

Political Leaders in European Cities (second round)

A first round of the survey 'Political Leaders in European Cities' was developed more than ten years ago. The research project dealt with a large set of emerging dimensions in the role of the Mayor, and the transformation of political representation and careers at the local level. With this second round, coordinated by the University of Florence and undertaken in xxx by xxx, we want to check the more recent changes in a little selection of aspects of particular importance concerning the career and the interpretation of the role, and focusing further on mayors' choices in local policies.

The attached questionnaire is being sent to all the mayors in charge in municipalities over 10000 inhabitants in European Union countries. We would be very grateful if you could complete it on line or fill it and return it to us.

Filling in the questionnaire will require around half an hour of your time. Please bear in mind that this is an international comparative study. We would like you to answer all questions even where the answers may seem obvious in your national context.

The data gathered will be analyzed exclusively on a quantitative basis, without any possible reference to individual respondents.

Thank you for your cooperation.

Please, indicate your country and the name of your municipality:

Country:

Municipality:

A. The role of mayor

**1. Many different tasks are associated with the mayor's position.
How important do you think the following tasks are?**

Please choose the appropriate response for each item:

	Not a task of the mayor	Of little importance	Of moderate importance	Of great importance	Of utmost importance (limit to 3 answers please)
To represent the city to the outside world	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To implement the programme of his/her political party/movement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To ensure the quality of local services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To foster the co-operation with the neighbouring municipalities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To encourage new projects in the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To set goals for transforming the administrative structure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To manage the implementation of his/her personal policy choices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To attract resources from external sources (European/national/regional government, foundations, private investors and business)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To ensure the correctness of the political-administrative process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To defend and promote the influence of local authorities in the political system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To create a vision for his/her city	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To help citizens resolve complaints with the municipal government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To guide the staff in day to day activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. How many hours do you on average spend each week in your activity as a mayor:

Please write your answer here:

hours/week

3. Below are a number of challenges that many municipalities are facing. For each challenge please indicate the degree to which it is an important priority on the policy agenda of you as a mayor during your current term of office.

A score of 1 indicates a "Low priority" and a score of 5 indicates the "High priority". Please choose the appropriate response for each item:

	1 Low priority	2	3	4	5 High priority
A To increase the attractiveness of the municipality as a place of business and a place for people to live in, by regeneration and development projects, new cultural facilities, improvement of the aesthetics of the city, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B To develop social policies to secure adequate housing, health care, education, public transport facilities and take care of the needs of vulnerable groups (the elderly, the young, the unemployed etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C To protect the natural environment and secure the responsible use of natural resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D To secure public safety , fight crime and secure law and order	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E To address politico-administrative issues , e.g. in order to improve relations with citizens, better and more efficient services, securing integrity and fighting corruption, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F To preserve the local identity and the locality's traditional lifestyle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G To stimulate economic growth and employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H To improve communal infrastructure , communication and transport	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I To improve the integration of ethnic, religious or cultural minorities and emphasize diversity and tolerance in the local community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. What would you consider as the single most important challenge on the above list?

The most important challenge is .. <i>(please insert the letter used in the first column)</i>	<input type="checkbox"/>
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5. If you consider this most important challenge: to what extent would you say that your administration depends on the cooperation and support of the different actors below in addressing this problem

Dependent upon cooperation or support of ...

Please choose the appropriate response for each item:

	1 No dependency	2	3	4	5 Highly dependent
The majority party / coalition in the council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The opposition in the council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The municipal civil service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The local business community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge institutions (e.g. universities)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professional organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Neighborhood organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Voluntary organizations and associations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Individual citizens	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other municipalities in the region	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regional government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
National government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The EU and other supranational organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
County government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. To what extent did you actively engage in the activities below to bring together different actors and stimulate their cooperation in addressing this problem

Please choose the appropriate response for each item:

	1 Not at all	2	3	4	5 Very much
Organized a platform where key stakeholders were invited to set a joint agenda and consider collective action	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Acted as a mediator and facilitator for reaching agreements amongst stakeholders; on the basis of persuasion, building trust and providing information and incentives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use of formal powers, prestige and political influence of the mayor to impose decisions and get over gridlocks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
By linking societal stakeholders with relevant (inter)governmental networks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
By linking local networks with inter-municipal, regional and (inter)national networks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. When you consider the collaboration of partners with regard to this problem to what extent would you then say that the collaboration was successful in...

