Shared Services Through Inter-Municipal Cooperation

Experiences of Local Authority Collaboration in Spain



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ICLRD Resources on Shared Services



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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)



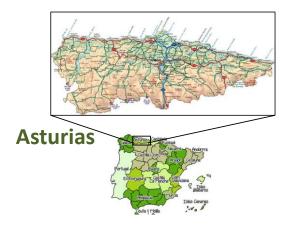
1. Driving Collaboration

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	
ICLRD INTERNATIONAL CENTRE FOR LOCAL AND RECONAL DEVILOPMENT Promotting best practices in spatial planning and economic development.	
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	
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The Shared-Services Model	
Experiences in Asturias	



The Geography of Local Government



2A. The Geography of Shared Services



2B. Administering Shared Services

Municipalities come together to form a new structure to deliver shared services.

Total Mancomunidades	18	
Total Municipalities	68	87%
Under 5,000 people	11	61%
Over 5,000 people	7	39%

A Mancomunidad is a discrete legal entity to which the constituent municipalities cede authority for particular functions.





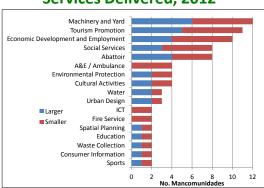




Diversity, Flexibility, Variety



Services Delivered, 2012



5

Mancomunidades are governed by Inter-Municipal Agreements

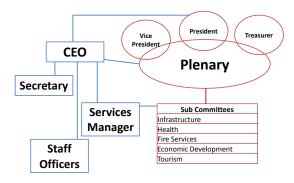
14774	BOLETIN OFICIAL DEL PRIN	CIPADO DE ASTURIAS seim. 171 23-VII-2007
N	IANCOMUNIDADES	CAPITULO II
MANCOM	IUNIDAD SUROCCIDENTAL DE ASTURIAS	COMESÓN PARITARIA DE VIOILANCIA E INTERPRETACIÓN Y PRINCIPIOS GENERALES Articulo 2.—Consisión Parizana.
	Amuneio	Para examinat y senobrar cuantas cuestionas que se derivus de la inverpo- tación vigilancia y aplicación del presente Cuavenio, se crea una Comissio Mix ta Fazitaria, que debeci quedar constituada formalmente a los Ul dias njeueste
	sobre Convenio Colectivo para el personal de dad Suroccidental de Asturias (2007-2008)	a la firma de este Convenio. La comissón estará formada por dos miembros de ceda parte, Administración y Sunficasos firmanes. Asimanno podrán numbra implentes que mointram a las personas timáres, así como assentes y/o aseo-
	Mancomunidad Suroccidental de Asturias, rdinaria de 3 de mayo de 2.007, adoptó el	THE PARTS TRACE AVAISOR PRACTICAL, que participatria con voc pero tin desecho a voca.
sonal de la Mano	bación del Convenio Colectivo para el Per- omunidad Suroccidental de Asturias (2007-	Funcione: a) Insurpretación del Convenio en su aplicación práctica.
CONVENTO COLE	integro se transcribe a continuación: CTIVO BARA EL PERSONAL DE LA MANCOMUNI- DOCIDENTAL DE ASTURIAS (2007-2008)"	 b) Resolución de cuazzos asuntos o seclanaziones se cometan a su deci- sión sespecto a cualquiera de las condiciones establecidas en el pre- sense Convenio.
	CAPTULOI	 c) Arbitraje, mediación y conclúsción en el tratamiento y sobseión de las situaciones y omificatos que se someran a su consideración, a las partes
	ÁMBITO DE APLICACIÓN	diocerdantes lo solicitan expresamente y la Connición acepta la función activida

2C. The Governance of Shared Services

Indicative Municipal Representation in Mancomunidades

Municipal Population	No. of Representatives in the Mancomunidad Junta Directiva (Board of Directors)
Up to 500 persons	1 representative
501 to 1,000 persons	2 representatives
1,001 to 3,000 persons	3 representatives
3,001 to 5,000 persons	4 representatives
Over 5,000 persons	5 representatives

'Typical' Organogram



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

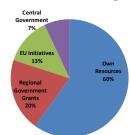
There is an "obligation to work together and to collaborate"

"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 = ((p/1000+h)/(P/1000+H)) x 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 ServicesProjects (road, water, broadband),	
New Economic ActivitiesAccess 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 projectsA lack of capacity on the parts of some	
mayorsNew Political Entities	
Austerity and Budget Cutbacks	
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5. Lessons and Transferability	
Driven from the Bottom-Up and Supported by the Top-Down	
Local Leadership - political and civil society	
Development of ConsensusMulti-Annual and Vision Planning	
Transparency in Decision-MakingIntegration of Economic and Social	
Development	

Scale: The Micro Region fosters innovation.