



# BASICS FOR THE ESTABLISHMENT OF INTER-MUNICIPAL COOPERATION (IMC)

Auxiliary Slides  
**WorX**

CULTURE AND SPATIAL DEVELOPMENT

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# Introduction to the Topic



# What is IMC

Inter-Municipal Cooperation is the **voluntary, joint** execution of **selected, public tasks** by two or more local authorities, including

Obligatory Tasks

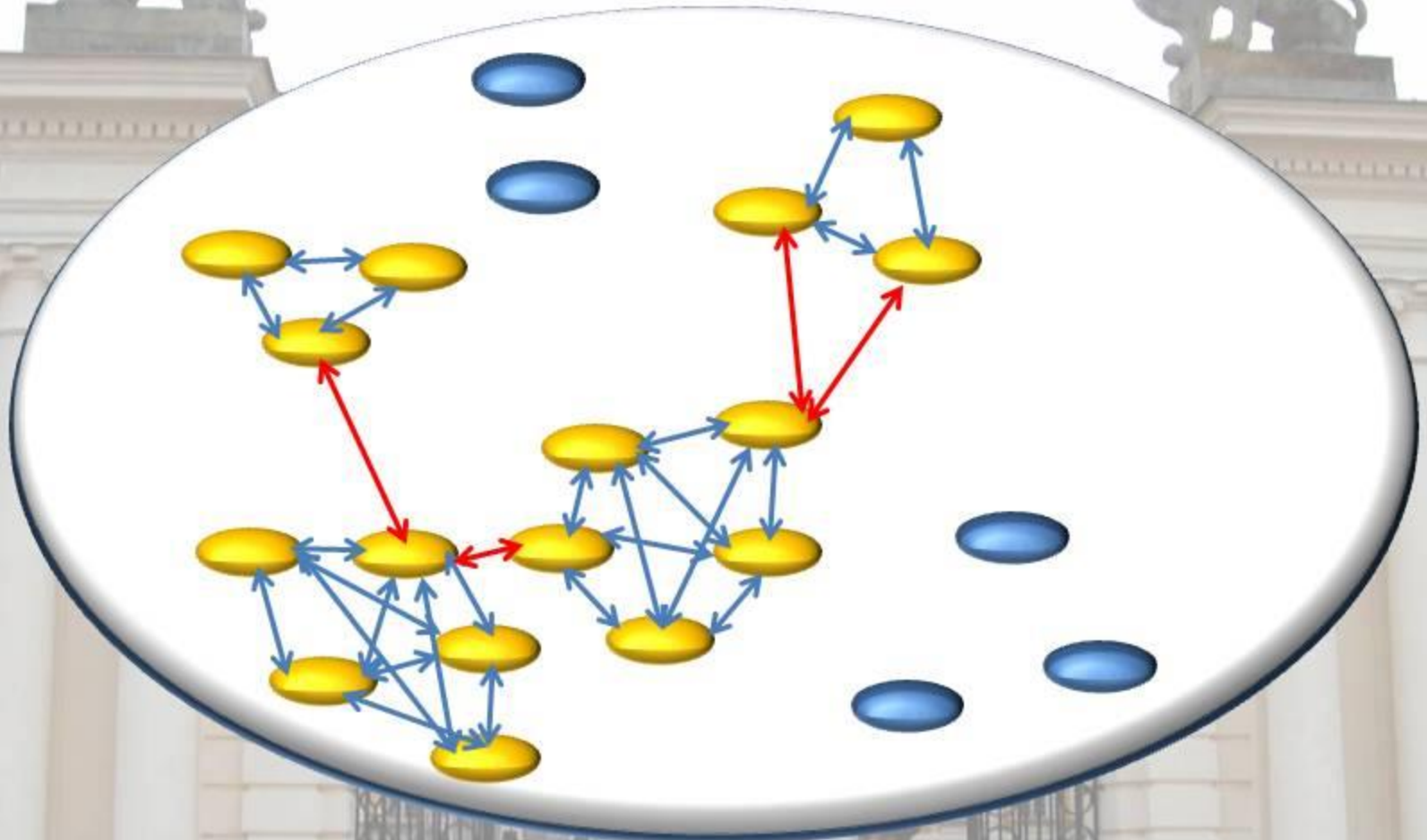
Transferred Tasks

Voluntary Tasks

in order to **lower production costs** or to **increase Efficiency**



# Schematic Formation of IMC Clusters





# Concise Overview on Legal Pre-Conditions

European Charter of Local Self-Government  
(remaining task of the Municipality must remain considerably/ the Sphere of Influence shall not overrule the Partner Municipalities)