Please choose the appropriate response for each item:

	1 Not at all	2	3	4	5 Very much
making agreements that partners stood by	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
developing an innovative and effective solution for the problem	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
creating genuine commitment amongst partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
taking decisive and concerted action when needed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
achieving concrete results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B. Mayors in the Town Hall

8. How much do you agree or disagree with the following statements?

Please choose the appropriate response for each item:

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Local bureaucrats should as far as possible stick to politically defined goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Politicians should only define objectives and control outputs, but never intervene into the task fulfilment of local administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internal target agreements contribute to a more effective steering	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internal reporting systems contribute to a better steering of the departments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In comparison to other municipalities, our performance is very good	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Identification and systematic training of future managers is a permanent task for us	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The performance appraisals are linked with significant performance-related pay or bonuses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8a Please specify if

	yes	not
In this municipality, performance appraisals are conducted at least once a year for all employees	<input type="checkbox"/>	<input type="checkbox"/>

9. How many hours do you spend each week in the following activities?

meetings with council and executive board	<input type="text"/>	hours/week
meetings with administrative staff	<input type="text"/>	hours/week
meetings with citizens, groups, etc	<input type="text"/>	hours/week
ceremonial and representative functions in the Town Hall (weddings, register activities, receptions...)	<input type="text"/>	hours/week
public debates and conferences outside the Town Hall	<input type="text"/>	hours/week
field visits (official and unofficial) in the city	<input type="text"/>	hours/week
meetings with authorities from other cities	<input type="text"/>	hours/week
meetings with authorities from the region, national government	<input type="text"/>	hours/week
individual preparation for the duties of the mayor	<input type="text"/>	hours/week
political party meetings	<input type="text"/>	hours/week

10. We want to find out to what extent relationships inside your municipality are characterized by political conflict. How would you rate the level of conflict, from 0 (totally consensual) to 10 (totally conflictual)?

Please choose the appropriate response for each item:

Totally consensual 0	1	2	3	4	5	6	7	8	9	Totally conflictual 10
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. Concerning the last local elections and the extent to which these are associated with your own personal mandate in relation to the executive and/or your party, how much do you agree with the following statements?

Please choose the appropriate response for each item:

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Not applicable
The campaign of my local list/party was substantially focused on me as candidate-mayor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
During the campaign, media coverage was centered on the competition for the mayoralty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My number of preference votes was determinative in obtaining the mayoralty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Citizens voted for me because of my personal leadership competences rather than for my list/party label	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have a key role within the executive in communicating its decisions to the outside world	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have substantial autonomy in policymaking within the executive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I consider my local party/list as the main point of reference for my mayoralty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My local list/party has a strong influence on local policy and decision making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My local list/party functions mainly as an electoral constituency, without assuming a wider role in local political life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. Several values may play a role in the way you function as a mayor. In this list you will find six 'good governance' values. Please rank the values from most important (1) to least important (6).

Please number each box in order of preference from 1 to 6

<input type="checkbox"/>	Impartiality
<input type="checkbox"/>	Indipendence
<input type="checkbox"/>	Justice
<input type="checkbox"/>	Efficacy
<input type="checkbox"/>	Responsiveness (vis-à-vis society)
<input type="checkbox"/>	Honesty and integrity

13. There is a lot of talk these days about what should be the main political aims for the next ten years. Below you will find a list with four goals to which different people would give top priority.

Would you please say which one of these you, yourself, consider most important?

And which of the four goals would you consider as second most important?

	Most important (please only tick one box)	Second most important (please only tick one box)
Maintain order	<input type="checkbox"/>	<input type="checkbox"/>
Give people more say in the decisions of the government	<input type="checkbox"/>	<input type="checkbox"/>
Maintain a high rate of economic growth	<input type="checkbox"/>	<input type="checkbox"/>
Protect freedom of speech	<input type="checkbox"/>	<input type="checkbox"/>

C. Some strategic choices

14. How would describe the financial situation of your municipality?

Please choose the appropriate response for each item:

Very poor	Poor	Neither good nor poor	Good	Very good
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

15. In the case of persistent budget strain, which is on your opinion the best reaction a mayor can adopt?

*Please choose **only one** of the following:*

<input type="checkbox"/> Attract new investments/ activities/ population
<input type="checkbox"/> Raise local taxes
<input type="checkbox"/> Ask and hope for transfers from upper levels of Government (budget equilibrium should not be a municipal tax)
<input type="checkbox"/> The municipality should promptly decide to reduce expenses of the administration, municipal services and/or personnel
<input type="checkbox"/> Co-operation with other Municipalities and/or with private sector (e.g. PPP's) in order to provide common services with reduced costs

16. To realise his/her ambitions to enhance or preserve the qualities of the local territory (through construction, new infrastructures, natural resources and environment preservation), a mayor may adopt different tactical orientations. Among the following options, which strategies are in your opinion, those most likely to succeed?

