

## About the survey

When answering, please base your answers on your experience on working on your single project in your town/municipality

“Governance challenges” refers to challenges when measures or actions are dependent on several, different agents and stakeholders, whose goals may be conflicting. This might be the case when working with the UN sustainable development goals (SDGs) as you have done in this project.

The survey aims to map what kinds of governance challenges are experienced in this project, and which actions you have adopted to handle them.

This will contribute to advice on handling such challenges in local and regional development, which is one of the goals of the attractive Nordic towns project.

Note that some of the questions are optional, and some are mandatory.

Thank you very much for taking the time to answer this survey!

## Background info

**Country:**

\_\_\_\_\_

**Number of inhabitants in your town/city center:**

\_\_\_\_\_

**What is the affiliation of the project leader/person responsible for the activities in your town?**

- (1)  Part of the municipal staff
- (2)  Engaged for this project
- (3)  Other \_\_\_\_\_

### Local planning

Are the goals of your single project in line with goals in municipal planning?

- (1)  Yes
- (2)  No
- (3)  Don't know

### Is the single project mentioned ("anchored") in local documents?

	Yes	No	Don't know
Municipal plan / social, community plan	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>
Regulation plan / zoning / physical plan	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>
Economy plan	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>
Budget	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>

### Are the UN SDGs operationalized in municipal plans?

- (1)  Yes
- (2)  No
- (3)  Don't know

### Does the UN SDGs give clear direction in defining the single project?

- (1)  Yes
- (2)  No
- (3)  Don't know

### Execution of the single project in my town/municipality is...

- (1)  Impossible
- (2)  Very difficult
- (3)  Somewhat difficult
- (4)  Neither/nor
- (5)  Somewhat easy
- (6)  Very easy
- (7)  Extremely easy

**What has been obstacles for executing your single project?**

There can be different conditions or factors that inhibits a project. Have any of the following factors been a real obstacle? You can check off as many or few as you want. Specify and elaborate your answer at the open field at the bottom of the page.

- (1)  Not enough time
- (2)  Not enough money
- (3)  Not enough knowledge on sustainable development
- (4)  Not enough knowledge on attractivity in town development
- (5)  Not enough competence on running processes with many different stakeholders
- (6)  Lack of trust between involved agents/stakeholders
- (7)  Lack of common understanding between relevant stakeholders on sustainability challenges in my town
- (8)  Not prioritized by political and/or administrative leadership in my municipality
- (9)  Political or administrative leadership not willing to give power to staff and/or citizens
- (10)  Power struggle between politics - administration – or other stakeholders
- (11)  Lack of co-operation between departments in the municipal organisation
- (12)  Hard to mobilize local stakeholders, e.g. citizens/businesses/organisations (Please elaborate whom below)
- (13)  Too ambitious project goals
- (14)  Conflict between developing town center vs. rural parts of the municipality
- (15)  Conflict between sustainability dimensions (environmental/social/economic/cultural)
- (16)  Conflict between sustainability and attractivity goals
- (17)  Lack of support from regional actors. (Please specify in which way below)
- (18)  Lack of support from national actors. (Please specify in which way below)
- (19)  Lack of coordination of sectors in the state
- (20)  Lack of agreed upon indicators to monitor progress/goal completion of the single project
- (21)  «Traditional mindset» in key agents as e.g. politicians, administration, citizens, or businesses): Resistance towards new ways of doing things. (Specify whom below)
- (22)  Other: \_\_\_\_\_

**Please elaborate on what you find as the largest obstacles and why, and which agents/stakeholders are involved if relevant (roles not names). Mandatory**

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**What has been enabling factors for executing your single project?**

There can be different conditions or factors that promotes success in a project. Please think about what key enabling factors in the work in your town have been. You can check off as many or few as you want. Specify and elaborate your answer at the open field at the bottom of the page.

- (1)  Being able to make fast decisions as a small/medium sized town
- (2)  Good overview over relevant actors to involve
- (3)  A history of working with sustainability issues
- (4)  A history of working with attractiveness
- (5)  Relevant knowledge underpinning the measures
- (6)  High degree of co-operation between departments in our municipal organisation
- (7)  High mobilisation of local agents, e.g. local businesses, citizens or organisations (specify below)
- (8)  Support of regional agents (specify in which way below)
- (9)  Support of national agents (specify in which way below)
- (10)  The support of cooperating municipalities
- (11)  Good common understanding between relevant actors of sustainability challenges in our town
- (12)  High endorsement of the single project goal in the relevant stakeholders
- (13)  High degree of trust between involved agents
- (14)  Project goal mentioned in local documents/municipal plans
- (15)  «Co-creation mindset» i stakeholders, e.g. local politicians, administration, citizens, or businesses (specify below)
- (16)  Kept the measures of the single project simple (focus on “low-hanging-fruit”).
- (17)  Agreed upon indicators to monitor the progress/goal completion of the single project
- (18)  Other: \_\_\_\_\_

**Please elaborate on what you find as the largest promoting factor and why, and which agents/stakeholders are involved if relevant (roles, not names). Mandatory**

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**Handling governance challenges.**

**If/when governance challenges have occurred during the project: How have you handled it?**

- (1)  Gave less priority to other tasks – to release more time to this project
- (2)  Downscaled the project
- (3)  Postponed parts of the project to give it more time
- (4)  Worked with improving relations between co-operating partners, increasing trust
- (5)  Reformulated the goal of the project to better fit all actors
- (6)  Worked with raising awareness on why the project is necessary/beneficial.
- (7)  Hired external help (e.g. project management).
- (8)  Provided/applied for more funding
- (9)  Other: \_\_\_\_\_

**Please elaborate on what has been the most important measures for handling governance challenges. Mandatory**

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**The Nordic network.**

**By collaborating with other Nordic cities, you have gained insight into similarities, but also differences between the countries in handling governance challenges.**

**What could your town/country learn from other Nordic municipalities/towns – or countries? Optional**

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**What could the other towns/municipalities/countries learn from your municipality/town – or country? Optional**

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**Future work**

**What challenges do you see for continuing the work you have started in the single projects? Please describe the most important challenge(s): Mandatory**

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**In your opinion, what would be the best strategy to ensure a more sustainable development of your town? (Your input can be about the local, regional, and/or the national level) Optional**

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**We may have follow-up questions. Can we contact you by e-mail if we want to ask additional questions?**

- (1)  Yes
- (2)  No

Thank you very much for your time and input!

Click "finish" to submit your answers.