

Shared Services Through Inter-Municipal Cooperation

Experiences of Local Authority Collaboration in Spain



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ICLRD Resources on Shared Services



Contents

- 1. Drivers of Collaboration – bottom-up and top-down
- 2. The Shared Services Model
 - Geographical Factors and Features
 - Administrative Structures
 - Governance
 - Financing
- 3. Achievements
- 4. Challenges
- 5. Lessons for Ireland and N. Ireland.



1. Driving Collaboration

A. From the Top-Down

- **Constitutional Recognition of Decentralisation**
- **Regional Tier of Government**
 - **Directly Elected**
 - **Supportive of Bottom-Up Initiatives**
- **Downward Diffusion of Power**
- **EU Regional Policy**
- **Accessibility of INTERREG and LEADER**



“There is great support for the Mancomunidades from the regional authorities of the Principality of Asturias.

A clear example of this can be seen in the regional employment creation plans, which are now targeting those communities that have been specifically identified by the Mancomunidad.”

(Mayor of Muros)



1. Driving Collaboration

B. From the Bottom-Up

- **Traditional Local Identity and Attachment**
- **Strong local leadership – councillors and mayors**
- **Willingness to set aside party politics**
- **Challenges of Rural Decline and Loss of Services**



"For municipalities, and in particular small ones, we need to join together so as to provide various services. Therefore, Mancomunidades are necessary. Another point is that they need to be efficient, that is to say, not too big."

Mayoress of Vegadeo

"For me, Mancomunidades remain a very valid formula, above all for the small municipalities, as we really need these Mancomunidades to undertake works that we would not be able to do ourselves."

Mayor of Boal



2. The Shared-Services Model

A. Geographical Features

- Flexible Boundaries
- Strong Local Orientation

B. Administration

- Inter-Municipal Agreements
- Task Oriented and / or Long Term Alliance

C. Governance

- Councillor-Led with Executive Power
- Strong Citizen Participation

D. Finance

- Local Core Funding with External Leverage



The Shared-Services Model Experiences in Asturias

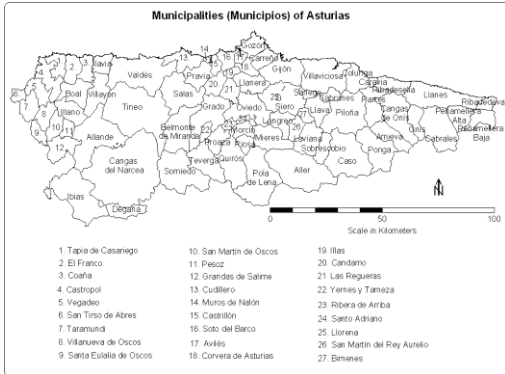




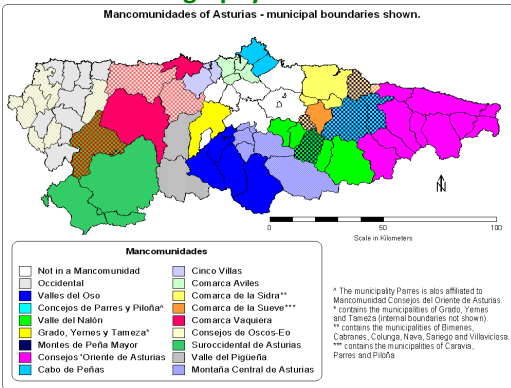
Asturias



The Geography of Local Government



2A. The Geography of Shared Services



Consultative and Closed Sessions



Open Meeting in Cangas de Onís



Members of the Mancomunidad Suroccidental



La Mancomunidad de Liébana y Peñarrubia

Collaboration - Processes and Perceptions

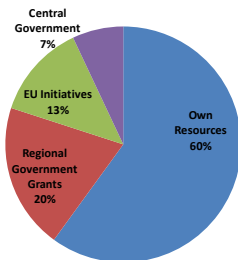
There is an "obligation to work together and to collaborate"

"there is no alternative, but to take decisions in common, regardless of the relations between municipalities or the personalities involved"

"My role is to work for the promotion of the valley, together as a unit."



2D. Financing Shared Services



Formula for Municipal Contributions

A = K x G, where

$$K = \left(\frac{p/1000+h}{P/1000+H} \right) \times 100,$$

- p = the budget of the municipality
- h = the population of the municipality
- P = the combined budgets of the member municipalities
- H = the combined population of the member municipalities
- A = the Individual (municipal) apportionment
- G = fixed costs (based on the previous year's returns).
- A refers to the amount each municipality is expected to contribute.

3. Perceived Achievements

- Sustained and New Services
 - Projects (road, water, broadband),
 - New Economic Activities
 - Access to a Greater Range of Skills
 - Financial Savings
 - sharing of machinery
 - bulk-buying
 - Better Local Governance
- moving towards :*
- common policies and strategies in the areas of economic and social development, and
 - initiatives to protect the environment, heritage and landscape

4. Challenges

- Insufficient finance to undertake particular projects
- A lack of capacity on the parts of some mayors
- New Political Entities
- Austerity and Budget Cutbacks



5. Lessons and Transferability

- Driven from the Bottom-Up and Supported by the Top-Down
- Local Leadership - political and civil society
- Development of Consensus
- Multi-Annual and Vision Planning
- Transparency in Decision-Making
- Integration of Economic and Social Development
- Scale: The Micro Region fosters innovation.