Indicate with 1 the most important; with 2 the second one, with 3 the third one

<u>A</u> - establish good construction and planning guidelines	<input type="checkbox"/>
<u>B</u> - anticipate and dominate the real estate market	<input type="checkbox"/>
<u>C</u> - impose negotiated criteria in the development operations	<input type="checkbox"/>
<u>D</u> - ensure the cooperation of creative architects	<input type="checkbox"/>
<u>E</u> - involve local society in defining territorial priorities	<input type="checkbox"/>
<u>F</u> - obtain technical support from upper levels of government or public consulting organizations	<input type="checkbox"/>
<u>G</u> - anticipate the environmental and social impacts of projects	<input type="checkbox"/>
<u>H</u> - co-operate with neighboring municipalities on agreed priorities	<input type="checkbox"/>
<u>I</u> - have good contacts with big enterprises and investors	<input type="checkbox"/>
<u>J</u> - have good information on best practices and innovations of other local governments	<input type="checkbox"/>
<u>K</u> - develop integrated programs for important urban projects	<input type="checkbox"/>

17. Do you have particular difficulties in acting in one of the aspects listed above? Use the corresponding letter to indicate it:

Please write your answer here:

18. On the basis of your experience as a mayor, how much do you agree with the following statements?

Please choose the appropriate response for each item:

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Local governments have the primary responsibility for promoting environmental awareness in the population	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lower densities allow offering better environmental quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Excessive land consumption is a big problem in this area	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The market is the best way to attend housing needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Higher densities help to foster community and social connections	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local communities must grow in population to maintain a satisfactory level of services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It is not possible to increase urban density in this municipality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

19. Based on the situation in your municipality, how do you view outsourcing and privatization?

Please choose **only one** of the following:

<input type="checkbox"/>	My municipality should increase outsourcing and privatization.
<input type="checkbox"/>	My municipality should reduce outsourcing and privatization.
<input type="checkbox"/>	There is no need to change the form of service delivery. <i>(continue with question 21)</i>

20. If you prefer to change the form of service delivery, what would be the most important advantage of this change?

To optimise...

Please choose **only one** of the following:

<input type="checkbox"/>	the costs of services delivery for citizens
<input type="checkbox"/>	the budget of the municipality
<input type="checkbox"/>	the flexibility and citizen orientation of service delivery
<input type="checkbox"/>	the control of service delivery
<input type="checkbox"/>	the quality of services delivery
<input type="checkbox"/>	Other (please specify)... <input style="width: 150px; height: 20px;" type="text"/>

21. Please indicate which form of service delivery is most preferable to the following tasks:

Please choose the appropriate response for each item:

	Public private partnership	Private sector	Public sector	Don't know	Not applicable
Public transport	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintenance of School buildings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Waste management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Energy supply	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Water supply and sewage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hospitals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Care Homes for the Elderly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other ... <i>(please specify in the next question)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

22. if you choose "other" in the previous question please specify, otherwise go ahead:

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**23. How would you define the changes occurred in the last decade in the organization of your municipality?
Concerning...**

	Intense positive change	some positive change	no significant change	some negative change	intense negative change
Cost savings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic capacity of the local assembly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Position of the citizen as a customer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Costs transparency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of municipal services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rationalization of the number of employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local employees motivation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General adaptive capacity of the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

D. Mayors and citizenship

24. Several sources of authority vis-à-vis society are available to you. Here is a list of potential sources of authority.

Please rank the three most important

<input type="checkbox"/>	Selection procedure (such as being elected by the citizenry or the council, or being appointed)
<input type="checkbox"/>	My legal capacities
<input type="checkbox"/>	My political party membership
<input type="checkbox"/>	My policies
<input type="checkbox"/>	My position above and between political parties
<input type="checkbox"/>	My personal recognisability in the local society
<input type="checkbox"/>	My expertise
<input type="checkbox"/>	My personality
<input type="checkbox"/>	My capacity to convince
<input type="checkbox"/>	My personal interactions

25. How effective are the following instruments in letting mayors know public opinion (irrespective of whether such instruments exist in your municipality)?

Please choose the appropriate response for each item:

	Not at all effective	Not sufficiently Effective	Moderately effective	Fairly effective	Very effective
Voting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Party meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Satisfaction surveys	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Complaints schemes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contacts with individual citizens	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

26. How desirable or undesirable do you consider the following reforms, irrespective of whether such reforms have been introduced in your municipality?

