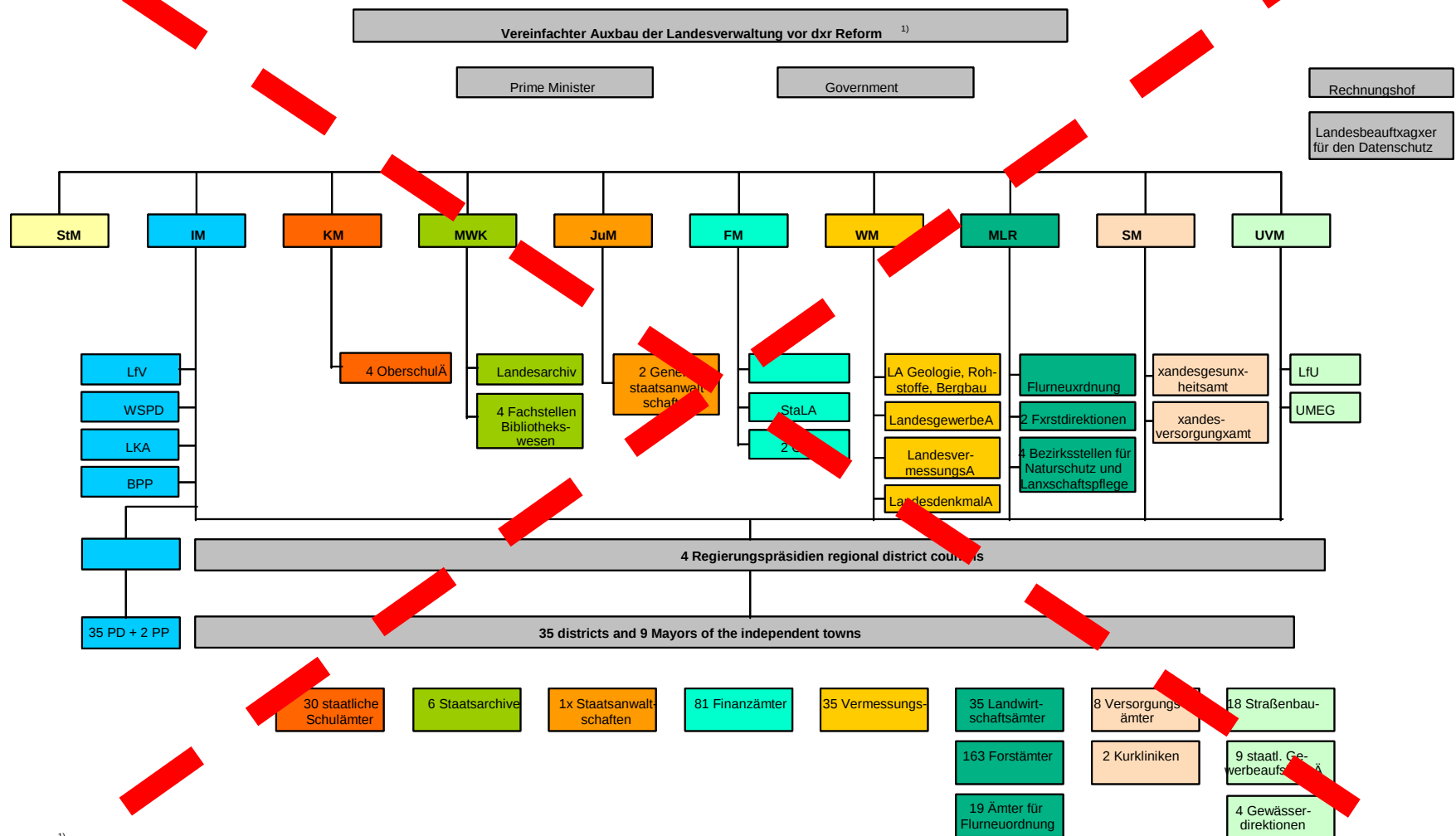
Prime Minister 1991-2005

[www.landtag-bw.de](http://www.landtag-bw.de)

