

UNDERSTANDING IMC

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EUROPEAN EXPERIENCE

- France – necessary with 36,000 communes
- Finland – eg brings together planning and economic development
- Hungary – 1000+ / Turkey - 2700 small municipalities; how to deliver good government?
- Poland – 200+ associations; inherited state utilities
- Czech Republic – 1000 partnerships but no national supporting structures

DEFINITION

- About 2+ local authorities working together within their legal competences
- Usually on a voluntary basis, but may be mandatory - for mutual benefit
- Control remains with municipalities
- Can be ad hoc by means of a handshake (informal) or contract (more formal) or separate legal body
- Relevant for all municipalities

POTENTIAL IMC PROJECTS

- Utilities
- Roads, transport, technical infrastructure
- Social, cultural and educational services
- Environment
- Public safety services
- Development planning; local economic development
- Shared internal functions

BENEFITS OF IMC



Small municipalities

- Share resources and expertise
- Deliver better local government
- Allows greater decentralisation

More effective approach to eg LED

- Jobs, transport, infrastructure

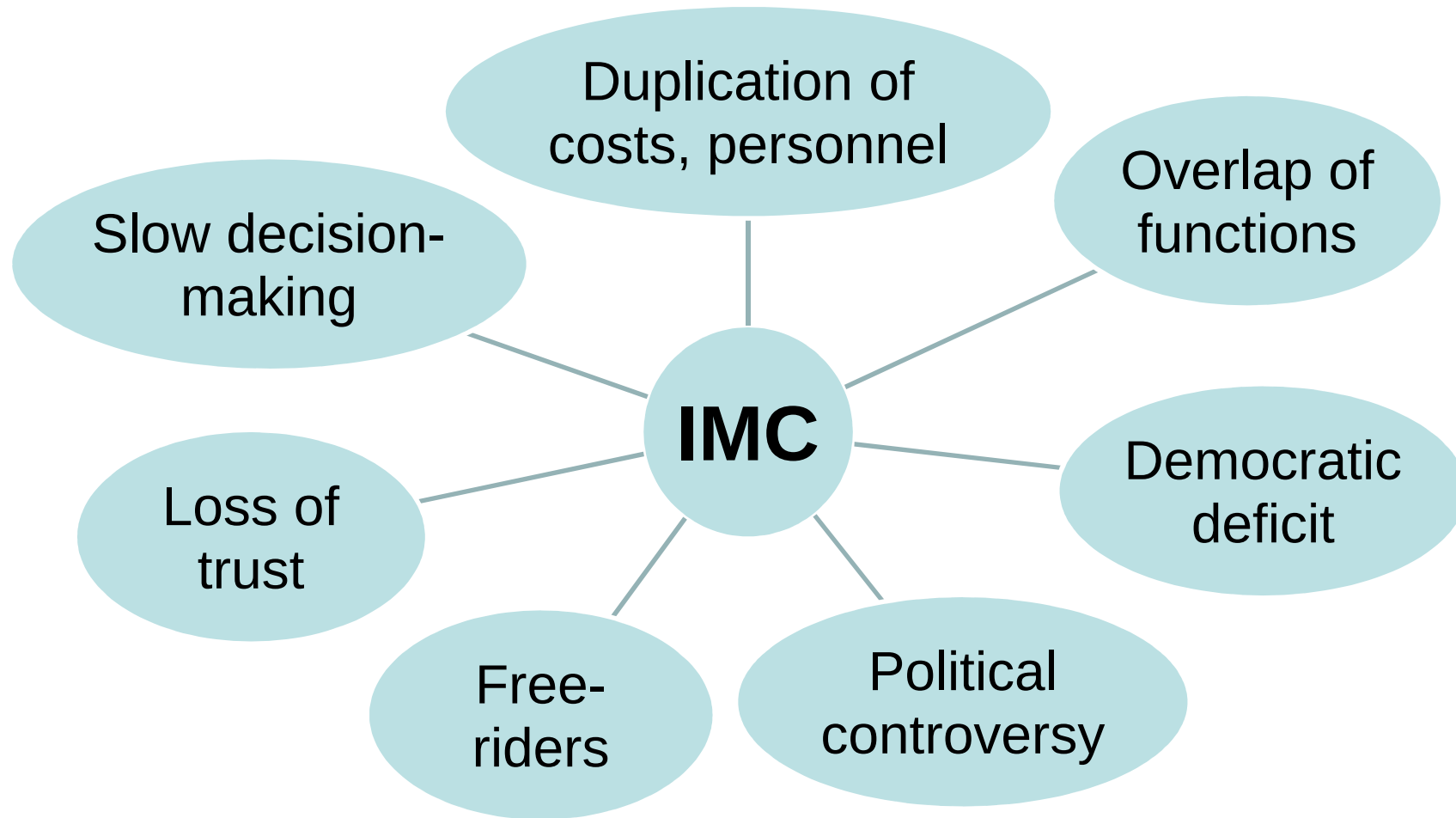
Better access to external funding

Better economies of scale for utilities

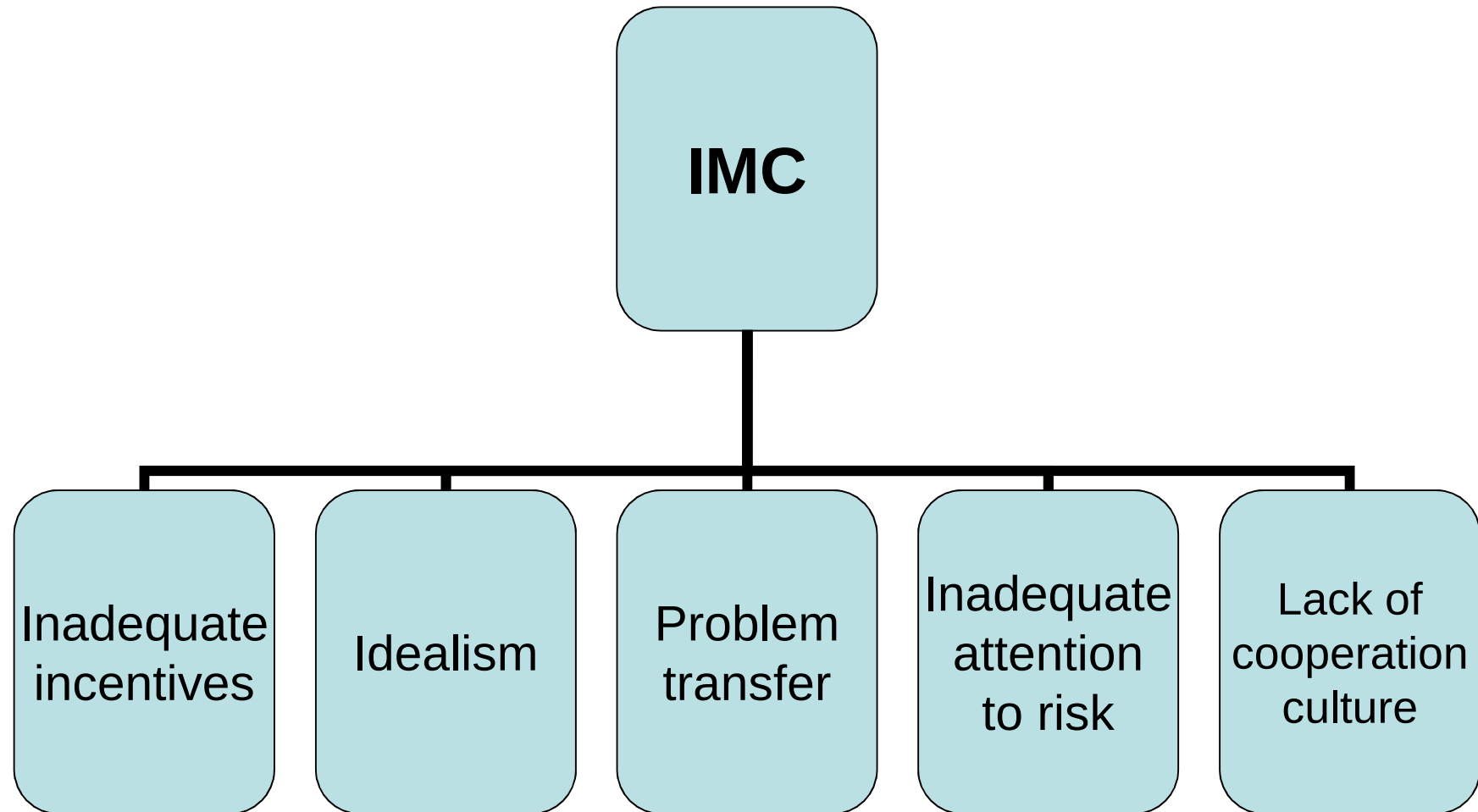
REASONS TO START IMC

- 1.Available funding
- 2.Create municipal capacity
- 3.Respond to local needs / opportunities
- 4.Legal requirement
- 5.Decentralised competence