Secured local Self-Government (according to municipal laws, by-laws & higher legal Framework)

National & (if there is) regional Laws

Company Law/Laws on Foundation of legal Entities

Procurement Laws



# Why IMC

**Meeting increasing demand on qualitative, quantitative & reliable services at affordable costs**

**Meeting supply requirements from EU standards**

**Providing advanced technologies required**

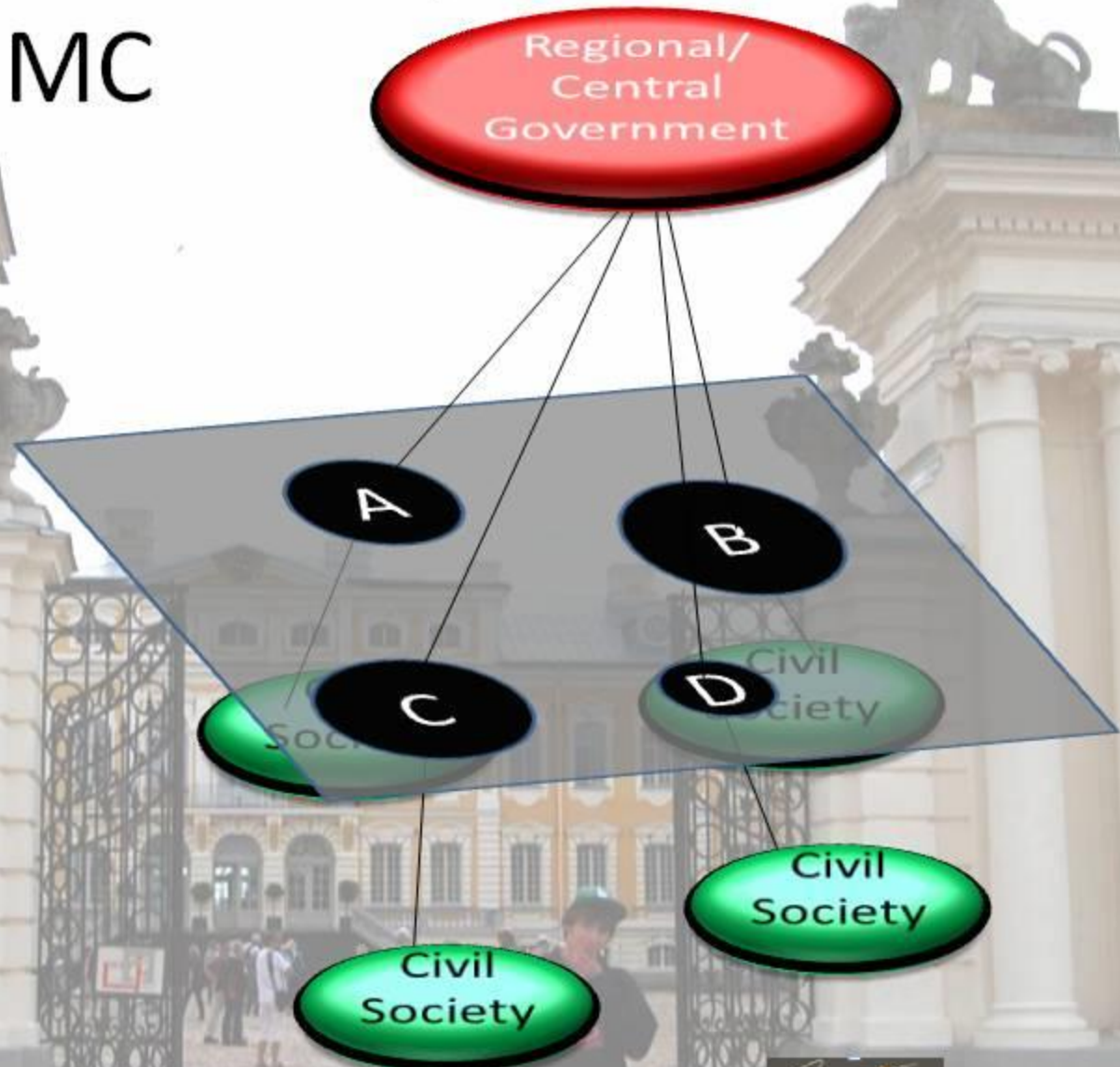
**Improve local economy and promotion**

**Coping with increasing regionalization in Europe  
(fragmentation, externalities, competition)**

**Strengthening the position and advocacy of  
municipalities**

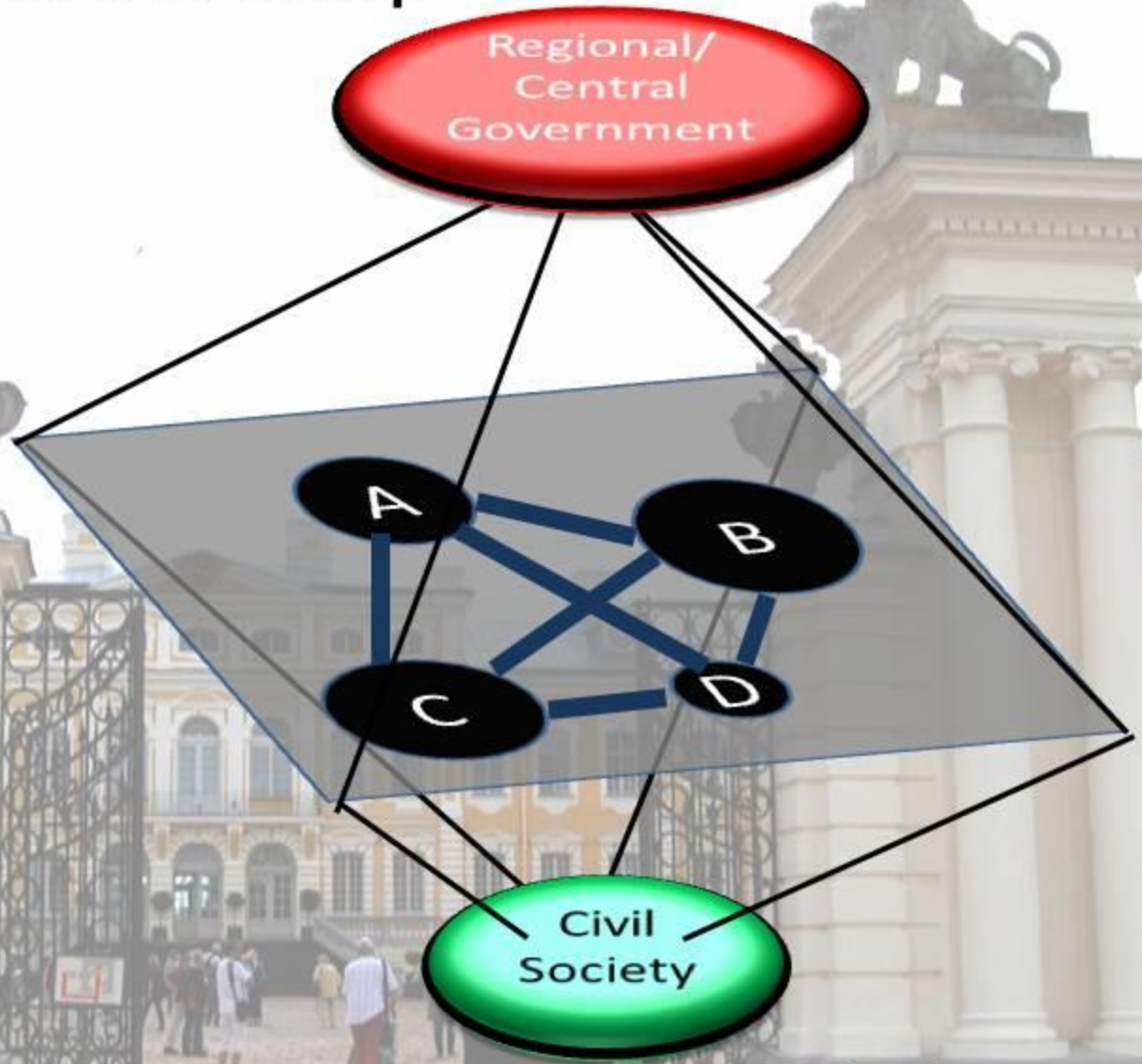


# Vertical Relationship Without IMC





# Vertical Relationship With IMC





# Benefits of IMC

Meet the demand & requirements on public services

Improve the scale of economics & local budget

Increase chances to benefit from grants and supportive measures

Achieve satisfaction of citizens

Maintaining/improve local economy & political influence



# Basic Preconditions of IMC

Voluntary Cooperation

Political Will

Win-Win Situation

Consense (equal treatment)

Fair Balance of Interests

Transparency



# The 5 most frequent fields of IMC in Germany, in %







# Look at IMC as a Strategic Instrument





# Structuring IMC



# Characteristic Constellations of IMC





# Fields of Cooperation

Admini-  
stration &  
Finance

Infrastruc-  
-ture  
services

