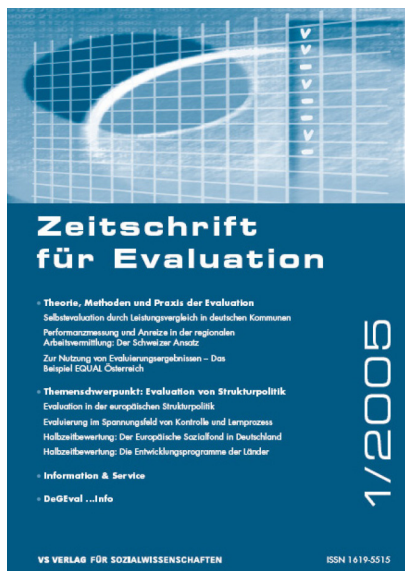


Self-Evaluation by Performance Comparison in German Local Governments

Sabine Kuhlmann
University of Konstanz

Abstract

At the beginning of the 1990s, in the German Public Sector a multitude of far-reaching reform programmes have been launched. Linking up with the widespread concept of the 'New Public Management' (NPM) and its (local) German version, the 'New Steering Model' (NSM), performance measurement and performance comparison have become primary objectives on the reform agenda. However, after more than ten years of NPM-inspired modernization, the evaluative findings on results, effects, outcomes and costs of these reform activities are hitherto conspicuously limited. The following article attempts to remedy this 'evaluation gap' drawing on the example of intermunicipal performance comparisons in German local authorities. The main focus of the paper are the actual benefits, the costs and the further perspectives of performance comparison and internal self-evaluation in local governments.



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Dr. Alexandra Caspari
Saarland University, Centre for Evaluation (CEval)
Dep 5.2 – Sociology
P.O.-Box 151 150
D-66041 Saarbrücken
Phone 0681/302-3146
Fax. 0681/302-3899
e-mail: redaktion@zfev.de
www.zfev.de