RISKS OF IMC

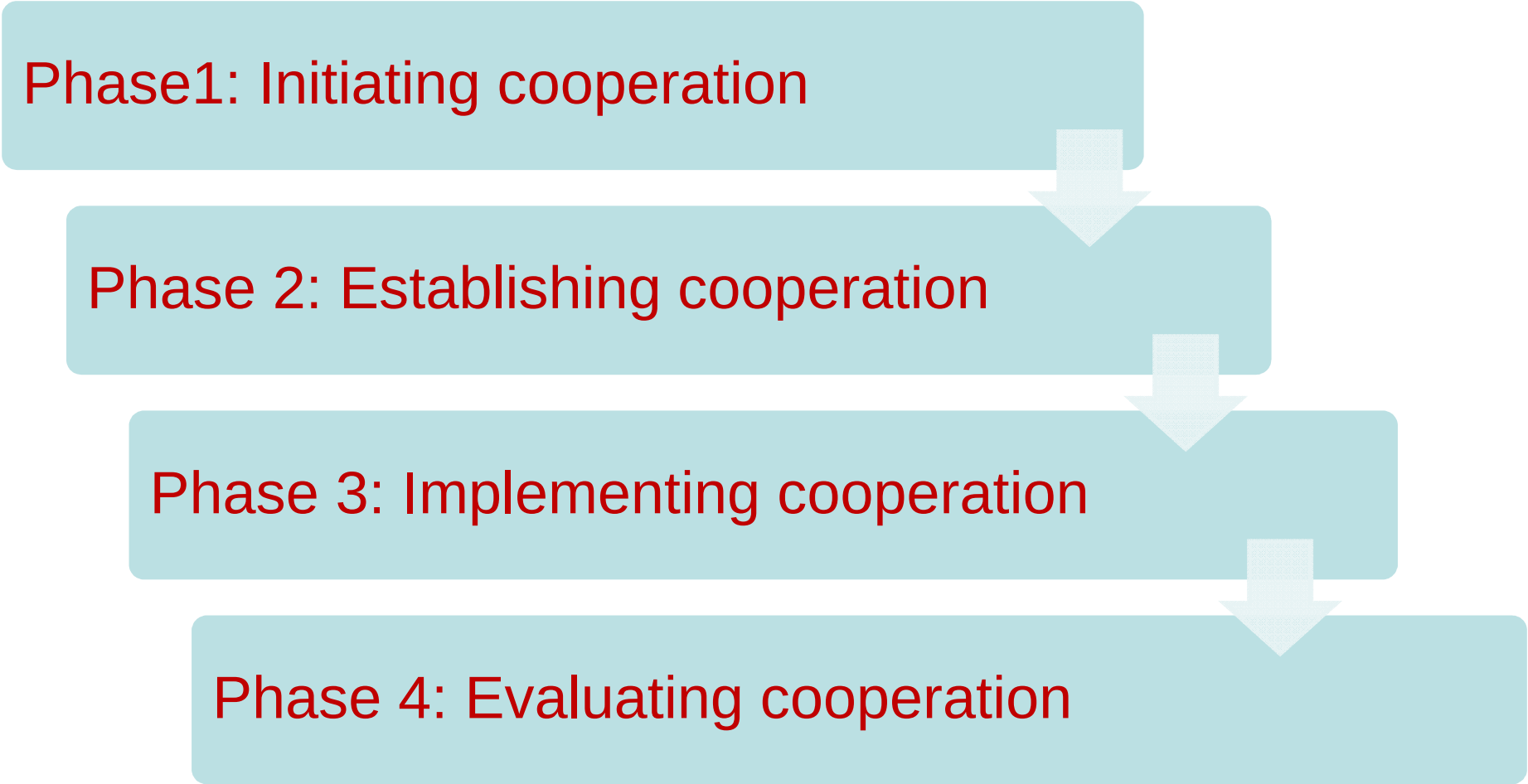


TRAPS TO BE AVOIDED



PREPARATORY STEPS

Phase1: Initiating cooperation



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graph TD; A[Phase1: Initiating cooperation] --> B[Phase 2: Establishing cooperation]; B --> C[Phase 3: Implementing cooperation]; C --> D[Phase 4: Evaluating cooperation];
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Phase 2: Establishing cooperation