Social  
Services

Economic  
sector  
develop-  
ment

Urban Rural  
Partnership

Culture,  
Leasure,  
Sport

Spatial  
Planning  
Services

Economic  
promotion  
activities



# Structure of Urban-Rural

## Interdependency

### Urban Surplus

- Central private services, retail
- Central public services
- Central health care
- Central education
- Broad cultural offer
- Broad entertainment offer
- Job opportunities, etc.

### Urban Deficits

- Low environmental quality
- Lack of affordable housing land
- High cost for commercial land
- Limited social networks
- Insecure environment
- Lack of nature
- Limited recreation opportunities

### Rural Deficit

- Undersupply with private services
- Distant public services
- Insufficient health care
- Lack of higher education facilities
- Marginal cultural offer
- Distant entertainment offer
- Lack of job opportunities
- Tax income

### Rural Surplus

- Quality of environment
- Affordable housing land
- Low cost for commercial land
- Secure environment
- Ample nature
- Ample recreation opportunities
- Food supply



# SELECTED TASKS OF IMC

## **Culture and sports, e.g.:**

- Theater, concert or multi-purpose hall, ensembles
- Cinema
- Sport grounds
- Sport hall
- Sport facilities for youth

## **Infrastructure, e.g.:**

- Water supply
- Wastewater disposal
- Solid waste collection
- Solid waste disposal
- Street cleaning
- Urban green / gardening
- Maintenance

## **Administration, e.g.:**

- Spatial planning
