



The International City/County Management Association (ICMA)
PROFESSIONALIZING LOCAL GOVERNMENT - ON A GLOBAL SCALE





Introducing the International City/County Management Association (ICMA)

For more than a century, ICMA's mission has been to advance excellence in local governance. We partner with local government leaders and managers, civil-society organizations, and private sector stakeholders around the world to build more accountable, sustainable, and citizen-focused government.

Visionary reformers founded ICMA in 1914, seeking to end corruption in municipal government and promote professional, transparent, and responsive local governance. We pioneered our unique problem-solving, hands-on approach in the United States, and formally began to share it with the rest of the world after the fall of the Berlin Wall. For more than 30 years, ICMA has been assisting governments in developing and transitioning nations to decentralize and build professional local governments that engage and serve their people. We have implemented more than 500 programs on five continents for organizations such as the World Bank and USAID.

Today our membership includes over 13,000 leaders in local government, and more than 100 institutional partners in the academic, NGO, public, and private sectors. We have formal agreements with over 35 national municipal associations around the world, which we call our International Affiliates, and share our organizational knowledge and skills with a broad network of local government officials and institutions worldwide.



Our scope - Sustainable local government excellence

ICMA boasts a track record of making a tangible difference in local governments, whether the project is for \$5,000 or \$50 million. For decades, we have implemented grants and contracts with a variety of partners, such as the U.S. Agency for International Development, the World Bank, the U.S. Department of Energy, the U.S. Department of State, the U.S. Environmental Protection Agency, the Sloan Foundation, the Bill and Melinda Gates Foundation, and the Robert Wood Johnson Foundation.

Our network - Professionals working to improve local government worldwide



ICMA draws on local government experts within its over 13,000-strong membership and leverages strategic partnerships with:

- National municipal associations/ICMA International Affiliates in more than 35 countries on six continents, such as the League of Cities of the Philippines (LCP), Local Government Professionals Australia (LGPA), and the Honduran Municipal Association (AMHON)
- Multinational associations including the European Federation of Local Governments, the Confederation of Municipalities of Central America and the Caribbean, and the Environmental Center for Arab Towns
- Anchor organizations/offices in Mexico, Europe, India, and China
- Over 50 private firms—focusing on technology, environment, energy and engineering—that contribute to cutting-edge solutions, tools, and techniques for local government

The ICMA Code of Ethics

Since 1924, ICMA has maintained a Code of Ethics for local government managers—12 tenets and guidelines that establish high standards for personal and professional honesty and integrity. ICMA standards typically exceed what local laws require. ICMA aggressively enforces the Code of Ethics through a peer-review process of investigation, with censure or other penalties for misconduct.



Subject-matter expertise of ICMA members and affiliates

National and local government professionals and community-based organizations (CBOs)/non-governmental organizations (NGOs) worldwide look to ICMA as a leader in professional local governance and equitable public service delivery.

Areas of expertise include:

- Smart, resilient communities
- Transparent, inclusive, responsive, and ethical governance
- Technology and data-driven decision making
- Public financial management
- Public works and service delivery
- Community engagement
- Economic development and competitiveness
- Citizen security and countering violent extremism
- Climate adaptation and environmental sustainability
- Performance management

Skillful management of local government makes a difference!

U.S. News & World Report and the Aetna Foundation rank communities in the U.S. on a spectrum of factors, from public health and education to housing and infrastructure, equity and economy, and safety and community vitality. The 6 communities ranked highest are directed by a professional local government manager. The rankings support ICMA's experience that professional local government management—which combines strong political leadership and effective management capacity—improves the quality of life for community residents.



What does ICMA offer local government officials?

ICMA offers partners a depth of expertise and an array of resources unsurpassed in the field. We develop trainings and professional exchanges; pair partner cities for capacity-building; conduct wide-ranging research; and maintain a living library of resources and tools that promote best practices in governance. Our unique approach utilizes practitioner-to-practitioner learning, bringing together local officials to solve shared problems, learn from each other, and foster enduring cooperative relationships.



Core Capabilities

Research and Analysis—ICMA is second only to the U.S. Federal Government when it comes to collecting, analyzing, and disseminating research on issues related to managing local government.