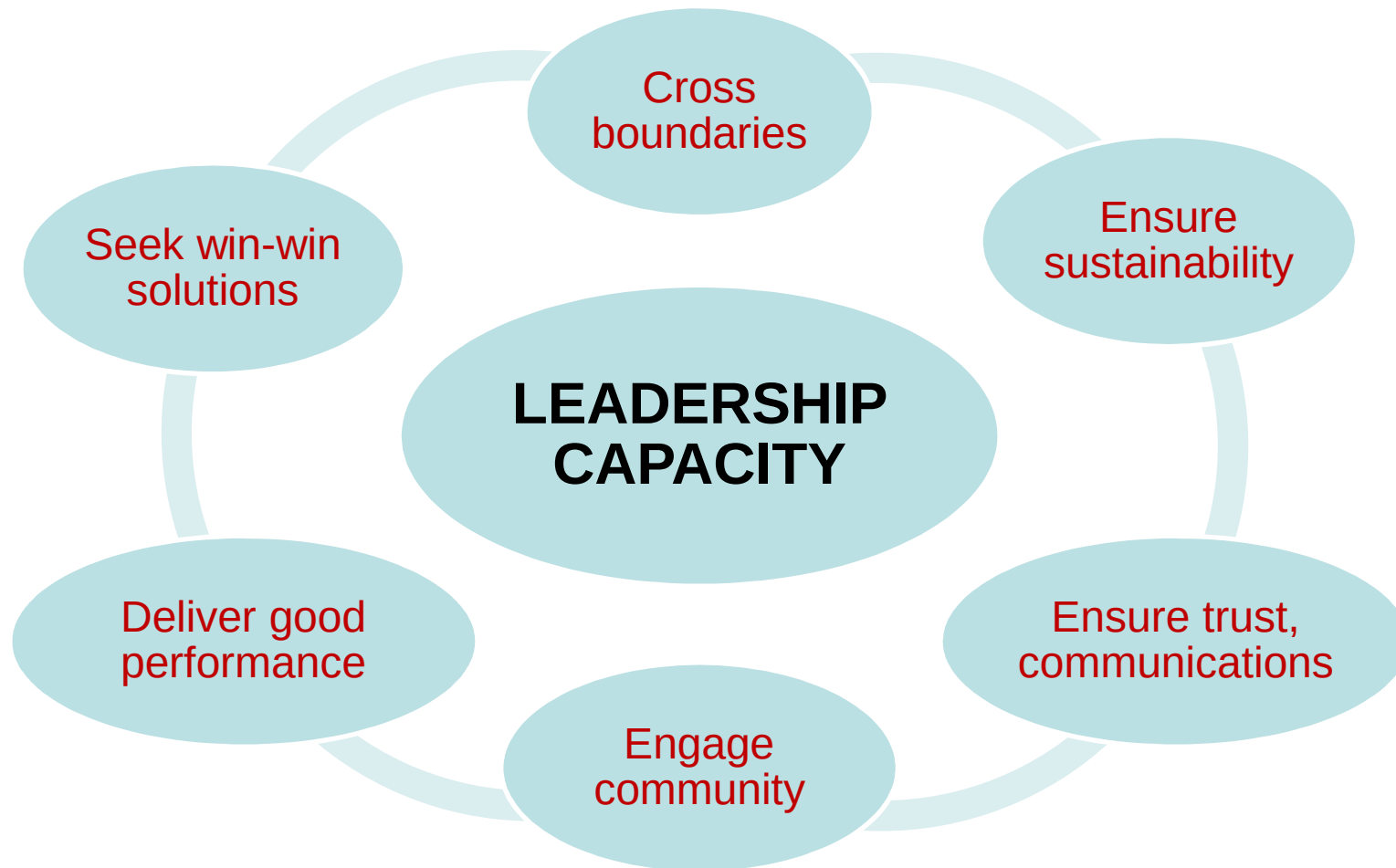
Phase 3: Implementing cooperation

Phase 4: Evaluating cooperation

CULTURAL CHALLENGE

- Not just a technical process
- Elected representatives and staff must:
 - Want to cooperate
 - Put the public interest first
 - Be ready for new ways of doing things
- Requires modern leadership approach

IMC LEADERSHIP CHALLENGE



ORGANISATION ICEBERG

Reaching the heart



TYPES OF AGREEMENT

- **Handshake agreement** (eg for joint activity (eg festival ...))
- **Contract** for service provided by one municipality (eg fire brigade, training...)
- **Joint administration** (eg legal service, equipment, sports stadium ...)
- **Separate legal body** (eg manage waste...)