- Finance
- Public works and maintenance
- Registration, licensing, regulating public events
- Information technologies

## **Economic Promotion & Development, e.g.:**

- Promotion office
- Inter-municipal business zones
- Tourism Development and facilities
- Environmental protection

## **Social**

## **Infrastructure/Services, e.g.:**

- Pre-school & primary school education
- Kindergarden
- Basic/medium-sized health facilities
- Social services
- Ambulance
- Firefighting



# Basic Forms of IMC

according to intensity of cooperation

Intensity of  
Cooperation

**Coordination of Task Execution between  
two independent Partners**

**One Partner takes over the tasks for the  
other (Contracting)**

**Pooling Parts of or entire Administrative  
Units (Merger)**

**Establishment of a new legally and  
economically responsible body**



# Legal Forms/Practice in IMC

Informal	Under Public Law	Under Private Law
Mutual exchange of Experience, Round Table	Municipal Working Group	Limited Liability Company (Ltd.) <sup>(1)</sup>
Panel of experts, Coordination Board, Advisory Council	Special Purpose Association <sup>(1)</sup>	Foundation
Common interest group	Agreement under Public Law (Contracting) <sup>(1)</sup>	Non-Profit Association
Conference of mayors	Institution established under Public Law (Regional association) <sup>(1)</sup>	Joint Stock Company
Municipal Networks, Regional Conferences	Regional and Hinterland / Agglomeration Associations <sup>(1)</sup>	