Technical Assistance—ICMA provides hands-on technical and management assistance to communities in the U.S. as well as in developing and transitioning countries around the world, including Afghanistan, Albania, Bangladesh, Bulgaria, El Salvador, Ethiopia, Guatemala, Honduras, India, Indonesia, Iraq, Jordan, Kosovo, Kazakhstan, Kyrgyzstan, Mexico, Panama, Paraguay, Russia, South Africa, Sri Lanka, Tanzania, and Uganda.

Professional Development and Training—Through ICMA University, we provide high-quality training and professional development opportunities for public managers at every stage of their careers. ICMA's Credentialing Program recognizes professional local government managers for their expertise and adherence to high standards of integrity, denoted by a CM (Credentialed Manager) designation after their name.

Partnerships—We leverage the expertise of our over 12,000 members to not only provide local governments with practical guidance and assistance, but to also build city-to-city partnerships and reinforce our global network, which boasts over 35 international affiliates and 100 partner organizations.

Knowledge Sharing—ICMA disseminates timely news, data, and information to the broadest range of local government executives and their staffs, elected officials, service area-focused organizations, and other local government-related audiences.





ICMA resources for practitioners on the ground

Data and studies

After the U.S. Federal Government, ICMA holds the largest collection of information and data on local conditions in the United States, including surveys, studies, data sets on local needs, infrastructure, health, and public services.

Courses, toolkits, best practices, training materials

- Lessons Learned from Disasters
- Equity and Inclusion Toolkit
- Management Policies in Local Government Finance
- Municipal Financial Indicators Evaluation Kit
- Leading Your Community: A Guide for Local Elected Leaders
- Association Viability Index

The Green Book series

ICMA's classic Green Book series for practitioners is filled with practical guidance on the broad range of issues that local government officials are likely to encounter. The series includes volumes on Emergency Management, Local Planning, Local Government Finance, and Managing Fire and Emergency Services. Employed universally by practitioners and students of public administration throughout the United States, the Green Book series has also been translated for international audiences.



Helping governments handle "transformational" problems



Struggling with the pressure to provide more services with fewer resources, local governments around the world are grappling with "transformational" problems - that is, complicated, interconnected challenges that present disruption and change, as well as the opportunity for transformation and growth in various facets of governance. For example, local governments worldwide are dealing with - or will be faced with in the near future - challenges to infrastructure brought on by climate change. Addressing these challenges requires officials that are well-educated and aware of the latest and most efficient means by which they can ensure that local infrastructure is climate resilient.

ICMA offers local government officials grappling with transformational problems the opportunity to collaborate and share knowledge crucial to ensuring a resilient community. Through programs like CityLinks and countless seminars, workshops, and conferences, ICMA has partnered municipal leaders to address shared challenges and develop locally-driven efforts to meet their problems head-on and foster robust, sustainable communities.

ICMA is where local government officials find what they need. ICMA provides practical assistance with pressing issues at the local level, such as:

Civic engagement



Immigration



Opioids and other health crises



Service delivery



Affordable housing



Disaster resilience



"Why ICMA? International thinking is part of our job."

Speaking to the value of his ICMA membership, Simon Farbrother, the City Manager of Spruce Grove in Alberta, Canada, proclaimed that ICMA's status as "the predominant local government organization in the world" positions the organization as an indispensable resource for civil servants who must grapple with local-level problems experienced on a global scale.

How we work

In addition to the knowledge and experience ICMA brings to international assignments, we apply approaches and methods developed and refined over decades. We continuously promote the sharing and adaptation of leading practices in local government.

Before implementation, we carefully assess the local enabling environment and institutional capacity. We explore what systems are working, which ones are not, and how to involve citizens in priority-setting and ensuring procurement is transparent.

Then, in partnership with those we assist, we apply approaches that will result in transparent, sustainable solutions. In the process, we help to empower local players and build local capacity to sustain improvements long after our direct involvement has ended.

Our relationships have stood the test of time, as our International Affiliates know they can always count on ICMA as a reliable resource for local government excellence.

ICMA's International Affiliates

ICMA maintains affiliate relationships with local government organizations worldwide. These mutually beneficial partnerships are formalized by signed documents that commit both organizations to:

- **Collaborate** in the exchange of leading practices and the expansion of each organization's knowledge base
- **Expand perspectives** internationally
- **Join resources** whenever appropriate in order to effectively foster professional local government management worldwide



For more information, visit [icma.org/about-global-programs](https://www.icma.org/about-global-programs)