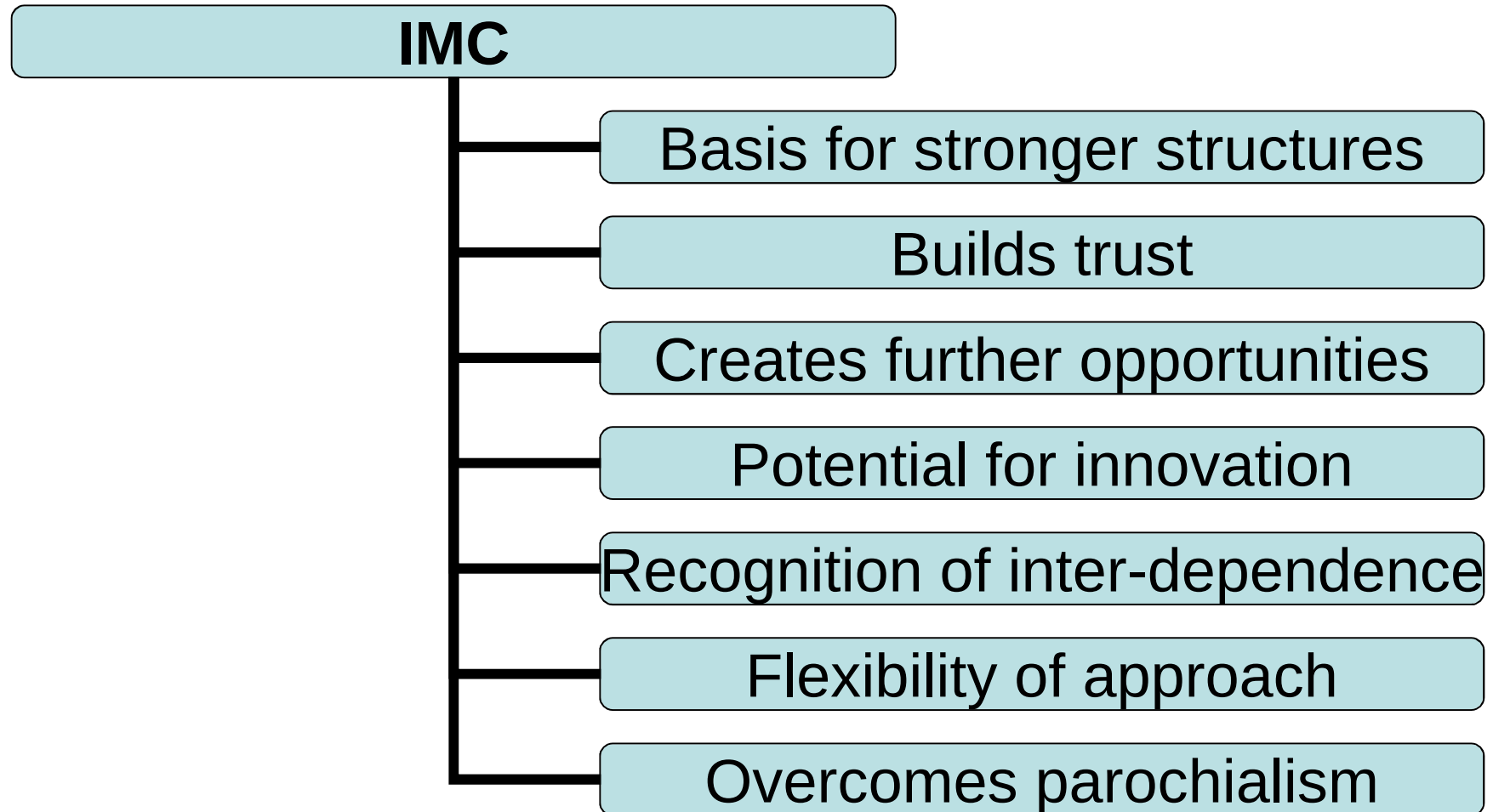
FINANCIAL ISSUES

- High risk where **funding is starting point**
- Importance of ensuring long term financial **sustainability**
- Exploit **all sources** of revenue
- **Balance** interests of service users with those of tax payers
- Must be **transparent**

ACCOUNTABILITY

- ✓ Clear objectives
- ✓ Acknowledge concerns of partners
- ✓ Open communications
- ✓ Clear performance information
- ✓ Annual performance report
- ✓ Decisions understood

DEEPER CONSEQUENCES



IMC ENVIRONMENT