<sup>(1)</sup> Easy involvement of private sector (PPP)



# Financing

**IMC**

User  
Charges or  
Fees

Loans to fund  
Capital  
Investments

EU sources /  
Funding

Start-up/  
Grants

Local Taxes

Fees from  
Munic./ Gov.  
Revenues

Inter-  
Governmental  
Transfers

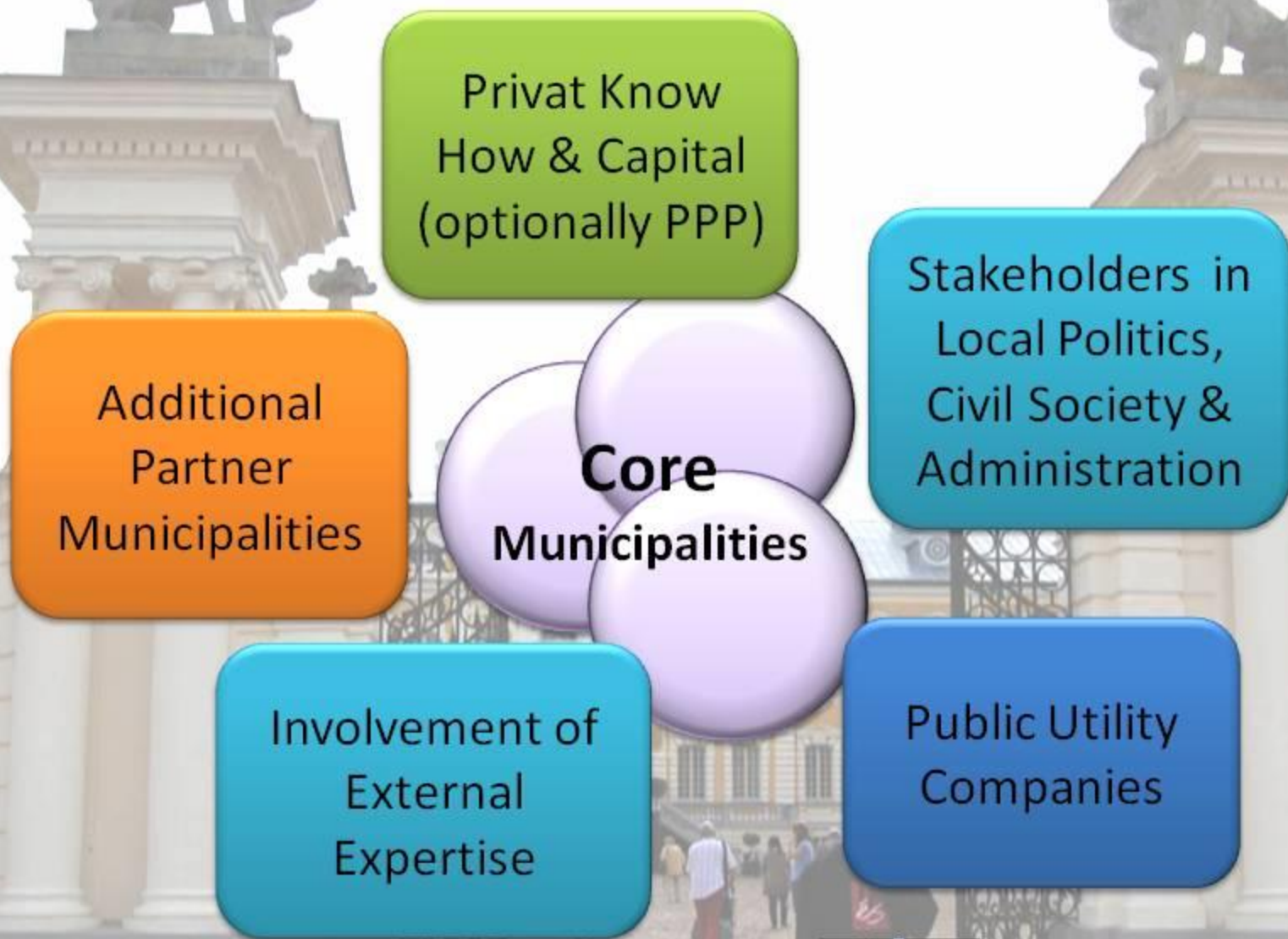




# Cooperation Process



# Early Involvement of Partners





# Phasing of IMC Process

**1. Clarification of common  
Needs & Goals**

**2. Analysis of the Selected  
Field(s) of IMC**

**3. Concept /Plan, Organ-  
ization & Management**

**4. Implementation**

**5. Monitoring & Evaluation**

**Selection of  
appropriate  
Partners**





The diagram features a central light gray oval containing the title 'Phase 1 Clarification of Needs & Goals' in bold red text. Surrounding this central oval are nine smaller light gray circles, each containing a question in bold red text. The circles are arranged in a ring around the center, with some overlapping. The background of the slide shows a blurred image of a classical building with columns and statues.

# **Phase 1 Clarification of Needs & Goals**

**Which Rules  
shall be set?**

**Wishes of  
the Parties  
Concerned**

**Which Tasks  
suit best?**

**What are the  
Aspirations  
of the  
Partners?**

**How to  
involve  
Politik, Staff  
Council &  
Departments?**

**How to  
achieve  
Win-Win  
Situation?**

**How to  
Organize &  
Manage the  
Project?**

**Assessment of  
Equalization  
Payments**

**How to  
Finance  
Cooperation**





A central blue oval with a 3D effect and a gradient from light blue at the top to dark blue at the bottom. It contains the text "Phase 2 Analysis" in white. Eight red lines radiate from the right side of the oval to eight rectangular boxes of varying shades of red, each containing a component of the analysis. The boxes are arranged in a circular pattern around the central oval. The background of the slide is a faded image of a classical building with columns and statues.

## Phase 2 Analysis

Legal Form

Strengths/Weakness of  
selected PotentialTasks

Risks

Prioritization & Final  
Selection of & Agreement  
on Potential Tasks

Assessment of the  
Saving/ Advantasge  
Potentials

Organization &  
Management  
Capacities

Strategic  
Relevance

Significance for the  
Citizens/Customers



# Phase 3 Concept/Plan





Monitoring  
Budget

Monitoring  
Schedule

Monitoring  
Data

## Phase 4 & 5 Implementation, Monitoring & Evaluation

Technical  
Expertise

Supervision

Information

Koordination

Legal  
Expertise









# How to Support IMC

February 2012

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*Creative*  
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The diagram features a central yellow starburst shape with the text "Sources of Support for ICM". Surrounding this starburst are five orange cloud-like shapes, each containing text describing a source of support. The background is a faded image of a classical building with columns and statues.

## Sources of Support for ICM

Central government  
(policy setting,  
legislation,  
incentives)

Own Resources

Donors & EU  
funds /  
programs

National/regional  
associations of  
municipalities  
(neutral facilitators of  
partnerships, technical  
support, knowledge  
management)

Regional government  
(mediating facilitator of  
partnerships, incentives,  
technical support,  
knowledge  
management)



# Strategic Elements to promote IMC

## Policy and Legislation

Establish government  
policy priority (political  
support)

In some countries some  
areas of IMC are  
mandatory (e.g. Service  
Unions in Turkey)

Specific IMC legislation,  
especially, where it  
contradict suitable  
application of IMC. Give  
legal security



# Strategic Elements to promote IMC

## Financial Incentives

Financing feasibility studies  
and cost-benefit analyses

Access to financial  
incentives at different  
phases of the IMC life  
cycle (feasibility study,  
constitution of IMC,  
functioning)

Subsidies for jointly  
provided services (check  
conditions)



# Strategic Elements to promote IMC

## Training and Technical Support

Case study  
oriented  
training

Provision of tools as  
guidelines/manuals

Advisory (technical  
support, legal form, legal  
preconditions, process,  
etc.)

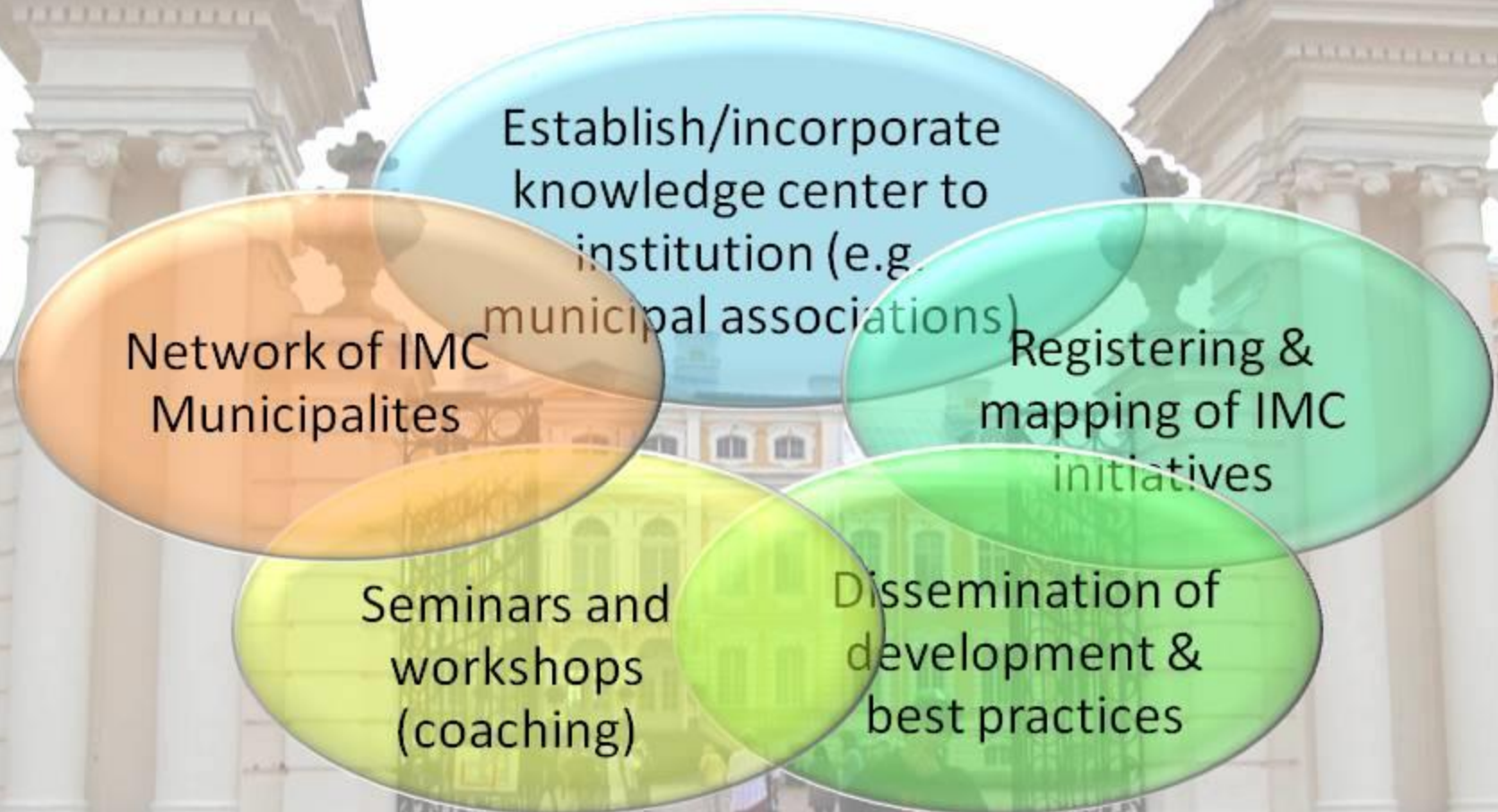
To mediate between  
cooperation partners

Standard  
contracts/statutes



# Strategic Elements to promote IMC

## Knowledge Management





# Benefit for the Municipality

Win-Win  
Constallation

Satisfaction  
of Citizens

Enhancement  
of Services

Maintaining  
self-sufficiency

Increase of  
Power

Generating  
Budget  
Resources

Improved  
Economy



**Thanks,  
and mind your  
(working) steps**