Please choose the appropriate response for each item:

	Highly undesirable	Undesirable	Neither desirable nor undesirable	Desirable	Highly desirable
A decisive (binding) referendum	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Direct election of the mayor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Non binding referenda	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participatory Budgeting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduction of the number of councillors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

27. How much do you agree or disagree with the following statements?

Please choose the appropriate response for each item:

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Political parties are the most suitable arena for citizen participation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Residents should participate actively and directly in making important local decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Residents should have the opportunity to make their views known before important local decisions are made by elected representatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Apart from voting, citizens should not be given the opportunity to influence local government policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Council decisions should reflect a majority opinion among the residents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Political representatives should make what they think are the right decisions, independent of the current views of local people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The results of local elections should be the most important factor in determining local government policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Decentralisation within local government is necessary to involve citizens in public affairs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

28. What kind of means do the following actors use to achieve their goals in your municipality?

(Please mark all that apply)

	Legal strategy (Court litigations against passed local acts)	Formal consultative strategy (formal meetings, expert reports...)	Grassroots mobilization strategy (protest campaigns including demonstrations and violent events)	Electoral strategy (awareness campaigns including mailing, media presence...)
Business people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trade unions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Religious groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Voluntary associations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

E. Local governments in the political system

29. How desirable or undesirable do you consider the following reforms, irrespective of whether they have been introduced in your context?

Please choose the appropriate response for each item:

	Highly undesirable	Undesirable	Neither desirable nor undesirable	Desirable	Highly desirable
Decentralization of tasks to the municipalities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Decentralization of tasks to the regions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduction of the number of counties	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduction of the number of regions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Creating metropolitan government(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

30. Intermunicipal cooperation and amalgamation of municipalities are alternative solutions for rationalizing local government.

Which of them are more effective under the following profiles?

	Intermunicipal cooperation is more effective	Amalgamation is more effective	There is no real utility in cooperation or amalgamation
Professionalization of administrative staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost saving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Political participation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

31. Is your municipality part of a larger urban agglomeration? A larger urban agglomeration encompasses an urban centre (over 50'000 inhabitants) and a belt of commuting zones (over 15% of employed population commuting to the city for work).

Please choose **only one** of the following:

<input type="checkbox"/> Yes	<input type="checkbox"/> No	(proceed directly with question 34)
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32. Please consider the various existing measures that have an impact on the development of your larger urban agglomeration as a whole. How effective are presently the following modes of governance for the development of your agglomeration?

Please choose the appropriate response for each item:

	Not effective at all 1	2	3	4	Highly effective 5
Support and regulations by upper-level governments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Multi-purpose governance bodies for the urban agglomeration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Single-purpose authorities / special purpose districts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inter-municipal contracts and cooperation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

33. Now taking all existing measures together, how effective do you consider them for tackling the following challenges involved in the development of your agglomeration?

Please choose the appropriate response for each item:

	Not effective at all 1	2	3	4	Highly effective 5
Implementing an area-wide sustainable development strategy (limiting sprawl, protecting natural resources)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost-efficient production and delivery of public goods and services (e.g. energy, water, waste, maintenance, public safety)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Equitable distribution of public goods and services across the larger urban agglomeration (e.g. education, culture, health, social welfare, adequate housing, transportation, area development)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

34. Concluding, on the basis of your experience as a Mayor in this City, and independently from the formal procedures, please indicate how influential each of the following actors are over the Local Authority activities?

Please choose the appropriate response for each item:

	No influence 1	2	3	4	High influence 5
The Mayor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The President of the Council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Presidents of Council Committees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other Leaders in the Council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Executive board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Single influential councillors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Heads of Department in the Municipality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Municipal Chief Executive Officer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local MPs or Ministers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Union Leaders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Journalists	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local businessmen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Church	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Voluntary associations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local single issue groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quarter Decentralised Institutional Bodies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Party leaders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Region and Upper levels of government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

35. Consequently, drawing on your experience of local political life, how would you characterize the changes in influence that have occurred in the last decade among the main actors in local affairs?

Please choose the appropriate response for each item:

	Much more	More	A little more	Identical	A little more	More	Much more	
Regional	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	National
Local	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Regional
Local executive board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Local assembly
Mayor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Local executive board
Mayor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Local assembly
Local elected officials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Local bureaucrats

Before closing the questionnaire. please, characterize briefly your experience and career

Age:

Please write your answer here:

years

Gender:

<input type="checkbox"/> Female	<input type="checkbox"/> Male
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What is your highest completed education?