# Project Organization

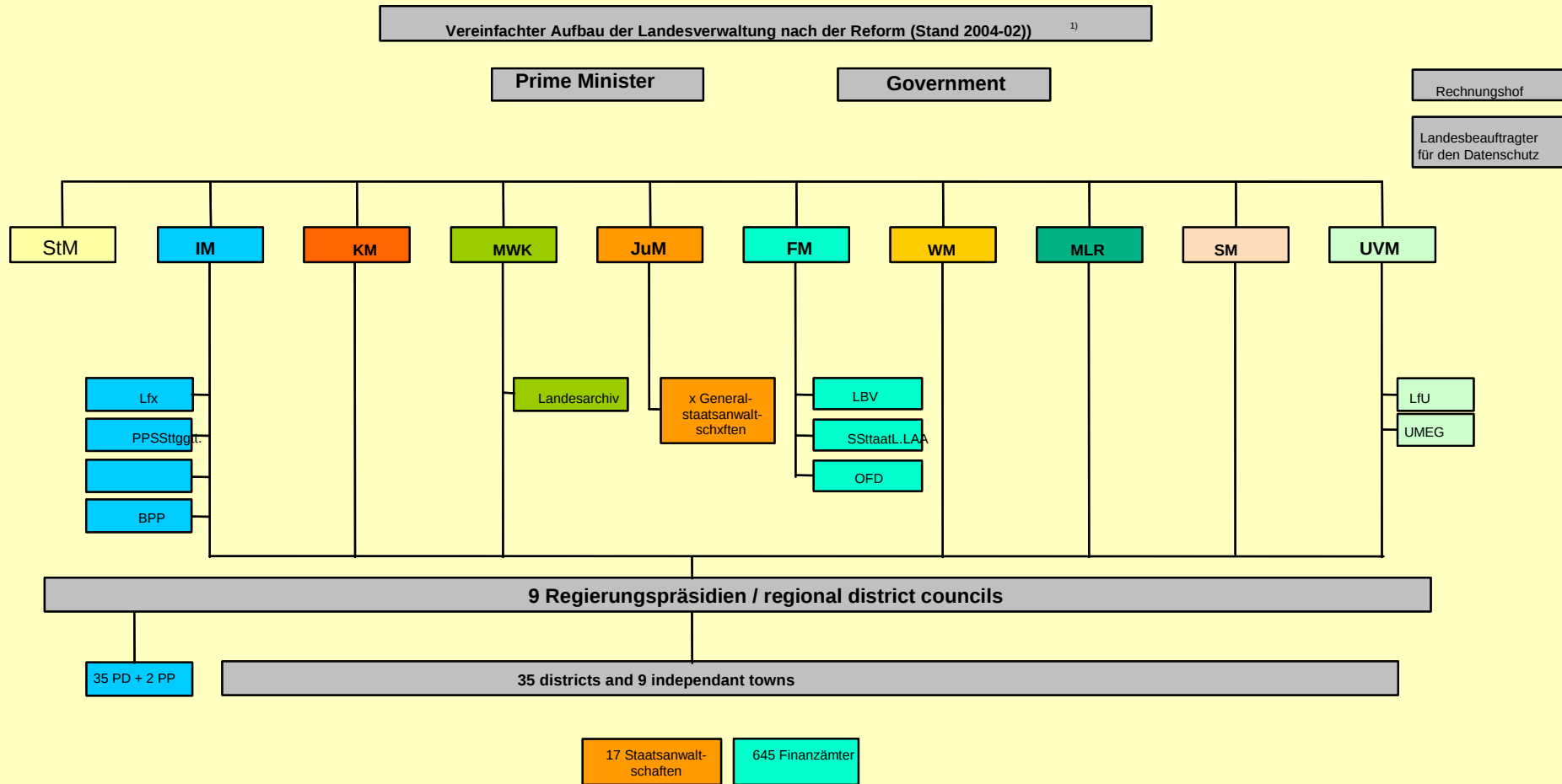


# Structure of the State Administration until 2004-12-31



Quelle: Innenministerium

# Structure State Administration after January 2005



<sup>1)</sup> ohne Gerichtsbarkeit

# Positive Results of the Administration Reform:

- the use of resources is more economical
- inevitable conflicts between authorities can be solved within one authority
- ability to deal easier with a heterogeneous society,
- cross-authority communication or even escalation up the hierarchy is no longer necessary



# Positive Results of the Administration Reform:

- 3-level-state ( hierarchies of responsibilities ) could be maintained
- local government as the one-point-contact for citizen and enterprises
- decision making gets faster
- unique decision processes within small service units with complete responsibility
- the head of the authority mediates conflict



# Financial Compensation



- districts and towns receive a lump-sum for personnel and material costs, annually adjusted ( basis 2004 – 330 Mio. € )
- costs that cannot be paid in a lump-sum (streets, forest, allowances for civil servants) will be reimbursed additionally
- financial compensation will be 20 % within 7 years
- costs induced by the reform (moving costs, IT-costs..) will be paid by the State
- adjustment clause guarantees financial compensation if new tasks will be assigned by EU or Federal law

# Transfer of Personnel

- Personnel follows the job
- Appr. 12.000 —→ districts / towns
- Appr. 7.500 —→ regional districts (RP)
- Transfer has to be socially acceptable
- Personnel is employed by the communal entities excluding higher ranked civil servants)



# Transfer of Personnel

- Principle of voluntariness
- Vested rights will be kept
- Workplace will be reappraised
- Expected return (efficiency rate) will be achieved with a change of personnel



# Bureaucracy – big, bigger,, fast....



# The Ombudsman

## Ombudsman

1959, from Sweden.

ombudsman, lit. "commission man" (specifically, in ref. to the office of justitieombudsmannen, **which hears and investigates complaints by individuals against abuses of the state**); cognate with O.N.

umboďsmaďr, from umboď

"commission" (from um- "around" + boď "command") + maďr "man."



## Staatssekretär Rudolf Köberle

function of an independent state commissioner for the reduction of bureaucracy, the reduction of public duties and responsibilities and deregulation - (Ombudsmann)

## Business and Corruption

“Egypt has been singled out as the top reformer in the world for 2006-2007 by the World Bank Doing Business 2008. Indeed, the country has dramatically improved its rankings in a number of areas such as the process of starting a business, the reduction of the cost of registering property, and the ease of dealing with licenses and of trading across borders

“The Arab World Competitiveness Report ranks inefficient government bureaucracy as the second and corruption as the fourth most problematic factors for doing business.”



# Good Governance in Public Services

“Observers agree that corruption in Egypt is pervasive and the use of wasta ('mediation' or 'influence' in Arabic) and payments are essential to get most things done. Transparency International ranks Egypt as one of the most corrupt countries in the Middle East and North Africa (MENA) region, and the country is facing major challenges in combating both grand and petty corruption. ....

The civil service is overstaffed and underpaid, but due to the high level of unemployment and the possibility of extracting bribes, people are willing to take positions in the civil service. There is a consensus that civil service reform, a reassessment of the number of employees in government and their reallocation from administrative to productive jobs in the delivery of services, are urgently needed.”

**Business Anti-Corruption Portal**

# Public Private Partnership

Local district Offenbach –

- 13 Communities
- 340.000 inhabitants
- 42.000 pupils
- 88 Schools various types
- 2.400 Employees ( director - housekeeper)



The local districts is responsible for construction, equipment, maintenance and management of 450 buildings with 11.000 Räumen ( 480.000 m<sup>2</sup> / 1.300.000 m<sup>2</sup>)



**Thank you for your attention!**

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DAS SIND DIE  
LEUTE, VON DENEN  
ERWARTET WIRD,  
DASS SIE UNSERE  
SCHULDEN  
BEZAHLEN