Please choose **only one** of the following:

<input type="checkbox"/>	elementary school
<input type="checkbox"/>	secondary school or equivalent
<input type="checkbox"/>	university or equivalent <i>(please specify in the next question)</i>

State:

Please choose **only one** of the following:

<input type="checkbox"/> law	<input type="checkbox"/> humanistic area (philosophy, literature, foreign languages)
<input type="checkbox"/> political and social sciences, economy	<input type="checkbox"/> medicine
<input type="checkbox"/> architect-engineering	<input type="checkbox"/> natural sciences, physics, mathematics area

What is your current job status?

Please choose **only one** of the following:

<input type="checkbox"/> A - full time mayor	<input type="checkbox"/> B - part time mayor
----------------------------------------------	----------------------------------------------

Based on your previous answer, what is/was your main profession (your major source of income)?

Please choose the appropriate response for each item:

	Please indicate what was your main profession before starting your current mandate as a mayor	If you answered B , please indicate what is your main profession other than mayor
Chief executives, senior officials and legislators	<input type="checkbox"/>	<input type="checkbox"/>
Other managers	<input type="checkbox"/>	<input type="checkbox"/>
Science and engineering professionals	<input type="checkbox"/>	<input type="checkbox"/>
Health professionals	<input type="checkbox"/>	<input type="checkbox"/>
Teaching professionals	<input type="checkbox"/>	<input type="checkbox"/>
Business and administration professionals	<input type="checkbox"/>	<input type="checkbox"/>
Legal, social and cultural professionals	<input type="checkbox"/>	<input type="checkbox"/>
Other professionals	<input type="checkbox"/>	<input type="checkbox"/>
Technicians and associate professionals	<input type="checkbox"/>	<input type="checkbox"/>
Clerical support workers	<input type="checkbox"/>	<input type="checkbox"/>
Services and sales worker	<input type="checkbox"/>	<input type="checkbox"/>
Other workers	<input type="checkbox"/>	<input type="checkbox"/>
Elective/executive function in a political party organization	<input type="checkbox"/>	<input type="checkbox"/>

In which sector?

Please choose **only one** of the following:

<input type="checkbox"/> Public sector	<input type="checkbox"/> Private sector
----------------------------------------	-----------------------------------------

First party membership:

Please choose only one of the following:

<input type="checkbox"/> I never belonged to any party
<input type="checkbox"/> year.... <input type="text"/>

Are you presently a party member?

Please choose **only one** of the following:

<input type="checkbox"/> Yes	<input type="checkbox"/> No
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if you answered «yes» to the previous question:

of which party... <input type="text"/>

There is often talk about a left-right dimension in politics. Where would you place yourself on a left-right dimension?

Please choose the appropriate response for each item:

Left 0	1	2	3	4	5	6	7	8	9	Right 10
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please clarify how your political career evolved.

1. First, indicate the order of **elected or appointed** positions before you started your current mandate, using 1 for the first position followed by 2 for the second position etc. if applicable.
2. Second, indicate the approximate **total number of years** you held the position (sum the years if holding offices at different moments in time)
3. Third, mark with an x in the last column which of these **positions you are currently holding** in addition to the mayoralty

	Order	Number of years	Currently holding
Civil society - <u>Trade union</u>			
Civil society - <u>Business/professional association</u>			
Civil society - <u>Local association (sports, culture, etc.)</u>			
Civil society - <u>Political party</u>			
Municipal - <u>Council</u>			
Municipal - <u>Executive</u>			
Municipal - <u>Mayor</u>			
County - <u>Council</u>			
County - <u>Executive</u>			
Regional - <u>Council</u>			
Regional - <u>Executive</u>			
National - <u>Parliament</u>			
National - <u>Minister</u>			
European Union - <u>EU parliament</u>			

Based on your previous answer, in which year did you obtain your first elected/appointed position?

Year:

As a candidate, in the last local election, to what extent did you have the support of the following persons/groups of people?

Please choose the appropriate response for each item:

	Not at all	To a little extent	To some extent	To a great extent	To a very great extent
A - Your predecessor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B - The national organs of your party	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C - Your party wing/faction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D - Your party at the local level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E - National politicians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F - Local prestigious figures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G - Unions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H - The local business world	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I - Local media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
L - The church	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M - Local associations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

For the time being, what are you planning to do at the end of the present mandate?

Please choose the appropriate response for each item:

	I want to continue my political career as:
<input type="checkbox"/>	mayor
<input type="checkbox"/>	at the local level, but not as a mayor
<input type="checkbox"/>	at regional/provincial level
<input type="checkbox"/>	at national level
<input type="checkbox"/>	at European level

	I want to quit with politics to:
<input type="checkbox"/>	go back to private profession
<input type="checkbox"/>	retire

Thank you for completing the questionnaire. If you chose to use its paper version, please, have it sent, as soon as you filled it, to: