



TRAINING NEEDS ANALYSIS of LOCAL GOVERNMENT IN CYPRUS

REPORT

Delivering Good Governance

TRAINING NEEDS
ANALYSIS OF LOCAL
GOVERNMENT IN
CYPRUS

REPORT

developed by:

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for the
**CENTRE OF EXPERTISE
FOR LOCAL
GOVERNMENT
REFORM**



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UNION OF CYPRUS MUNICIPALITIES

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Report

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Since its inception, the Centre of Expertise has operated in a rapidly evolving context of decentralisation and local government reforms: the transfer of functions from the national to the local and/or regional levels has advanced in most member states, and decentralisation policies have captured increasing attention. The tools and methods of the Centre have developed over the course of its mandate to reflect these changes and emerging issues.

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The practical and impact-oriented "specific projects" are implemented in cooperation with local, regional, national and international stakeholders and are aimed both at improving the legislation and at strengthening the institutional capacity of all tiers of government.

The Centre is uniquely placed to balance the needs of central and local authorities to support multi-level governance. While maintaining an approach that focuses on understanding the needs of local governance actors, the Centre's connection to the Council of Europe's intergovernmental Committee on Democracy and Governance (CDDG) offers it ready access to high-level government officials from the 47 member states with a reservoir of knowledge and expertise in governance reforms.

Today, the Centre of Expertise aims to promote the relevant European standards such as the European Charter for Local Self-Government, and the 12 Principles of Good Governance through legal and policy advice, and through implementation of benchmarks, evaluation instruments and innovative methodologies ("tools").

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The Ministry of Interior shapes and implements the central government's human-centered policy. The anthropocentric action of the Ministry of Interior is based on the following policy axes:

- a. Qualitative upgrading of the services provided to the citizen, which is the main pillar of its policy with a particular emphasis on securing and consolidating meritocracy, objectivity, good administration and transparency.
- b. Deterioration of the housing problems of the displaced population and of the financially weaker classes of the society.
- c. Upgrading the role and restructuring of the Local Government with a systematic gradual expansion of its powers while at the same time ensuring financial independence in order to be able to respond effectively to modern requirements and to contribute efficiently to the collective effort of the state in the development of both urban and rural areas.
- d. Intensifying the efforts to modernize and simplify the procedures that prove to be inadequate to meet the modern requirements and needs of the citizens and to inhibit the main areas of competence of the Ministry (Urban Planning, Land use, Immigration, Asylum, etc.) with the simultaneous decentralization of powers.

UNION OF CYPRUS MUNICIPALITIES

The Union of Cyprus Municipalities is the association of Municipalities in Cyprus on national level. Its core functions are to contribute to the development of local government autonomy, as well as to act as spokesman of local government interests vis-a-vis the central government and other national institutions. It also takes an active stand in the relations between Cyprus and the European Union.

UNION OF CYPRUS COMMUNITY COUNCILS

The Union of Cyprus Community Councils is the association of Community Councils in Cyprus on national level. Its main objectives are the promotion of the members' powers, interests, rights and privileges and, in general, of the independence and self-sufficiency of community councils, the promotion of their cooperation, the expression of opinions to any Authority, Body or Organization aiming at the development and expansion of the local self-government system and the participation and in International Organizations, Congresses or Fora of Local Self-Government for representing its members.

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ACRONYMS

CAPA	Cyprus Academy of Public Administration	LA	Local Authorities
COE	Council of Europe	LSG	Local Self Government
CSO	Civil Society Organisation	NGO	Non-Governmental Organisation
HRDA	Human Resource Development Agency	TNA	Training Needs Assessment

EXECUTIVE SUMMARY

A Training Needs Analysis (TNA) was performed in the April-December 2017 period in order to:

- Provide independent and reliable field research into LSGs training that will allow the training to be developed in response to the needs and expectations of LSGs staff and appointed officials,
- Identify the training necessary for LSGs to properly fulfil their obligations.

The research developed through four main phases, during the April – December 2017 period:

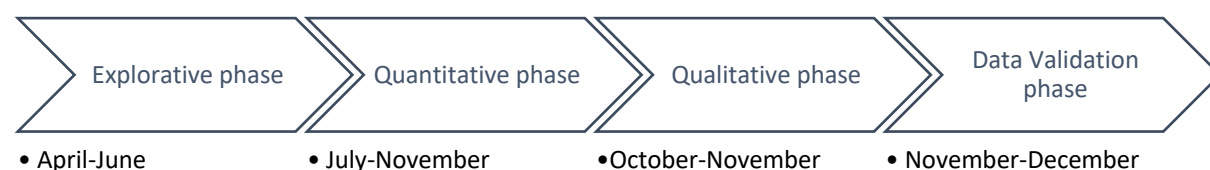


Figure 1 - Project phases and time-table

At the preliminary stage of the project (The Explorative Phase), meetings were organised between Council of Europe experts and significant local stakeholders of the local government system in Cyprus: representatives of the Parliament, the Ministry of Internal Affairs and local government unions. Those meetings enabled proper development of research methodology and the research tools used.

The Quantitative Research Phase implemented an on-line survey distributed among all LSGs. Through the on-line survey 106 valid responses were gathered. Out of this number, by the executives of 27 municipalities (90% of municipal councils), 55 communities with staff and 24 of communities without staff (22,5% of community councils).

The Qualitative Research Phase allowed for 18 individual in-depth interviews and 1 group interview with total of 22 participants.

Finally, in December 2017, data were validated at a Group meeting with representatives of the Ministry of Interior, the Union of Cyprus Municipalities and the Union of Cyprus Communities as well as during a Final Conference held on 15 December 2017 in Nicosia. The Conference's objective was to present the results of the survey about the perceptions of elected and executive members of LAs, the discussion of these results with the participants in the conference and the exploitation of the conclusions of the discussion for the formation of the final project's deliverable entitled "Report on Training Needs' Analysis of Local Government of Cyprus". The conference was attended by 65 people (elected and executive members of Cypriot Local Authorities - LAs), representing the main institutions dealing with the Cyprus Local Government system, i.e. Municipalities and Communities, Union of Municipalities and Union of Communities, District Administrations and the Ministry of Interior.

The following report provides an overview of the local government system in Cyprus (Chapter 1), the assessment of the local government system (Chapter 2), the management and operation of local government units (Chapter 4) and the training experience and needs (Chapter 5) as identified by LSGs. CSOs.

In order to define training needs, it is first necessary to identify the institutional and operational challenges faced by LSGs.

When looking at the sources of greatest difficulties, LSGs representatives consistently highlighted the following as most relevant:

- a. High level of dependency from the central government and extensive bureaucracy leaves limited space for decision-making power and autonomy;
- b. Municipalities and local communities are under-staffed (both in number and in capacities);
- c. Not sufficient financing for the responsibilities entrusted to the local authorities.

It should also be noted, that citizens' participation in policy making is limited. Civil engagement is mostly limited to direct contact with apical positions in the local administration. Nevertheless, the survey results do not indicate that local government representatives would attach any particular significance to citizen activation.

The findings from individual interviews held with local government leaders were confirmed in the results of systematised surveys but they indicate a somewhat different hierarchy of problems. At the first place of the list, they mentioned 'staff shortages in local administration'. Further on, they mentioned 'legal limitations of discretion in decision-making of local government in some areas' and 'no adequate financing of commissioned tasks'. What draws attention is a different perception of the importance of problems in municipal and community councils. The importance of staff shortages is slightly higher in the latter, while absence of adequate financing of tasks pursued by local government becomes particularly critical in municipal councils.

The data indicate that when asked about the most important specific needs related to the implementation of the local government responsibilities, the respondents mentioned particular attention to cleanliness and order in public places. This issue is of particular importance in municipal councils, followed by the need to invest in road infrastructure and to support local economic growth. In smaller units, additional importance is attached to issues such as space management and land management as well as 'activities of cultural institutions and upkeep of greenery'.

The analysis of survey data reveals a structural differentiation of development priorities: what comes to the fore in community councils are basic problems related to infrastructural deficiencies and the need to focus on day-to-day governance challenges (presumably this need arises from the generally limited resources). The priority in major centres is the effort to improve the quality of public services offered.

The interviewed Mayors and Presidents of community councils believe, in general, that, despite all the difficulties they face in the operation of their local government unit, their municipality or community council manages to offer *good* and *quality* services to their citizens (according to the responsibilities that fall within the law). However, the positive opinions on the performance of local government units, as presented during the interviews, should be largely viewed as an emanation of individual feelings or an effect of respondents' everyday observations which are, by their very nature, subjective. Indeed, survey data indicate that formalised reflection on the performance of local government units is a rare practice.

The collected answers indicate that in the case of municipal units, the areas of fundamental problems in the implementation of tasks include: 'Local public transport and local roads', 'wastewater and solid waste management', 'agriculture and rural development' and 'European integration'. In community councils, problems related to 'wastewater and solid waste management' and 'local economic development and investment attraction' come to the fore. The latter is the most important area in the smallest local government units, i.e. community councils employing no staff.

Our analyses enabled us to identify a relationship between the assessed efficiency of local administration and the sources of difficulty in local governance indicated by the respondents. In both types of units (municipal and community councils), the key issue that negatively affects the self-assessment of performance is the 'lack of competent staff'. However, according to the interviewed mayors and presidents of community councils, the improvement of performance in the operations of their local government unit relies on increased employment rather than on increasing their staff's competence. Moreover, extremely stringent job descriptions included in the collective public contracts, limit the possibility to have any flexibility in the work of the local authority's staff. This couples with the legal limits on incentives and sanctions, making it hard to count on a dynamic, motivated and result-oriented workforce.

In the quantitative study, the problem of insufficient competence of local government employees was identified, although the data do not indicate it as a fundamental issue. Worth noting is that competence problem seems to be more important in municipal councils than in community councils.

According to respondents' declarations in the 2016 survey, representatives of over 76% of municipal offices, nearly 70% of community councils and a half of offices employing no staff participated in various external training events and courses.

The interviewed LAs' leaders admitted that there does not seem to be an adequate mechanism for developing the competence of their staff. Training needs' assessment or analysis tools are not being used systematically for identifying the training needs of their staff. At the same time there is a general acknowledgement by the interviewees that it is necessary for training and capacity building to be provided to the staff of their municipalities or community councils through a more structured and targeted method.

Through the interviews, a variety of soft and hard skills training requirements were identified, although the need for soft skills was highlighted by many of the interviews' participants as key. The following list includes all the training postulates mentioned during the interviews:

- Soft Skills: (general management and communication skills, mind-set change, HR management, performance management, time management, leadership, ethics, communication with the public, customer satisfaction, conflict management, increasing productivity, coaching and counselling, budgeting, motivating and planning)
- Hard skills (legislation, ICT (basic and specialised software programs), e-government, accounting, responsibilities of elected representatives, taxation, EU funds)

It is important to bear in mind that the diagnosis of training needs should help to identify the discrepancies between the current knowledge of potential training participants and the knowledge which is required or desirable for some reason. Therefore, the training postulates submitted by the research participants were verified in relation to the declared problem areas in the work of local government offices.

Data analysis has shown that the most important training needs for the staff of municipal offices (at least in relation to the difficulties experienced by local government units) include training in the following areas: 'work time management', 'managing human teams, team work techniques, conflict resolution', 'European integration' and 'local public transport and local roads'. At the same time the most important training needs of community council employees include training in 'local economic development and investment attraction', 'wastewater and solid waste management', 'services to elderly', 'agriculture and rural development' and 'European integration'.

1. INFORMATION ABOUT THE RESEARCH PERFORMED – A METHODOLOGICAL NOTE

1.1. INTRODUCTION¹

A training activity in the life of an organisation means that there is a striving need to achieve a different—and, by definition, better—and desirable state of its operation. Training needs arise from deficiencies related to constraints or imperfections in human activity, primarily deficiencies in knowledge or skills. In this sense, they should be distinguished from other factors, which exert influence on the functioning of organisations. Notably, it is rare that actual developmental constraints would result from insufficient competences of people who are part of the organisation. The condition of that organisation may deviate from the expectations due to various legal, institutional or historical considerations. This discrepancy may also be connected with the social or political context or limited availability of human or financial resources. Therefore, in an assessment of training needs, the issue that comes to the fore is not the subject-matter of training (i.e. its content, target recipients, manner of organisation) but, rather, the reasonability of training under the existing circumstances.

A Training Needs Analysis (TNA), therefore, should offer an answer to the question on whether it is indeed the educational effort that will help the organisation to attain the desirable state of affairs. After all, it might well happen that mayors, heads of administration, or other officials do have the necessary knowledge and skills to act but legal regulations or other systemic constraints prevent them from performing their tasks efficiently.

It is important to realise that specific training needs always correspond with specific institutional challenges. With a minimalist definition of expectations, the required skills will be different versus a situation where goals are defined comprehensively and broadly. Therefore, the assessment of training needs helps to identify the discrepancies between the knowledge held by potential targets of educational efforts and the knowledge, which, for some reason, is required or desirable.

In this spirit, we can talk about two ways to identify training needs:

- Description of training-related expectations (or desires), OR
- Identifying the required competences (or, in other words, providing a prescriptive definition of training needs).

In the former case we are dealing primarily with training-related wishes (desires) of specific individuals whereas in the latter case we are talking about a systemic necessity of (need for) training. The key challenge is to know how to separate desires from needs. In the case of public administration system, officials' training-related wishes are constrained by their awareness levels and their motivation for personal growth whereas needs stem mostly from the way the system is organised and from reform programmes developed by political leaders.

¹ Adapted from Training Needs Assessment for Local Government in Malta (2014), by C. Trutkowski, Council of Europe Expert, Poland, and Appointed Expert to the project MT04/1 "A Partnership for Creative Governance" pp 8-10. (2014)

1.2. TNA: OBJECTIVES

The key objective of the TNA was to identify training-related expectations of local administration staff as well as the needs with regard to further strategic training of LSGs staff in Cyprus.

The research aimed at identifying:

- The existing status of knowledge and previous experience of key groups of local government staff and elected representatives;
- The need for improved knowledge and professional skills;
- Attitudes towards training;
- LSGs willingness to participate in training and the affordability of training.

1.3. RESEARCH IMPLEMENTATION

The aforementioned objectives of the TNA necessitated the implementation of a relatively extensive research endeavour consisted of four components:

- **Explorative phase - April-June 2017**

In order to carry out an assessment of training needs, an in-depth consultation with significant stakeholders of decentralised public administration is required. Such consultations help to develop proper research tools, adapted to local conditions, and to devise a proper research execution plan, taking account of the local context.

At the preliminary stage of the project, meetings were organised between Council of Europe experts and significant local stakeholders of the local government system in Cyprus: representatives of the Parliament, the Ministry of Internal Affairs and local government unions. Those meetings enabled proper development of research methodology and the research tools used.

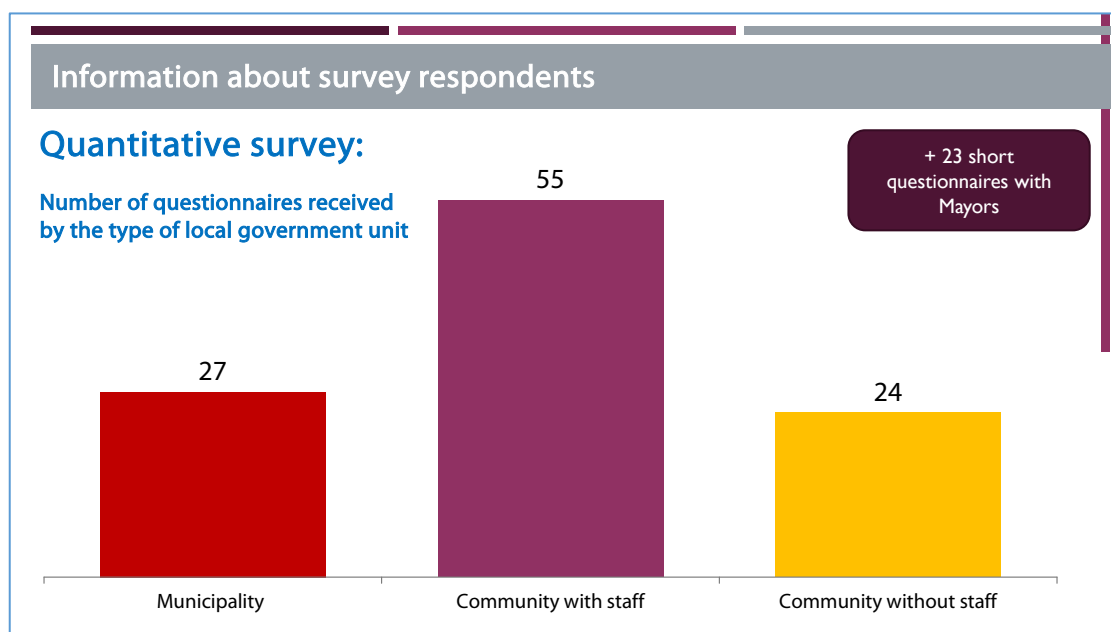
- **Quantitative phase - July – November 2017**

Surveys are the main component of the training needs assessment. According to the general methodological assumptions that have been adopted, surveys provide systematic data, representative for the population of local government units in the country concerned.

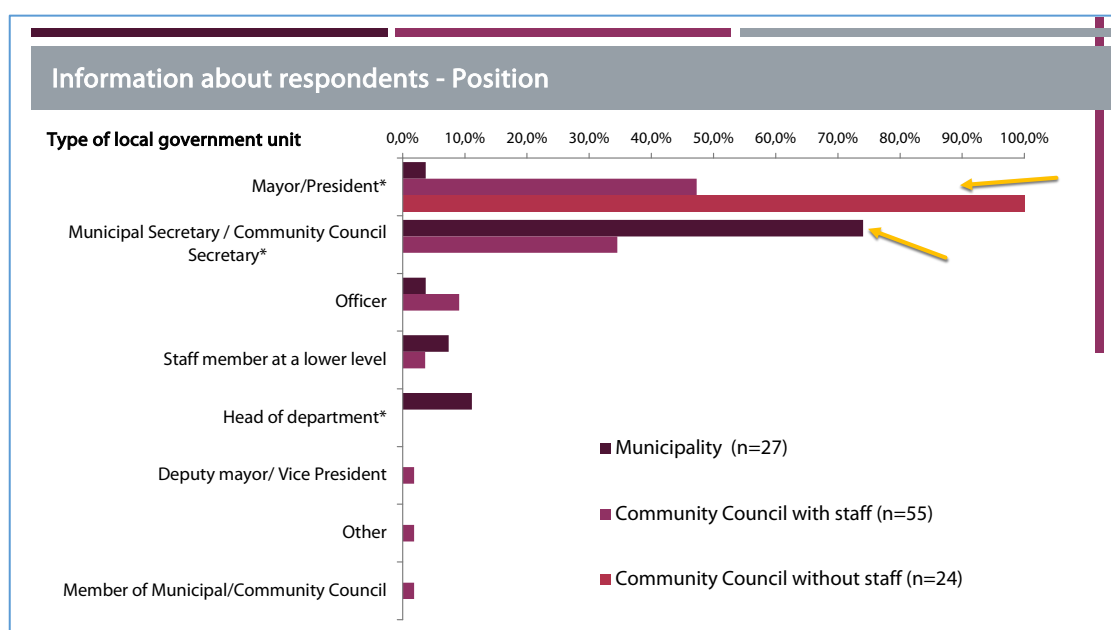
Two independent surveys were conducted under the project:

- A study based on a paper questionnaire conducted among mayors during the conferences organised by the Union of Cyprus Municipalities (a total of 23 completed questionnaires were collected, which corresponds to 90% of municipal councils);
- An online study (Computer Assisted Web Interviews) carried out in local government units:
 - 27 in municipalities (90% of municipal councils);
 - 55 in communities with staff and 24 in communities employing no staff (which corresponds to 22.5% of community councils).

Graph 1: Information about survey respondents: participation of local government units in the study, by type



Graph 2: Respondents' positions in local administration



- Qualitative phase - September- October - November 2017**

As a rule, qualitative studies are conducted to complement extensive surveys. Qualitative studies are employed to get an in-depth insight into the milieu of public service provision by local government units, to identify the conditions that determine the actual responsibility of administration for the effects of service implementation and a more contextualised needs identification in the area of competence development among local government personnel.

In Cyprus 21 LGSs (municipalities and community councils) were selected in order to allow for diversity in terms of geographical distribution, size and level of socio-economic development.

In September and October 2017, 19 in-depth interviews (IDIs) were conducted with key stakeholders representing the following groups:

- Municipalities - 14 Mayors
- Communities - 7 Presidents of the Council
- District Office - 1 District Officer

- **Data Validation phase - November – December 2017**

The validation phase enables a more in-depth analysis of the obtained research results. It also paves the way to a discussion over the accumulated data and to the development of recommendations that would be useful from the perspective of strategic planning of personnel development for local government needs.

The key element of this stage of the project (apart from a number of bilateral discussions held) was a conference organised on 15 December 2017 in Nicosia, where the preliminary conclusions from the training needs assessment were presented and discussed.

2. THE LOCAL GOVERNMENT SYSTEM IN CYPRUS

The Republic of Cyprus has an integrated system of local government that includes municipal councils (mainly in urban areas) and community councils (mainly in rural areas). Since 1974, almost 37% of the territory of Cyprus remains under Turkish occupation. The following analysis deals with the local government operating in the part of the island under the control of the internationally recognized government of the Republic of Cyprus.

The territory of Cyprus is divided into six administrative districts: Famagusta, Kyrenia, Larnaca, Limassol, Nicosia and Paphos. In fact, these administrative districts fall under the central government's direct control. They are run by District Officers, who are senior civil servants appointed by the government. Administrative districts constitute a lower deconcentrated level of the central government's operation. The main function of the District Officers is to coordinate the activities of the central ministries in their area of jurisdiction, operating under the direct control of the Ministry of Interior. Moreover, they oversee the legality of the works of the Community Councils.

Although there is a single-tier system of local government in Cyprus, local authorities are divided in two types: municipalities (mainly in cities with more than 5,000 inhabitants) and communities (for rural areas). They have a different legal and administrative status and a different range of powers and responsibilities when it comes to the level of delivery of services.

2.1. BASIC LEGAL FRAMEWORK, COMPETENCE, POWERS AND SERVICE DELIVERY

The legal framework: an overview

The 1960 Constitution recognises local authorities only in an indirect way requiring, on the one hand, that single municipalities must be established in the five largest towns of the Republic, namely in Nicosia, Limassol, Famagusta, Larnaca and Paphos for both the Greek and the Turkish communities². In fact, the focus of the Constitution was not to lay down the very basic rules of local government, but rather, to regulate the relationship between the Greek Cypriots and Turkish Cypriots Communities providing that the composition of municipal bodies must be based on the proportional representation of the two communities.

Furthermore, the Constitution does not define the basic rules of local government; rather, it regulates the relationship between the Greek Cypriot and Turkish Cypriot Communities, providing that the composition of municipal bodies should be based on proportionate representation of the two communities. The Constitution also provides for separate taxation at local level for the two communities, as well as separate responsibilities for the issuance of permits relating to building infrastructure, sites' or construction works or for the development of town planning.

² Republic of Cyprus (1960), Constitution of the Republic of Cyprus, Article 173

The legal and administrative status of municipalities is governed and determined by Law No 111/1985 on municipalities³. This law has been amended more than fifty times since its entry into force and is undergoing a complete revision at present, as a long-term process or attempt to reform the local government system in Cyprus is in progress. Each municipality is a legal entity governed by public law, which means that it can sue and be sued under its own name and interest.

The legal status, organizational issues, duties and functions of the community councils are governed by the Communities' Law of 1999⁴, which has also been amended several times.

There are 30 municipal councils and 350 community councils fully operating. Additionally, 9 municipal councils and 137 community councils officially exist although their area of intervention is in the occupied area. In theory, all occupied municipalities and community councils retain the status of a local government's unit; nevertheless, since they are outside the government-controlled area, their main functions are mostly limited to organizing cultural events.

Competencies and powers


Municipalities have much greater powers and responsibilities and larger budgets than communities. There is a considerable variation among municipalities and communities on powers, responsibilities and budgets on their executive level of operations. In general, Community Councils and Municipal Councils, according to the two above mentioned Laws, have a general competence, which means they can manage all local affairs and exercise all the powers provided by the law. The councils and the mayor or president of community council, exercise the powers and tasks of the local government. Tasks and powers not defined within the two specific Laws or other laws fall within the remit of the central government departments. In spite of the specific provision of the law on the general competence of local governments in local matters, the same laws define their main obligatory tasks and functions, nevertheless, on operational level, specific procedures contribute in notable distinctions in regards to the level of control which is exercised by the central government between the functioning and delivering of Municipalities and Community Councils. The main difference in this aspect arises from the fact that any action put forward by the Community Councils lies under the legitimacy check of the District Officer. On the other hand, Municipalities do not have such restrictions and therefore, they may initiate in practice any of their decisions.

Service	Delivering Authority			Remarks
	Central Government	Municipalities	Communities	
GENERAL ADMINISTRATION				
Police, Fire protection, Civil protection				Local authorities may appoint traffic police
Criminal justice				
Civil status register				
Statistical office				
EDUCATION				
Pre-school (kindergarten & nursery), Primary, Secondary				
Vocational, technical and adult education				
Higher education				

³ Republic of Cyprus (1985), The Municipalities' Law, (N. 111/85)

⁴ Republic of Cyprus (1999), The Communities' Law, (N. 86(I)/99)

SOCIAL WELFARE				
Family welfare services				Local authorities may establish and run nursing homes
Welfare homes				
Social security				
PUBLIC HEALTH				
Primary care				
Hospitals				
Health protection				
HOUSING & TOWN PLANNING				
Housing				
Town planning				
Regional planning				
TRANSPORT				
Roads				
Transport				
Urban roads, Ports, Airports				
ENVIRONMENT & PUBLIC SANITATION				
Water & sanitation				
Waste collection & disposal				
Cemeteries, crematoria and Slaughterhouses				
Environmental protection				
Consumer protection				
CULTURE, LEISURE & SPORTS				
Theatre & concerts				
Museums & libraries				
Parks & open spaces				
Sports & leisure				
Religious facilities				
UTILITIES				
Gas services, District heating, Electricity				
Water supply				
ECONOMY				
Agriculture, forests & fisheries				
Local economic development/promotion				
Trade & industry				
Tourism				

Table 1 - Government, Municipalities and Communities: Competencies and powers⁵
 Sole responsibility service

 Joint responsibility service

The Municipalities' Law assigns municipalities the task of urban planning. In Cyprus, this power is mostly limited to issuing building permits. In fact, urban planning responsibility seems to be an authorized state administrative task because, as the law implies, a municipality can exercise any planning responsibility "that the Minister can transfer to it". Another important function of municipalities is water supply. Municipalities provide the construction, maintenance and operation of water systems of their own local area. In addition, they maintain drainage systems in the municipal area. Municipalities are responsible for street maintenance, construction of public roads and bridges, street lighting and cleaning of public spaces. They are also responsible for the collection and disposal of waste. They also operate public cemeteries, baths, lavatories and other sanitary facilities.

Certain supervisory and regulatory powers of municipalities are also laid down by the law, such as the control of all bakery products, the regulation of the "breeding or keeping of any animals and birds", or

⁵ Source: Loizou E. (2017), Methods and Policies of Social Development and Cohesion in the Local Authorities of Cyprus, PhD Thesis in Public Administration, University of Nicosia, Cyprus

the establishment, maintenance and operation and control of slaughterhouses. Municipalities can issue gas station licenses and ad serving licenses, sales licenses for alcoholic beverages and tobacco and permits for dog possession. Urban planning permits are only issued by the municipalities of Nicosia, Limassol, Larnaca and Paphos⁶. In fact, it is a responsibility of the state administration that has been entrusted by the central government to large urban centres. In addition, municipalities are responsible for certain economic tasks and functions, such as regulating local businesses and commerce, as well as local markets.

In addition, municipalities can promote, according to their financial means, a wide range of activities and events, including arts, education, sports and social services. However, when reviewing municipal responsibilities and functions, it is impressive how many local public affairs are not regulated and managed by municipalities. Essentially, most local public services, such as social welfare, public health, education, housing, public transport and environmental protection are not fulfilled by them, but by the central state administration. It is also noteworthy that the Cypriot municipalities have only mandatory duties, which means they do not have the power to undertake voluntary tasks and functions or initiatives on behalf of the local population.

Focus on Local development

Local authorities have a strictly limited role in the design and implementation of local development projects. Although the Municipalities' Law, allows municipalities to carry out such projects (e.g. construction of municipal buildings / facilities, construction of roads etc.), they need prior approval of the central government for both the technical aspects of the project and in terms of financial data, including the loan for the project. For municipalities, almost all local developments are planned and managed by the central government. The operation and functions of communities are relatively similar to those of municipalities. The main difference is that for any action, community councils need to be checked for legitimacy (and therefore approved) by the District Officer.

Focus on Human Resources Management

In order to understand the conditions for the management of human resources in the Cypriot LAs, their multi-level dependence on the central government should firstly be explained. The main reason is that Cypriot municipalities, and (even more so) community councils, have limited sources of revenue, which adds to the aforementioned dependence.

Municipalities directly recruit staff, but the relevant regulatory framework for the municipality needs to be approved in prior by the central government. In particular, the municipal council determines the positions of the municipal service. Consequently, it issues relevant municipal regulations (after approval by the Council of Ministers) which are published in the Government Gazette⁷. These positions include the "senior posts" such as those of the Municipal Secretary⁸, the Municipal Engineer, the Municipal Cashier, the Municipal Doctor, the Municipal Health Inspector and the head of any "independent" department⁹. The municipal Council also appoints staff in the "lower positions"¹⁰.

⁶ the four central or 'metropolitan' municipalities

⁷ Republic of Cyprus (1985), The Municipalities' Law, (N. 111/85), Article 53

⁸ the City Manager, in private entities the CEO

⁹ Republic of Cyprus (1985), as above, article 54

¹⁰ as above, article 55

In practice, these provisions of the law are implemented as follows. Municipalities submit their budgets to the Ministry of Interior on an annual basis. These budgets include needs in staff. More precisely, they include the necessary qualifications, the expected wage matching on the scale and an explanatory memorandum; a justification on the need to create the proposed position, as well as the outline of the position. The Minister of Interior with the assent of the Minister of Finance approves the budget.. Employees are appointed either as permanent (with a probationary period) or on contract (fixed-term employees).

The career path of the staff in the local government is similar to the Public Administration's. The salary scale is a sixteen-step scale. A typical public officer corresponds to A8¹¹ (initially) and reaches, on average, within a decade to A10¹², completing his retirement (usually) on the A11¹³ salary scale. It is worth noting, however, that the (particularly strong and influential) Municipal Secretary usually corresponds to the A15¹⁴ salary scale.

According to the law, the municipal council has full disciplinary powers, imposing disciplinary penalties ranging from simple reprimand to forced retirement and dismissal (which, however, the latter require a majority of 2/3). In order to promote optimal utilization of staff, employees may offer their services (or part of them) in other municipalities, if they naturally consent¹⁵. The responsibilities of the municipalities include the establishment of a pension fund for municipal employees, the contribution to the welfare fund of the municipal employees and their insurance.

Correspondingly, the conditions are quite similar in community councils for their employees, as well as the broader framework for recruitment and placement with some, however, substantial variations. More specifically, the budget, including proposals for new staff posts, is submitted to the District Officer. The latter proposes in this regard, while the final decision (whether or not to create the position) is taken by the Ministry of the Interior. It is worth noting, of course, that the community councils are practically deprived of staff.

According to the Statistical Service of the Republic of Cyprus, in 2016, 3.144 persons were employed in municipalities and 1.120 persons were employed in community councils¹⁶. The following table provides the yearly number of employees in local government in the period 2006-2016.

¹¹ According to the list for Personal Emoluments and Pensions currently in force the entry Gross Annual Salary (13 months) is: €26.539,37, more information at:

<http://www.treasury.gov.cy/treasury/treasurynew.nsf/All/6A65FBE342C54324C22580FB002242EB?OpenDocument>

¹² as above: €37.136,84

¹³ as above: €43.898,14

¹⁴ as above: €70.106,27

¹⁵ Republic of Cyprus (1985), as above, article 61

¹⁶ Statistical Service of the Republic of Cyprus (2017), Employment in the wider public sector: Yearly data, available at: [http://www.mof.gov.cy/mof/cystat/statistics.nsf/All/7DE40A0E3FEA7D76C22577AC0040F37D/\\$file/LAB-PUBLIC_SECTOR-A95_16-EL-230317.xls?OpenElement](http://www.mof.gov.cy/mof/cystat/statistics.nsf/All/7DE40A0E3FEA7D76C22577AC0040F37D/$file/LAB-PUBLIC_SECTOR-A95_16-EL-230317.xls?OpenElement)

Year	Number of Employees in Local Government		
	Total	in Municipalities	in Community Councils
2016	4.264	3.144	1.120
2015	4.267	3.127	1.140
2014	4.359	3.219	1.140
2013	4.642	3.502	1.140
2012	4.854	3.714	1.140
2011	4.796	3.516	1.280
2010	4.677	3.397	1.280
2009	4.612	3.332	1.280
2008	4.435	3.165	1.270
2007	4.333	3.083	1.250
2006	4.209	2.972	1.237

Table 2 - Number of Employees in Local Government
(Source: Republic of Cyprus, Statistical Service)

In the area of human resource development and education, there is a relative lack in the local authorities of Cyprus. There is a need for an empirically based training, which should be in line with modern administrative models and be able to contribute to the achievement of a self-governing culture based on management-by-goals. Some training and educational seminars are being carried out in municipalities, as well as seminars aimed at executives providing services to municipalities and communities; nevertheless they are not provided based on a training needs' assessment within the local authority, but only upon offer. Training seminars are usually offered by the Cyprus Academy of Public Administration (CAPA), the Human Resource Development Agency (HRDA) of Cyprus, academic institutions, other private entities or NGOs.

2.2. LOCAL FINANCES

The main sources of revenue of municipalities are municipal taxes, fees and duties (professional tax, immovable property tax, hotel accommodation tax, fees for issuing permits and licences, fees for refuse collection, fines etc.), as well as state subsidies. Taxes, duties and fees represent the major source of revenue while state grants and subsidies amount to only a small percentage of the income. The central government, however, usually finances major infrastructure projects undertaken by the municipalities, but this largely varies for each project.

On the other hand, Community Councils have very limited financial resources. Basically these minimum resources come from taxes based on the provisions of the Communities Law, such as the exercise of a profession tax, dog holders' tax, water supplies tax, fines, license fees, collection fees and state subsidies, which in many cases reach the 90 % of their total income.

Focus on Budget procedures

LAs have their own annual budget, which includes all their revenues and expenditures. The yearly budgets of municipalities are submitted to the Council of Ministers for approval and their accounts are audited annually by the Auditor General of the Republic. Municipal loans also need to be approved by the Council of Ministers. The Community Councils' yearly budget must be sent to the Ministry of Interior as well as to the District Officer for being checked, and then it is submitted to the Council of Ministers. These are not just formal processes, since the central government has a significant influence on the content of local budgets. Local authorities should also submit financial reports to the central government. After the end of each financial year, the municipalities must prepare accounts for the implementation of their annual budget and submit them to the Auditor General for auditing. Following his audit, the Auditor General submits the audited accounts together with his report to the House of the Representatives (Parliament) and to the Minister responsible for the organization of the official issue. Respectively, the community councils submit their draft budget to the District Officer in order to follow the same process.

Focus on Sources of Revenue

More than 55% of the main revenue sources of local authorities are 'own revenues', that is, local taxes, as well as fees, tolls, duties and fees levied and collected in accordance with the provisions of the law. In addition, local authorities may receive income from rents and gains resulting from municipal / community councils' property, as well as from fines and penalties imposed by the local authority. As described above, part of local government revenue comes from central grants. The Municipalities' Law states only that "the budget of each Council's revenue is subsidized annually" with central grants after a proposal by the Council of Ministers and with the approval of the House of the Representatives (Parliament). The law does not include any principle or rule for the calculation or allocation of these grants, since there is no reference to the types of government subsidies. The percentage of general government budget subsidies amounts to about 40% of the total local government revenue (see table below), but their percentage may be different in the different municipalities. State subsidies are broken down into different titles, such as a subsidy for operating costs (current expenditure) or a loss of business tax. In addition, community councils receive a subsidy for street lighting.

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
<i>The share of state sponsorship in total local government revenue in %</i>	57.5	49.8	45.2	45.8	53.3	55.6	58.9	56.1	38.9	39.3	41.2

Table 3 - Share of state sponsorship in total local government revenue in %
(Source: Republic of Cyprus, Ministry of Finance)

In addition to the annual sponsorship, the central government provides also special grants to local authorities for development projects. The amount of these subsidies varies according to the approved projects and the financial situation of the respective local authority. In practice, most sections of such local development projects are funded from the state budget, as local authorities (particularly communities) do not have sufficient capital expenditure for this purpose. Although there is no

standardized share of the central contribution to local development projects, according to estimates, usually 70-90% of all investment costs come from the state's budget.

LAS have the power to levy local tax on any property within their geographical boundaries. The law determines the tax rate, which is 1.5% of the value of the property. The tax must be paid by the owners of the respective real estate. The law empowers local authorities also to impose a business tax on legal persons exercising any business, industry, craft, labour, trade or occupation within the local authorities' boundaries as well as taxes on all payments made by any person to enter any public entertainment. The law sets the maximum tax rate. In addition, municipalities can impose sewerage taxes and waste taxes.

According to the Municipalities' Law, municipalities may receive loans, from the bank holding their account, any amount or amounts not exceeding the estimated revenues of the respective local authority unit over twenty per cent. For each loaning, municipalities must obtain the prior approval of the Council of Ministers. Under the Communities' Law, community councils are also in a position to obtain a loan, with the consent of the District Officer and the approval of the Minister of Finance.

Local authorities receive grants from the central government proposed by the Council of Ministers and approved by the House of the Representatives.

2.3. LOCAL GOVERNMENT REFORM

Currently, administrative reform's plans are being discussed extensively. The whole process was initiated in 2011 and the main lines of the reform have been developed so far. If the planned changes are implemented, the range of powers and responsibilities of all local authorities and the way in which public functions are executed will be deeply impacted.

Prior to the launch of this process, a study by the National Centre for Public Administration and Local Government in Greece¹⁷ was drawn up in 2009, which for the first time officially demonstrated the distance between the competences of local authorities in Cyprus and the principles of financial autonomy, subsidiarity, complementarity and proximity, based on the existing institutional framework in a number of policy areas.

Subsequently, the government, and in particular the Ministry of Interior, commissioned a new study on the restructuring of local government in 2014, which was carried out by the National School of Government International (NSGI) U.K. The final report¹⁸ was delivered to the Ministry in April 2014. According to the report, the overall capacity of the local government is very low, namely:

- a) there is no strategic vision for local government and the relations between central and local government;
- b) local governments should focus more on the citizen as a client;

¹⁷ National Centre for Public Administration and Local Government (2009), Study for the Reform of Local Government of the Republic of Cyprus, Study prepared for the Union of Cyprus Municipalities and the Union of Community Councils of Cyprus

¹⁸ National School of Government International - NSGI (2014), Local Government Reform in Cyprus: Final Options Report, produced upon request of the Cypriot Government, available at: [http://www.crcs.gov.cy/crcs/crcs.nsf/All/A9A11EF491A77B8FC2257E34002FD5B5/\\$file/Local%20Government_Final%20Report.pdf](http://www.crcs.gov.cy/crcs/crcs.nsf/All/A9A11EF491A77B8FC2257E34002FD5B5/$file/Local%20Government_Final%20Report.pdf)

- c) there is a lack of coordination and communication between different parts of the central government;
- d) the central government has too many responsibilities and it is not enough “to allow”;
- e) there is an absence of performance management and improvement culture (both at individual and organizational level); and
- f) there is little practical improvement in terms peering at institutional level.

The Ministry of Interior strategy was based on the positions expressed in the report of the UK experts. However, following discussions highlighted the diverging position of the representatives of the local government, namely the two Unions¹⁹. Such standpoints mainly regarded the process of reform, the new structures proposed and the reduction of the number of local authorities either through abolition, or combinations, or clustering of services, etc. Eventually, the two Unions, seeking to substantiate their own views and positions on the consultation process, commissioned a third study, completed in 2015, to Italian experts²⁰. This study proposes, as a first step, the creation of clusters, both between municipalities and communities, or mixed clusters wherever possible. In a second phase, it is proposed to gradually reduce the number of municipalities through mergers and, in the future, to further decrease it (the final proposed number of municipalities is 12). This study did not attach much importance to the analysis of competences and policies, but it was largely spent on defining the steps to restructure the organizational structure of the local government system in Cyprus.

Therefore, the consultation that followed has mainly dealt with the new proposed organizational structure of the local government system and the division of existing competences among the tiers of local government rather than looking at and analysing further competences on the basis of the International Conventions, which the Republic of Cyprus has ratified.

Finally, three legislative proposals have been drafted: two of them amend the Municipalities’ and Community Councils’ laws and one refers to the establishment and operation of the 'Provincial Councils', their competences and other relevant issues. Under the relevant law proposal, five Provincial Councils are planned to be set up. In fact, they are mandatory local government consortia that undertake the most costly tasks and functions from municipalities and community councils. They will function as water management councils as councils with sewerage and waste disposal tasks which will also fall within the scope of their responsibility. The power of planning and building permits is also suggested to be transferred to them. These three law proposals were submitted at the House of the Representatives (Parliament).

2.4. THE SYSTEM OF LOCAL PUBLIC ADMINISTRATION IN THE EYES OF LOCAL GOVERNMENT LEADERS

There seems to be a vast agreement among interviewees (leaders of municipalities and communities) that the local government system in Cyprus was established according to conditions which existed a long time ago. The system still operates under the same framework without serving the needs of the modern society. The system appears, in this perspective, too centralized and not entirely in line with the European Charter of Local Self-Government. In fact, although the Charter has been ratified by the

¹⁹ Union of Cyprus Municipalities and Union of Community Councils of Cyprus

²⁰ The study was elaborated by Notoria International (<http://www.notoriainternational.com/home>) and led by Mauro Giorgini and Alessandro Martinelli.

Republic of Cyprus, its provisions are still not in force. This stated, there seems to be a widespread agreement that relevant reforms are an urgent matter.

“The Charter provides for autonomous local government units... the autonomy of local authorities in Cyprus is very limited.... the system is very centralized and remains the same from the time it was designed...More responsibilities should be moved from the central government’s competences to the lower level of local authorities which is more proximate to the citizen... the role of municipalities needs to be modernized in a more business-like perspective and concept”

As one elected representatives emblematically stated:

“...in Greece, there is local self-government (τοπική αυτό-διοίκηση), whereas, in Cyprus, there is local-management (τοπική διοίκηση)”.

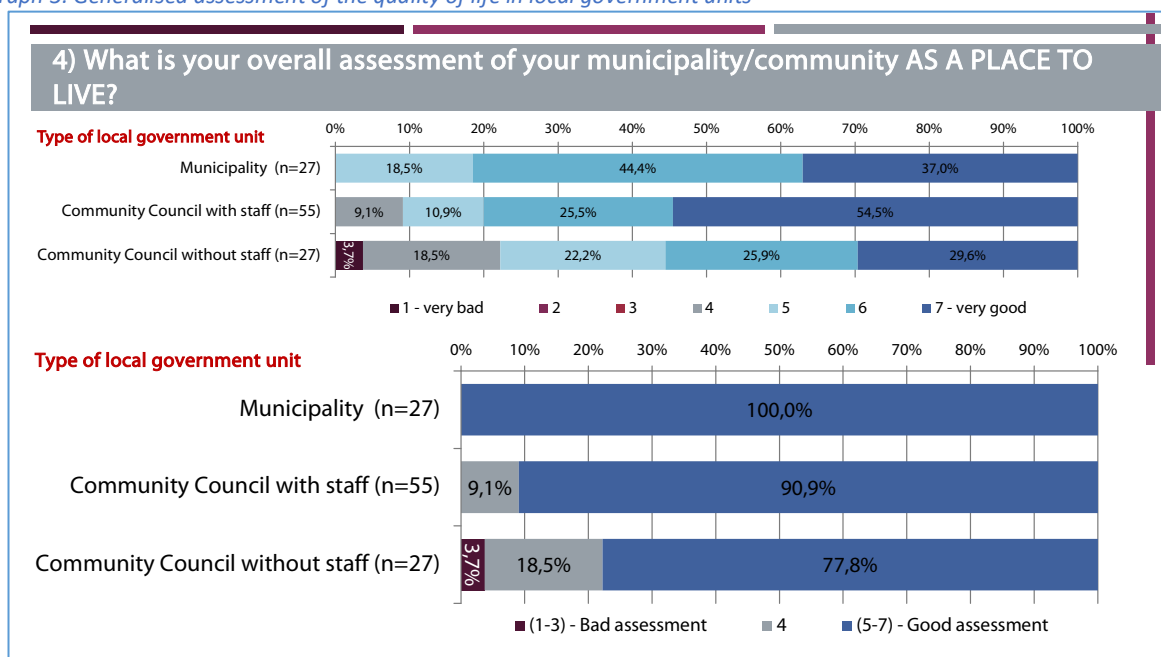
Overall, interviewed elected representatives shared the feeling that the current operation of the local government system is more negative than positive, reporting, in this perspective, several elements highlighting the limited autonomy of local government.

“The degree of freedom for a local authority is very limited. Citizens are expecting from us a lot of things to provide, nevertheless most of their demands do not fall under the responsibility of a local authority, they fall under the responsibility of the central government. Under these conditions, how can we serve the local needs?”

3. QUALITY OF LIFE ASSESSMENT AT THE LOCAL LEVEL AND PERCEPTION OF DEVELOPMENT PRIORITIES

Before presenting research results that concern the perception of key problems and challenges faced by the local administration in Cyprus, it is worth drawing attention to the very positive general assessment of the quality of life at the local level. Of course, it is important to remember that this assessment was made by representatives of local government rather than by ordinary residents. Nevertheless, the consistent tonality of the survey results means that they can be treated as reliable. The data indicate a slightly greater scale of inefficiencies or problems in the smallest units, i.e. in 'communities without staff'.

Graph 3: Generalised assessment of the quality of life in local government units



3.1. EXPECTATIONS TOWARDS LOCAL GOVERNMENT AND CIVIL ENGAGEMENT

Citizens expect from local authorities to manage the different problems they (as individuals) face. In addition, usually they do not understand or are informed about the competences of local authorities (i.e. *for which policies and tasks they are responsible and accountable?*). Citizens contact their local authority because it is easier for them to access it directly, instead of getting involved in communication with the several departments of the central government. Overall, one of the main shortcomings for local government is that they are not called to perform controls over those central government's functions which, however, directly impact on the daily life of the citizens.

“Most citizens do not care for common issues in our municipality. The high number of our municipality's people has overwhelmed their interest or care about common issues of our society. Individualism is more obvious nowadays. They only care if an issue affects them directly, or if it is a problem that they face in their daily life (for example they come to us

if they have a problem with their neighbours' barking dog, or if a tree is blocking their way out of their house parking etc.)"

"Citizens come to us for several requests. Most of the times we need to explain them that their request does not fall under the responsibilities of our municipality. Even though, they expect from us to have an intermediate role and contact the respective central government's department for dealing with their issue. They keep coming to us for their requests because the access is easier, more personal and they believe that we can put pressure on the central government to manage their requests in less time..."

Citizens' participation in policy making is limited. Civil engagement is mostly limited to direct contact with apical positions in the local administration. Nevertheless, the survey results do not indicate that local government representatives would attach any particular significance to citizen activation. Only 16% municipal units mentioned passivity of citizens as a problem that obstructs the day-to-day governance of their unit. In community councils, such mentions were even less common. At the same time, none of the analysed local government units indicated the need to increase citizen participation in decision-making as a priority for the local government. Moreover, based on the data obtained, one can conclude that this is also not a factor that would affect the perceived quality of life at the local level.

Most municipalities have established a 'complaints office' or 'citizens' office' to give the opportunity to citizens to express their needs.

"The municipal secretary, as well as the mayor, is in the front-line when it comes down to managing and respond to citizens complains. The municipality has, inter alia, established a hot line for citizens to report specific cases to the administration."

"In our municipality, we have established a citizens' complaints office where we receive numerous of their demands"

Public hearings are held mostly to review the local development plan (which is drafted by the government centrally but is reviewed locally, for local authorities to provide suggestions). Such consultation is foreseen by the law but there are cases, where the municipalities organize them autonomously in case of initiating specific or new projects.

"We organize public consultation meetings, but not very often. We organize them once a year. In some cases, we organize hearings in smaller groups (e.g. per neighbourhood) in order to deal with specific issues in that area..."

"Public consultation is used mainly when we intent to implement a new project. Nevertheless, there is no formal procedure of doing so..."

In terms of civil engagement, experience shows that citizens themselves are often reluctant to accept changes. Personal meetings of the mayor with the citizens (both outside and inside the town-hall) represent still the main information sharing and participation tool.

"I have made available one day of the week for accepting citizens in my office in order to hear about what they have to say. We discuss about their complaints, suggestions, and needs etc...."

“When we call for public consultation the participation is limited. Only in cases when a large number of our citizens are affected (negatively) by a matter, then they show interest in getting engaged in discussions with the local authority...”

“Personal contact is the only tool we have to awaken citizens’ responsibility and sense of ownership/love for their municipalities”.

Public consultation and citizen’s engagement is even more limited in the case of the community councils. There is no use of any official tool for engaging the citizens in the community council works.

“Public consultations are limited. The participation of citizens heavily relies on personal contacts with the council members, or it is activated on specific projects with given stakeholders. However, information sharing should be improved”.

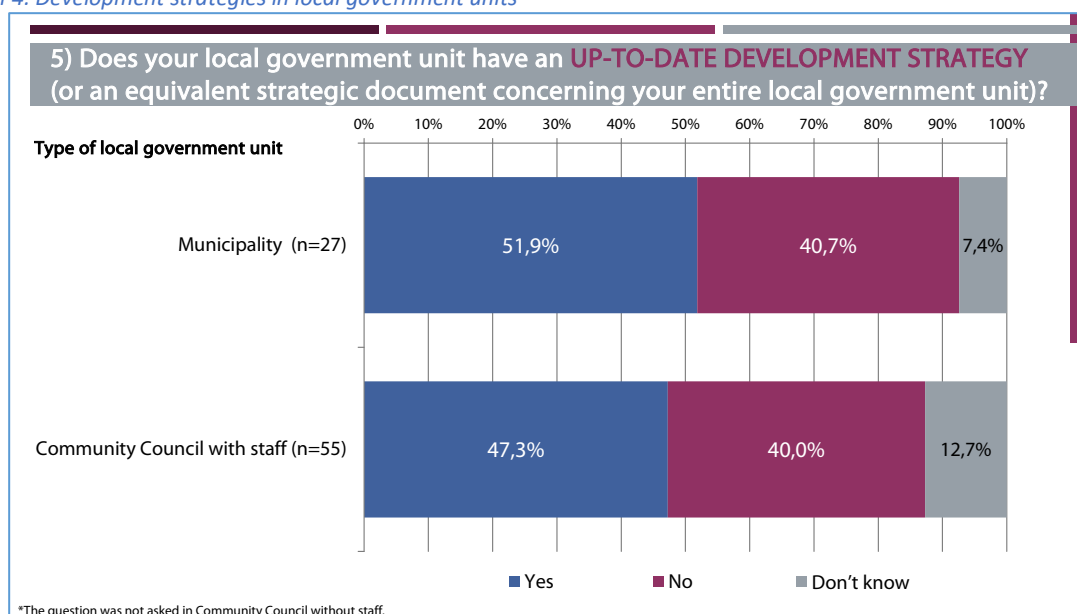
Although civil participation is limited in general, there are a few cases where innovative methods are used for getting the citizens engaged in the operations of the local government unit. For example, a reported good practice was highlighted, among others, in one interview:

“Each year we dedicate €200.000 from our budget in a fund which is called ‘Development Budget’. Through this budget we initiate projects, each one with a maximum budget of €50.000. To decide which kind of projects we should initiate, we ask from the citizens or local stakeholders to submit their ideas according to their perception or defined needs. These ideas are published online and then we ask from our citizens to vote for the best solution. Therefore, this is a process through which projects are being promoted and initiated only by the citizens”

3.2. STRATEGIC MANAGEMENT AT THE LOCAL LEVEL

Survey results indicate that approximately a half of local government units in each systemically defined group has an up-to-date development strategy.

Graph 4: Development strategies in local government units



An interesting insight gathered by the conducted interviews is on strategic planning taking place in the largest municipalities. The main reason for this is that the central municipalities (Nicosia, Paphos, Larnaca and Limassol) are eligible for and receive funds from the Structural Funds of the Republic of Cyprus (more specifically through the Priority Axis 6 - 'Sustainable Urban Development' included in the Operational Program 'Competitiveness and Sustainable Development'). Through the specific Priority Axis, infrastructure projects are allowed and therefore, these Municipalities are requested to prepare and present a strategic plan for their development so that the proposed projects are approved by the central government.

"We have our strategic plan which was outsourced and prepared by private consultants, it was submitted to the government and it is now under implementation. We had to prepare this strategic plan in order to define how we would better spend the money that we receive from the structural funds"

There is however a more general feeling that strategic planning is not so important and that what matters is the implementation of different actions according to the needs of the local society.

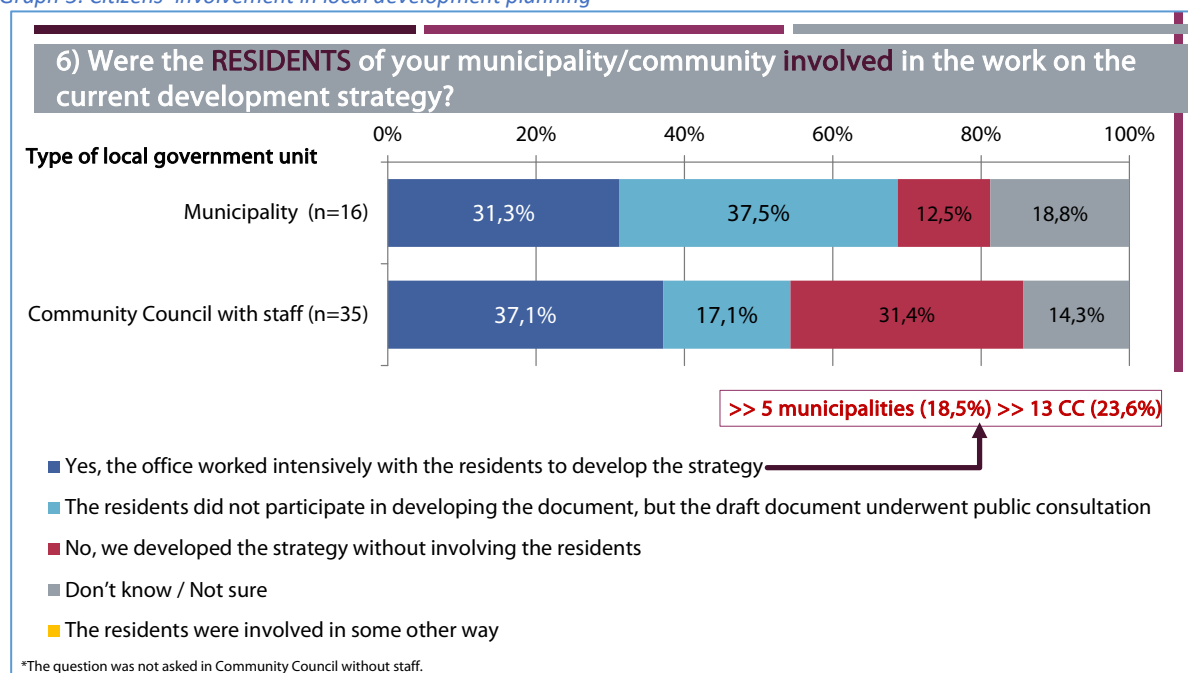
"Strategic Planning and strategic plans have been extensively discussed in the past. The municipality, however, is not so concerned with planning but to carry out actions. Like, for instance, the use of structural funds. Efforts should not be put in theory but in practice, immediate actions to the benefit of the local community".

On the other hand, all other local authorities are still not eligible under the specific policy instrument and, therefore, they seek financing for their projects either in their own resources, or in state's subsidies, or in other funding mechanisms. However, the absence of available funds for infrastructure project's initiation does not leave room for a more strategical planning, but rather boosts efforts dedicated to seeking funds for single initiatives or specific projects.

"No, we do not have a strategic municipal plan. What should we do with such a plan? It is very difficult to decide and spend money on strategic planning since there are no resources to support its implementation. We focus our efforts on promoting projects according to the municipal council's vision and the citizens' needs."

It should be noted that the inclusion of citizens in the drafting of strategy documents is far from a common practice. In merely 1/3 of local government units which have development strategies in place those documents were drafted in collaboration with, and with the involvement of, local residents.

Graph 5: Citizens' involvement in local development planning



3.3. DEVELOPMENTAL PRIORITIES AT LOCAL GOVERNMENT UNITS AND THEIR IMPLEMENTATION

The interviewed leaders of local government units said that due to the financial difficult conditions, there is limited space for development. Needs are increasing, nevertheless only limited implementation takes place.

"Our society is moving very fast and gets modernized every day. The needs increase and differ from time to time. Nevertheless, our capacities remain stuck on the same levels and our finances do not allow for acting according to the demand"

The main objectives of local authorities according to the opinion of the interviewees is to keep their area of intervention clean, to improve the financial capacity of their local authority and to be able to improve the quality of the services provided to the citizens.

"Under the conditions, we focus our efforts on keeping our municipality clean; we are trying to meet our responsibilities within the limited space left for extra actions due to the financial conditions and because of the government's control. Our objective is to improve the way we offer the services that our citizens need, that would be to improve the quality of our services and to reduce the time that the municipal mechanism needs to respond to our citizens' requests"

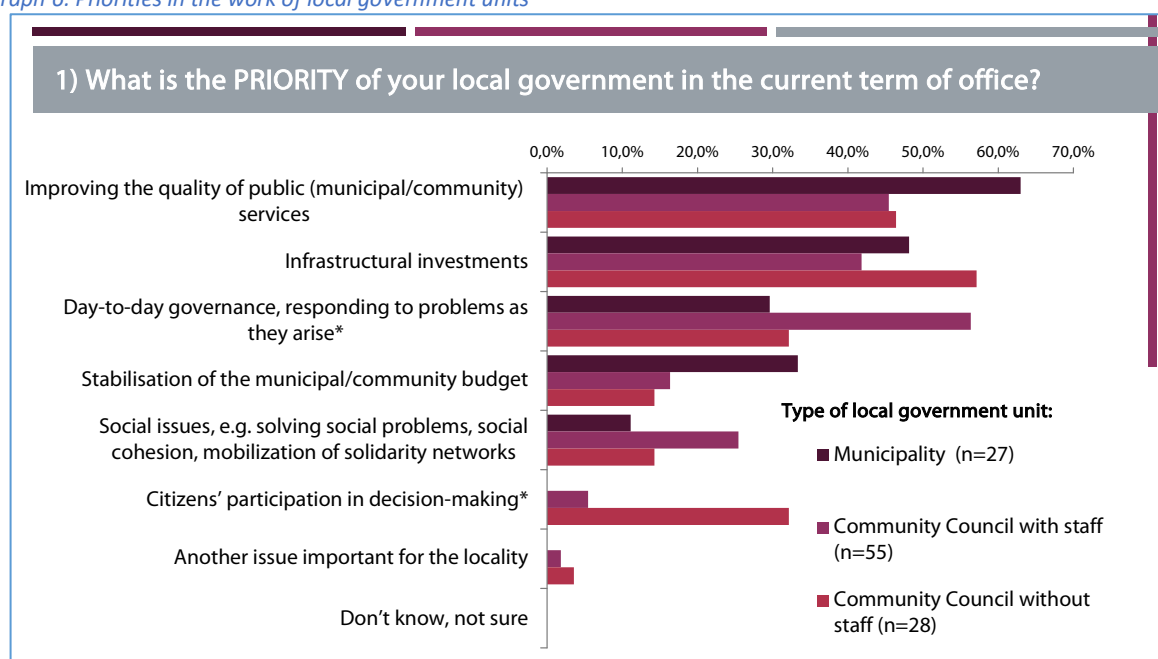
Furthermore, there are specific sectors, where the municipalities need to act upon, such as the reduction of cost for municipal buildings operation (i.e. energy consumption), reduction of street lighting costs through upgrading to led lamps, road construction and pavement's improvement and promotion of citizens' engagement²¹.

²¹ APPENDIX IV presents an interesting case study in terms of local initiatives in the framework of the local government's system reform

“We need to turn our attention for actions in specific sectors that would benefit our financial status, in order to be able to plan better. For example, we pay a huge amount yearly for street lighting. We need to change all the lamps into led lamps. We need to fix many pavements along the streets that need maintenance and we were not able to do it because of shortages in our budget. We also plan to reduce our municipal building’s energy consumption for saving more money.”

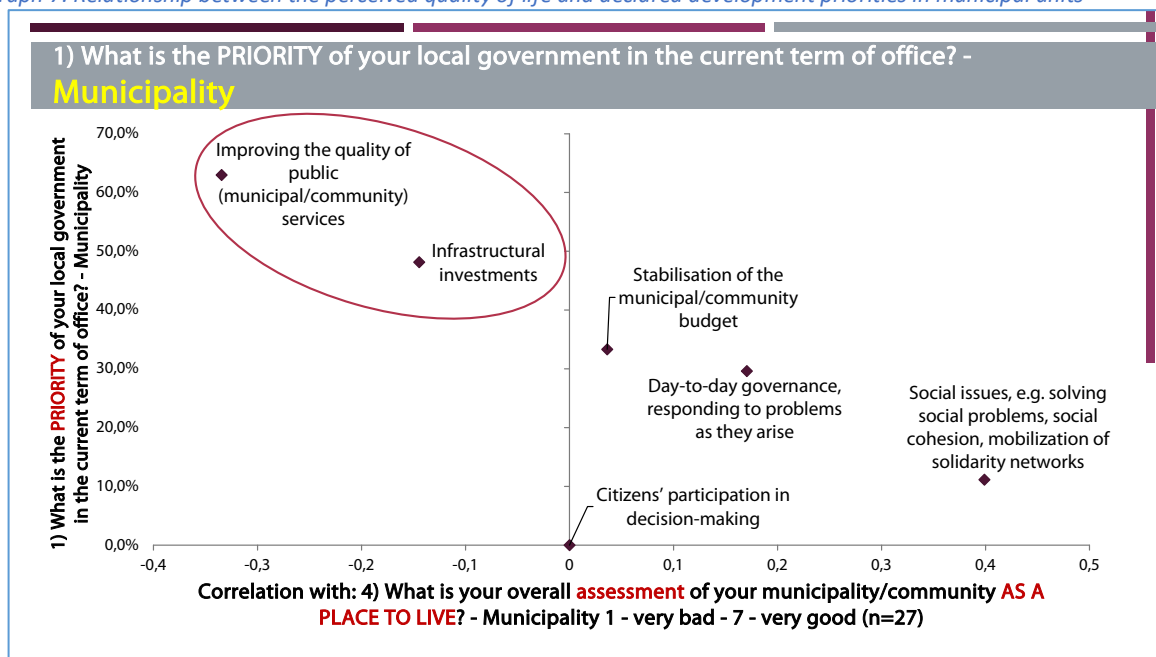
The analysis of survey data reveals a structural differentiation of development priorities: what comes to the fore in community councils are basic problems related to infrastructural deficiencies and the need to focus on day-to-day governance challenges (presumably this need arises from the generally limited resources). The priority in major centres is the effort to improve the quality of public services offered.

Graph 6: Priorities in the work of local government units



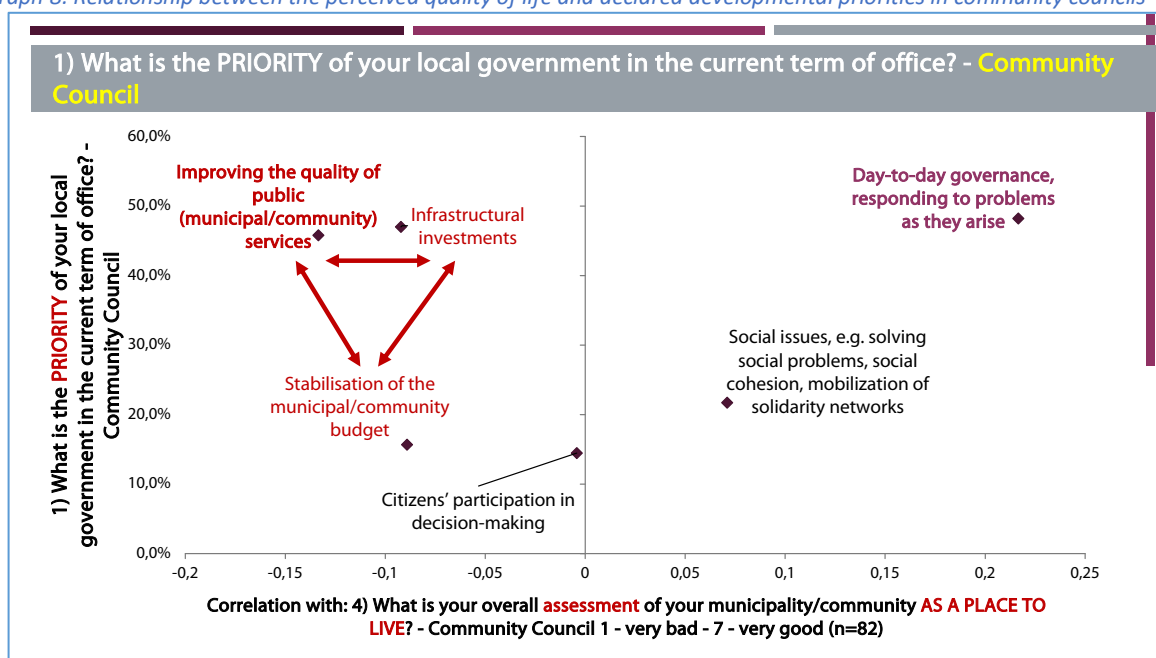
Worth noting is that the survey revealed a dependency between the perceived quality of life at the local level and the perception and identification of local development priorities. In municipal centres, which attach most importance to infrastructural investments and improved quality of public services (i.e. fairly essential needs), the overall perception of the quality of life is lower. In contrast, in units where the investment needs and needs related to the implementation of services do not represent a major challenge, life quality assessment generated higher marks. At the same time, the need to pay more attention to social issues was mentioned more frequently.

Graph 7: Relationship between the perceived quality of life and declared development priorities in municipal units



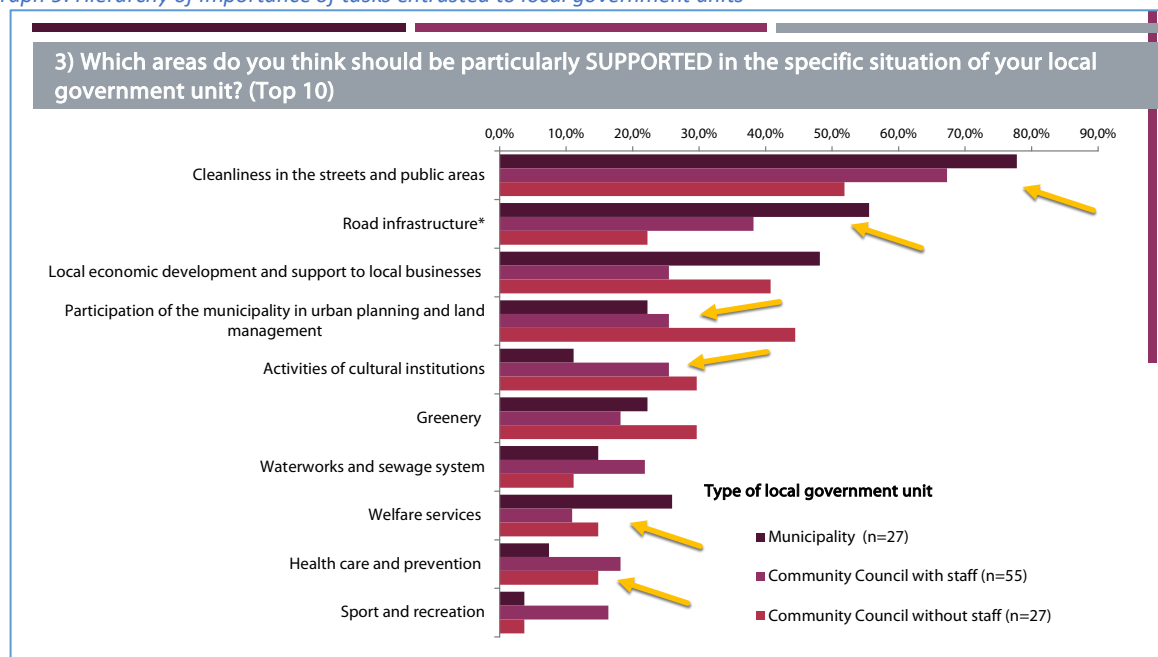
On the other hand, responses from community councils indicate a strong relationship between economic inefficiencies (the need to stabilise the unit's budget), infrastructural inefficiencies and those related to the implementation of public services and the assessment of a local government units as a place to live. It can be said that in many smaller localities one can observe a deficiency of resources at the disposal of public administration and the possibilities to improve the quality of life of residents. In this sense, research draws attention to the developmental disproportions between municipalities and community councils.

Graph 8: Relationship between the perceived quality of life and declared developmental priorities in community councils



The data indicate that when asked about the most important specific needs related to the implementation of the local government responsibilities, the respondents mentioned particular attention to cleanliness and order in public places. This issue is of particular importance in municipal councils, followed by the need to invest in road infrastructure and to support local economic growth. In smaller units, additional importance is attached to issues such as space management and land management as well as 'activities of cultural institutions and upkeep of greenery.

Graph 9: Hierarchy of importance of tasks entrusted to local government units



3.4. PROBLEMS IN LOCAL GOVERNANCE AND FACTORS THAT UNDERMINE EFFICIENCY

Three general setbacks are defined by the interviewed elected representatives concerning the functioning of the local government system in Cyprus, which are marked as the main elements that prevent the local authorities to fulfil their tasks against the needs of local societies:

- d. High level of dependency from the central government and extensive bureaucracy leaves limited space for decision-making power and autonomy;
- e. Municipalities and local communities are under-staffed (both in number and in capacities);
- f. Not sufficient financing for the responsibilities entrusted to the local authorities.

During the final conference most of the participants strongly agreed with the above mentioned points:

"The dependence of local authorities on the state is absolute and this is demonstrated through the management method of the industrial areas, the requirement of the central state for the preparation and approval of PCNs (Project Concept Notes) for each project that local authorities are promoting and through the audits and budget approvals".

"The problem of bureaucracy is deep and is further aggravated by the various conflicts that occur between different governmental departments involved in the same process, each one having different responsibilities for the same matter".

Nevertheless, there was also a limited response, which expressed the following opinion:

"In regards to the wider environment of local government in Cyprus and, in particular the problems of the 'level of dependency from the central government', 'under-staffed (in numbers and capacities)' and 'not sufficient financing', further investigation should be carried out. In depth analysis is further required to draw conclusions and suggestions for addressing these issues."

High level of dependency from the central government and extensive bureaucracy leaves limited space for decision-making power and autonomy

The most important constrain as it was stressed by almost every interviewed elected representative is that, when it comes to decision-making for issues concerning local development, several approvals are required from different departments of the central government. This often causes dependency, delays (due to complex and long-lasting bureaucratic procedures) and limited freedom for direct action, according to the decisions made by the municipal or community council.

"When we receive a decision for a project, we cannot proceed immediately, because we first need to get approvals from different departments of the central government..."

"If my council was appointed the competence together with the responsibilities, many projects would have been implemented in a very short time"

"...a recent road construction intervention (planned and managed by the central government) was causing distress to the local community since the works were not performed properly. The municipality could not intervene because such monitoring and control falls outside its functions..."

"I was calling the director of the Department X from the central government in order to convince him to deal with a specific demand of the municipality (to issue a permit for a project that we wanted to implement), that means that I was calling to put pressure on him to do his job! For two months I was not able to contact or reach this person and I kept receiving messages from his secretary that he was in meetings or absent from the office..."

One of the elected representatives gave a well-structured and clear example to explain how this dependency on the central government prevents local authorities proceeding in projects' implementation, irrespectively of their urgency.

"Some years ago, there was an urgent need, defined by the municipal council as well by the citizens for constructing a pedestrian overpass at a specific place in the municipalities' area. This overpass was the only way to give the citizens the opportunity to safely cross a high speed main road in the municipality. The lives of our citizens were in danger every day. Our municipal council made the decision immediately. Then we had to inform the responsible governmental departments about our decision, to convince the Ministry of Interior and the Department of Public Works of the Ministry of Transport, Communications and Works about the urgency of the situation, so that they would put it in their priorities as a project, to be designed, get all necessary approvals and permits, allocate the funds and then it would be possible to be implemented. This procedures never ended, and after 4 years what was the result? A large private business was built nearby that point of the

road. It considered that this solution would provide more income to the business since more people would be able to access easily their store and they decided to construct the pedestrian overpass through their own resources. In six months the project was already finished...”

Similar, or even more problematic conditions apply in the case of the community councils.

“When we decide for projects to be implemented in our community according to our local needs, we need to include this suggestion to the budget we prepare and we submit to the District Officer. The District Officer checks and approves the budget yearly. It is up to the District Officer to decide whether this project will be approved or not... We cannot proceed in any action without the consent and permission of the District Officer”

An interview conducted with one of the District Officers confirmed the perception of the presidents of the community council.

“Our duty as District Office is to check on the legitimacy of every decision is made by the community councils according to the law. We represent different central governments’ competences on a lower level (district level) and we provide our support mainly to those local authorities that do not have any staff for initiating projects according to their needs”

Municipalities and local communities are under-staffed (both in number and in capacities)

Local authorities’ leaders have limited flexibility in hiring and managing staff. Hiring in the public and the wider public sector (including local authorities) is forbidden except from special cases, due to a *moratorium*, entered into force after the decision of House of the Representatives, as a consequence of the financial crisis. The *moratorium* regulation is in compliance with the obligation contained in the *Memorandum* to reduce the number of public sector employees by 4,500 between 2012 and 2016 through *inter alia* freezing recruitments. It should be noted, however, that its period of implementation has been extended and, therefore, it is still in force.

“I need to hire people in order to fulfil my responsibilities as the elected leader of my local authority. The existing staff cannot meet the increasing demands of the local society, nor the increased needs for development. I am not allowed because of the moratorium. I am not allowed to fire personnel as well.”

“There are local authorities without people in crucial positions, such as Municipal Secretary or Municipal Engineer or Municipal Cashier. Can you imagine the difficulties for those local authorities to operate? However, they cannot hire... Services provision has been severely impeded by the financial crisis, limiting the municipality capacity to acquire new equipment and hire new staff (not even to cover for positions left vacant by retirements). Thus, the municipality is stuck with inefficient staff, few resources and obsolete equipment...”

“Presidents of the community council function as the local authority’s CEO, cashier, secretary etc. in order to fulfil their tasks... In our case, most of my time is spent in administrative work and there is no much space left for strategic thinking or planning. I even need to use my own personal resources for carrying out my duties as president of the community council (use my own car, work during my free time etc.)”

The interviewees also unanimously highlighted the existing limitations in the termination of staff contracts. It is even difficult for them to re-allocate their staff in different departments within their municipality.

“Sexual misbehaviours at the work-place or fraud are about the only two situations when a municipal worker can be fired... both very difficult situations to be proved officially and legally”.

“If I decide that I need to move a number of my employees in another department of my local authority and the employees do not like this change, I will first face the reaction of the employees, then the reactions of the trade unions representing these employees and maybe some interventions from political parties”.

Furthermore, it was stressed that due to the above-mentioned setbacks, municipalities turn mainly on the private sector through out-sourcing specific services, such as the garbage collection, parks and green spaces maintenance, cleaning of public spaces and infrastructure development, following the national public procurement legislation.

“Being understaffed, we need to out-source some of our services to the private sector. The services we out-source are ‘garbage collection, green spaces maintenance, elaboration of technical studies for infrastructure projects and cleaning”.

The same applies to community councils lacking staff, with the difference that they need to acquire the prior approval of the District Officer. Community councils out-source responsibilities for basic services, such as management of their tax collection, citizens’ servicing and technical support.

“The level of out-sourcing is determined by the provisions of the central government and it is included in the yearly budget which is checked by the District Officer”

“Having not enough employees, we out-source some basic services, such as the responsibilities of the community council’s financial officer (who we do not have), the procedure for ‘maturing a project (elaboration of studies, issuing the necessary permits etc.)...”

There are specific cases where different types of Inter-Municipal Cooperation take place (formally or informally), in order to cover their staff shortcomings

“We cooperate with our neighbouring municipality for covering specific positions such as the position of the head of technical department, some positions of the health departments etc.”

“We cooperate with other municipalities in out-sourcing together some of our services such as the garbage collection.”

During one-to-one interviews, local government leaders also admitted that except from the above-mentioned problems, there are also several external factors that intervene and affect the management of the local government unit, such as the trade unions’ and the political parties’ influence.

“Hiring staff paves the way to party politics. This influence on the hiring process does result into the selection of not sufficiently motivated and skilled employees. Moreover, it also implies that if it would be rational to employ only one person, three or four people need to be employed to satisfy all pressures coming from political parties.”

“When the council decides that some of our employees need to be moved to another department of our municipality, because we want to focus on enforcing a specific service we provide, if the employees do not like our decision, the next day we will have to deal with their trade union’s representatives and begin a long-lasting discussion and struggle with them. The worst thing is that we are requested to provide justifications why we made this decision”

Not sufficient financing for the responsibilities entrusted to the local authorities and restrictions in forming a budget that corresponds to the local needs

The potential for local development as well as the fulfilment of the responsibilities of local authorities are directly link to their financial capacities. Most of the local authorities in Cyprus (except from the ones that collect big amount of taxes and therefore there is a guaranteed and sufficient annual income – mainly tourism destinations) are highly dependent on the central governments’ yearly subsidy to be able to meet their objectives. Furthermore, actions taken by different central government bodies tasked to control the financial policy of local authorities are, in the respondents’ opinion, a source of major problems in the functioning of local government units.

“Since 2013, due to the fiscal crisis, there is a cut-off in the state’s subsidy at almost 50%. Some local authorities do not have sufficient own resources and therefore they limit their operation in struggling to provide the main public services under their responsibility without any possibilities for further actions for development”

“Each year we struggle to prepare our balanced budget and submit it to the central government for control and approval”

“Our financial abilities rely on the central government because it approves the municipality’s budget”

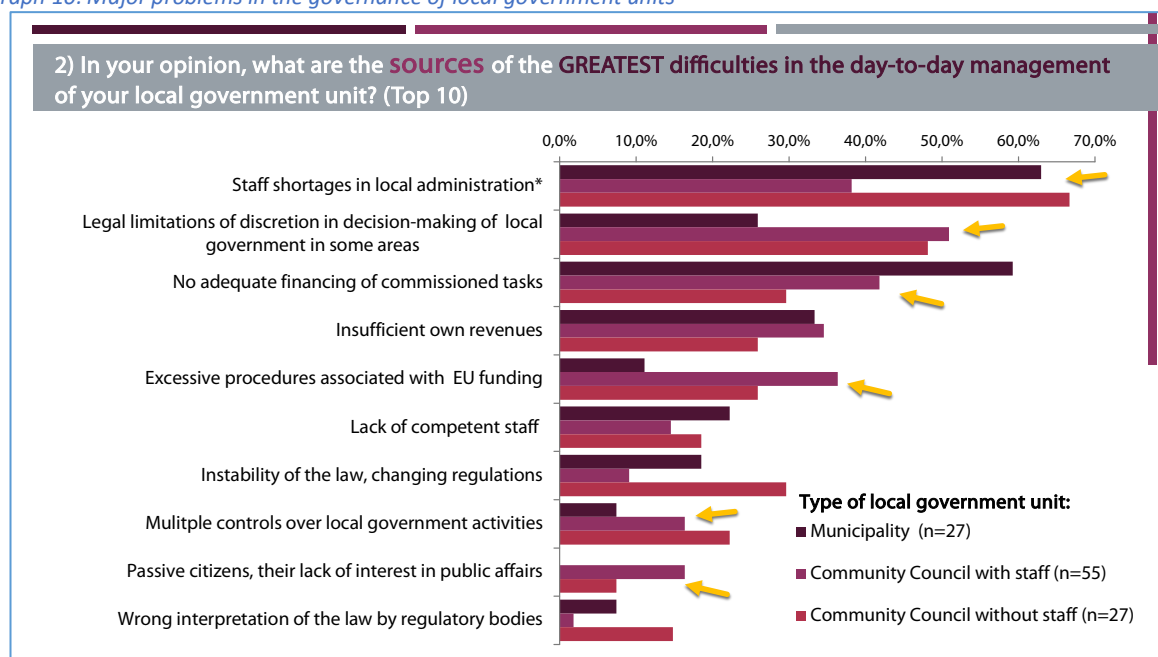
“Local authorities need to gain more financial autonomy to be more efficient. Setbacks concern the organization of the office, finance depends on the central government, which is approving the municipality’s expenditure.”

Furthermore, if a local authority decides to allocate more amounts of money in specific budget categories, there is a restriction for an allowance of a maximum (minus or plus) 10% per budget category.

“The law allows me to increase by 15-20% my total expenditure but does not really allow the reallocation of resources across budget items up to a very limited percentage of 10% (in comparison to previous years)”

The findings from individual interviews held with local government leaders were confirmed in the results of systematised surveys but they indicate a somewhat different hierarchy of problems. At the first place of the list, they mentioned ‘staff shortages in local administration’. Further on, they mentioned ‘legal limitations of discretion in decision-making of local government in some areas’ and ‘no adequate financing of commissioned tasks’. What draws attention is a different perception of the importance of problems in municipal and community councils. The importance of staff shortages is slightly higher in the latter, while absence of adequate financing of tasks pursued by local government becomes particularly critical in the former.

Graph 10: Major problems in the governance of local government units



3.5. PROVISION OF PUBLIC SERVICES BY LOCAL GOVERNMENTS

Above all, it should be stressed that the economic situation of the country largely determines the conditions under which local government units fulfil their tasks. There is a common understanding that public services are provided under very difficult conditions. As one of the mayors explained in more detail:

“Services provision has been severely impeded by the financial crisis, limiting the municipality’s capacity to acquire new equipment and hire new staff (not even to cover for positions left vacant by retirements). Thus, the municipality is stuck with inefficient staff, few resources and obsolete equipment”

Nevertheless, the interviewed mayors and presidents of community councils believe, in general, that, despite all the difficulties they face in the operation of their local government unit, their municipality or community council manages to offer *good* and *quality* services to their citizens (according to the responsibilities that fall within the law). It should be noted, however, that this evaluation arises from the feedback they reportedly get by their communication with their citizens, as well as by the low numbers of complaints expressed by their citizens. Nevertheless they all admit that there is room for improvements.

“We manage, despite the difficulties (financial, under-staffed etc.), to provide to our people very good services. We manage to keep our area of intervention clean, we organize several cultural events and in general, we try to meet the needs and demands of our citizens. The general feeling that we get from our citizens is that they are satisfied with what we offer under these conditions. But, there is always room and need for improvements”

“I think that we manage to provide good quality of services to our citizens. When I talk with them, they do not complain about the services we provide, they rather express themselves with satisfaction towards our services”

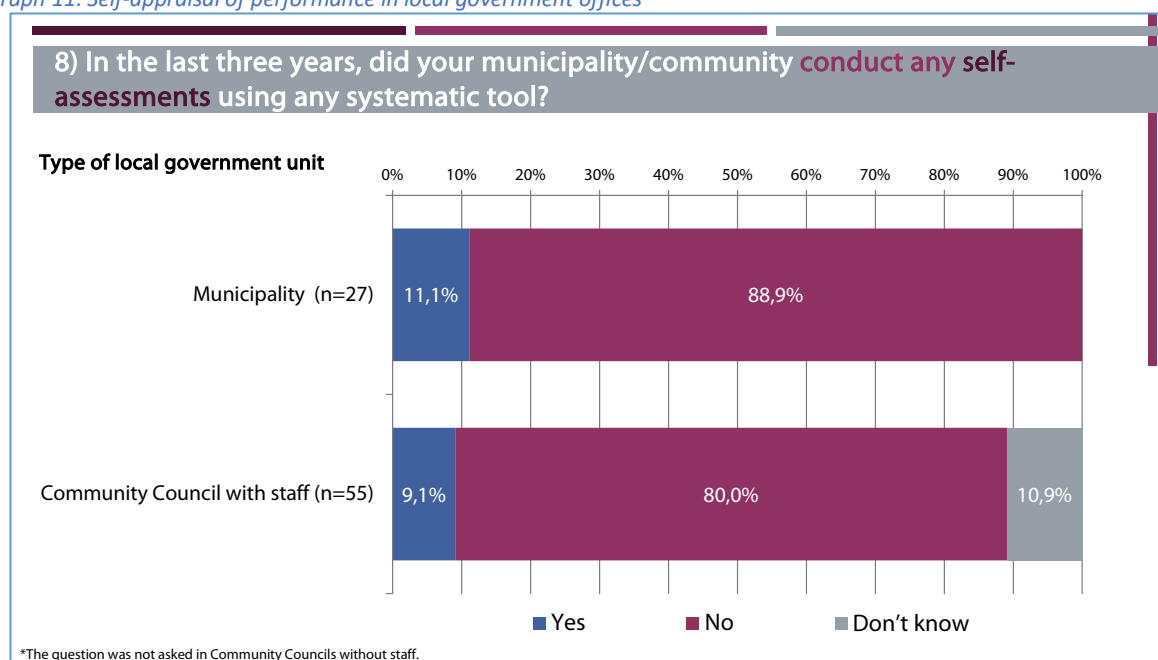
“If you count the number of complaints that we receive, you may realise that they have been reduced dramatically in the last years. That means that our municipality satisfies their needs in regards to provision of services”

Performance appraisal and sources of knowledge about the performance of local government units

The positive opinions on the performance of local government units, as presented during the interviews, should be largely viewed as an emanation of individual feelings or an effect of respondents' everyday observations which are, by their very nature, subjective. Indeed, survey data indicate that formalised reflection on the performance of local government units is a rare practice. Only 11% of municipal units declared that they carried out some self-assessment of their performance with a structured tool in the last three years. The situation looks even less optimistic in community councils.

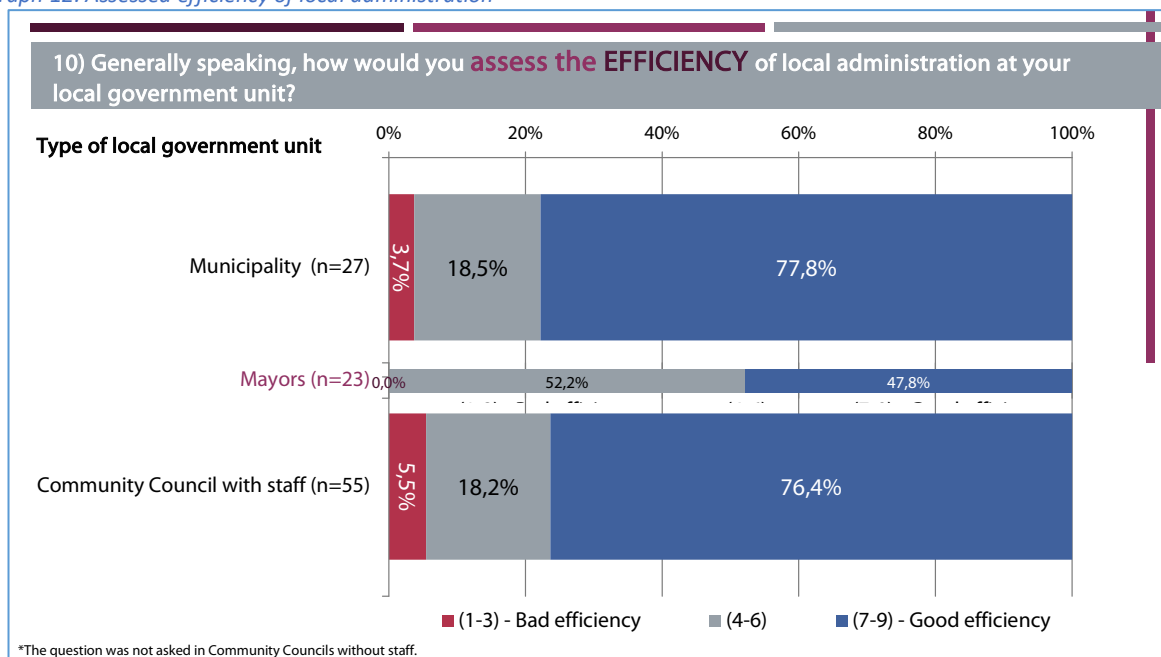
Based on the data obtained from the survey, we can conclude that LAs do not seem to have a formal and systematic approach to internal performance appraisal, which would evaluate the employees according to specific targets aiming at improving the operations of the local government unit.

Graph 11: Self-appraisal of performance in local government offices



The absence of systematic performance monitoring among local government units may result from the lack of conscious needs in this respect. This may be indicated by data whereby more than three quarters of the respondents positively assess the efficiency of local administration in their respective units. It is worth noting that we are dealing with a concomitant belief in performance efficiency and the absence of evaluation practices.

Graph 12: Assessed efficiency of local administration



Regardless of the results of qualitative research which have been presented here and which were, quite naturally, determined by the content of questions asked, it should be noted that local authorities fall under the category of the wider public sector and therefore, their employees are considered as public servants. As a result, the official public performance appraisal system is used for their evaluation. However, its implementation does not seem to be entirely coherent with the purposes it should serve. According to respondents, this is dependent to a somewhat 'informal' mind-set of many public servants, the close and personal relations between the employees, as well as the levels of individual responsibility and deontology of each employee.

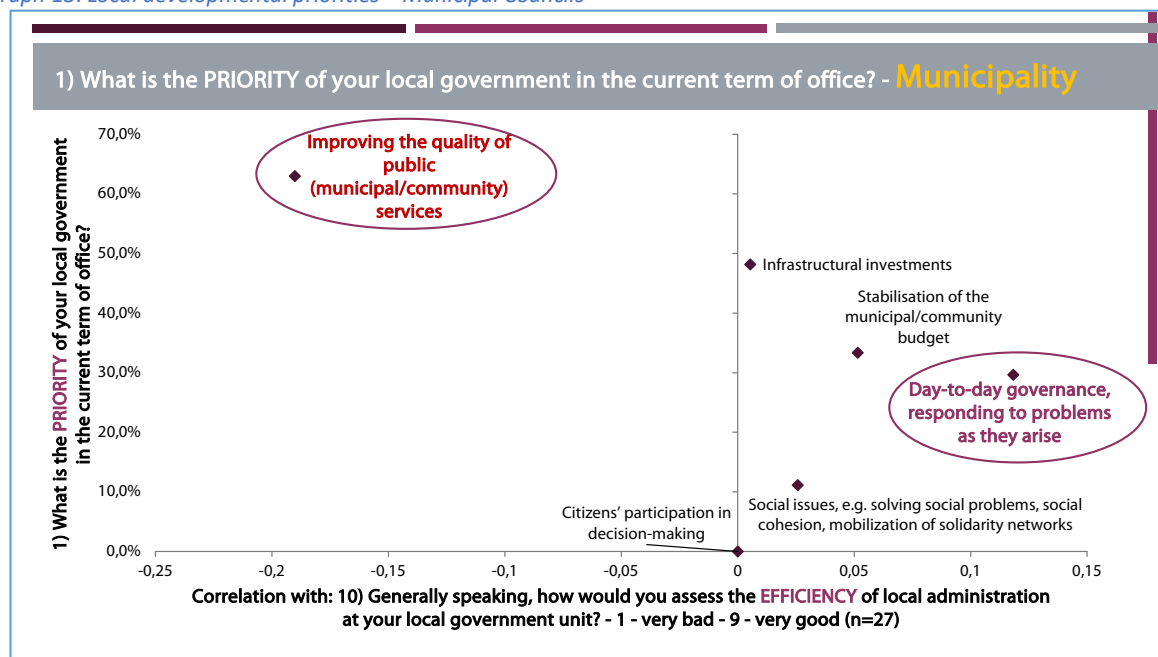
"We do not use any specific performance appraisal system. We use the same one that it is used in the public sector which is useless, not because it is not good, but because of the way it is used. For example, when it is used, not only in the local authorities but also in the public sector, everyone is evaluated as 'excellent'. This happens for many reasons: a) managers and directors fill it in because they have to do it as an obligation without paying the proper attention to it, all employees have close and good relations between them and so the managers do not want to come in conflict with the employees they evaluate. If everyone is evaluated as 'excellent' how can this system be useful for the improvement of the staff?"

The official monitoring system used by LAs in order to follow up and check upon the employees work results, therefore, does not appear totally efficient. Controls and checks are limited to personal contact (either mainly by the Mayor or by the Municipal Secretary or the Head of the Department) and informal assessments.

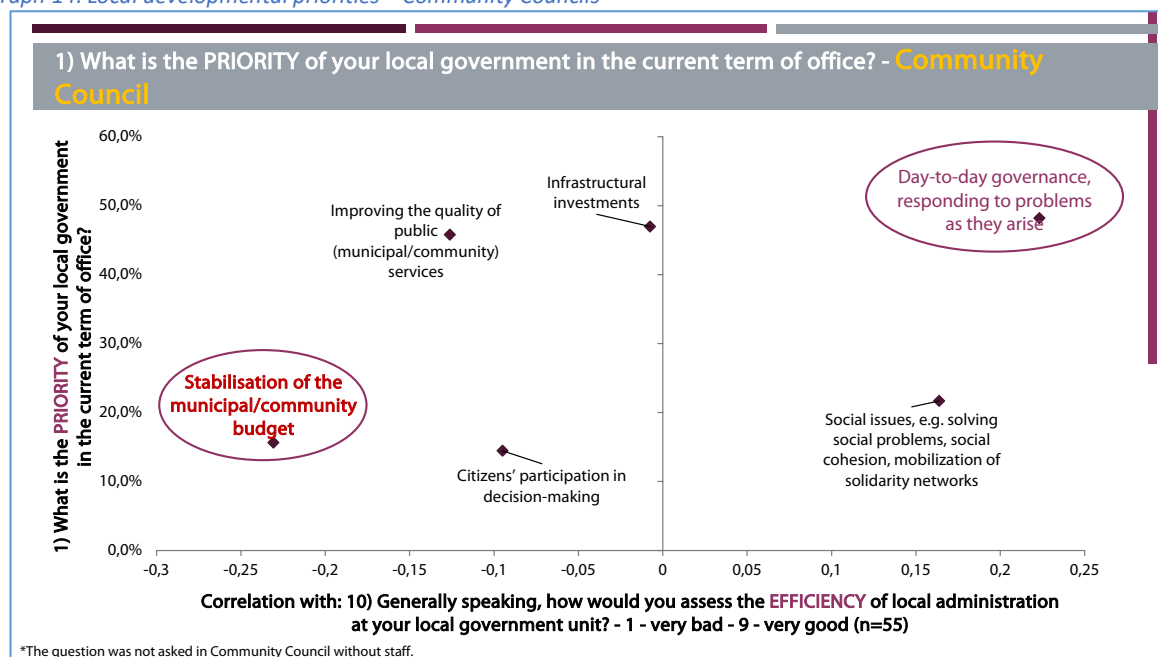
"Once a week I call for a meeting all the heads of the departments in order to be informed about the development of their work, to set targets and to see if the targets, set during the previous meeting we had, have been fulfilled. I also organize for the same reason a general staff meeting once a week".

The survey results also enable us to make an additional, interesting observation: in those units where the declared assessment of efficiency of administration was positive, 'day-to-day governance, responding to problems as they arise' was indicated more often as a priority. Therefore, positive assessment of the efficiency of local administration was much more connected with a kind of complacency about the status quo and with concentration on everyday tasks than with attaching high importance to infrastructural investments, involving citizens in decision-making in the community, or the need to improve the quality of public services (in this case the correlation was actually negative).

Graph 13: Local developmental priorities – Municipal Councils



Graph 14: Local developmental priorities – Community Councils



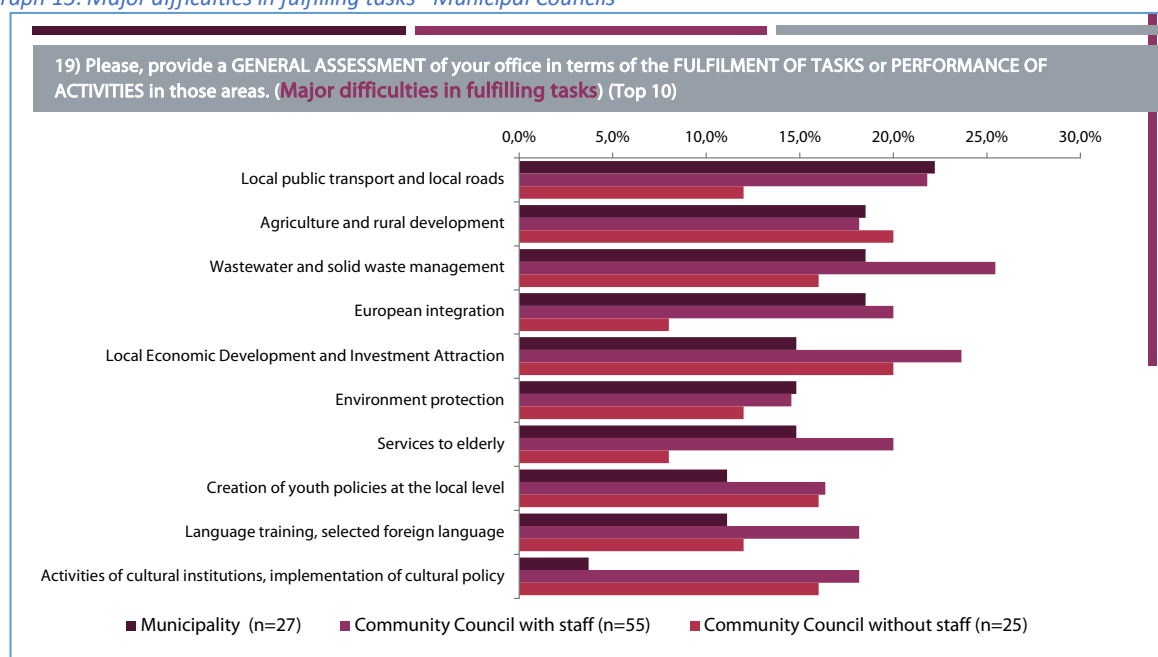
Considering the presented research results, one may wonder how local government leaders cope with the identification of threats and problems faced by their units? Absence of systematic assessment of the effects of their own performance inevitably entails the risk of declining effectiveness of various activities performed, supervised or coordinated by the local administration and, as a result, a real possibility of declining quality of public services.

Evaluation of the quality of public services provided

The respondents were asked to assess the effectiveness of the implementation of specific measures by their respective offices.

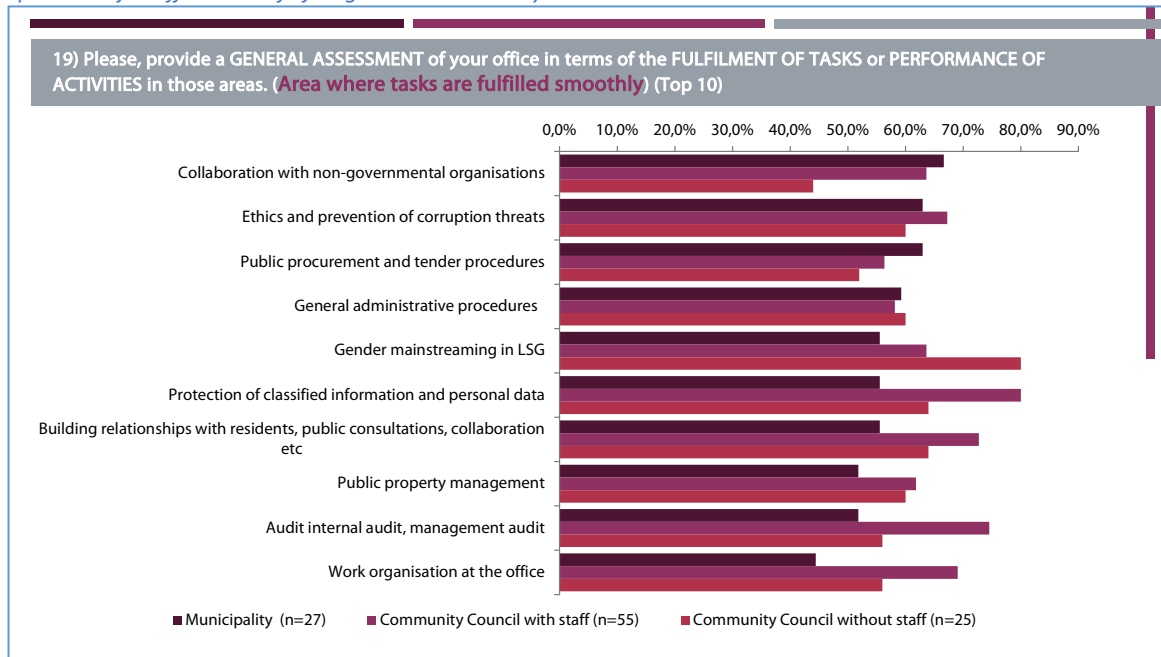
The answers indicate that in the case of municipal units, the areas of fundamental problems in the implementation of tasks include: 'Local public transport and local roads', 'wastewater and solid waste management', 'agriculture and rural development' and 'European integration'. In community councils, problems related to 'wastewater and solid waste management' and 'local economic development and investment attraction' come to the fore. The latter is the most important area in the smallest local government units., i.e. community councils employing no staff.

Graph 15: Major difficulties in fulfilling tasks - Municipal Councils



On the other hand, the respondents in municipal councils did not generally notice problems in activities covering areas such as 'collaboration with non-governmental organisations', 'ethics and prevention of corruption threats' or 'public procurement and tender procedures'. In community councils, on the other hand, the areas of activity that were not problematic included: 'protection of classified information and personal data', 'audit, internal audit, management audit' and 'building relationships with residents, public consultations, collaboration etc.' It is also worth noting that the topic of gender mainstreaming seems to be absent in the smallest units.

Graph 16: Major difficulties in fulfilling tasks - Community Councils



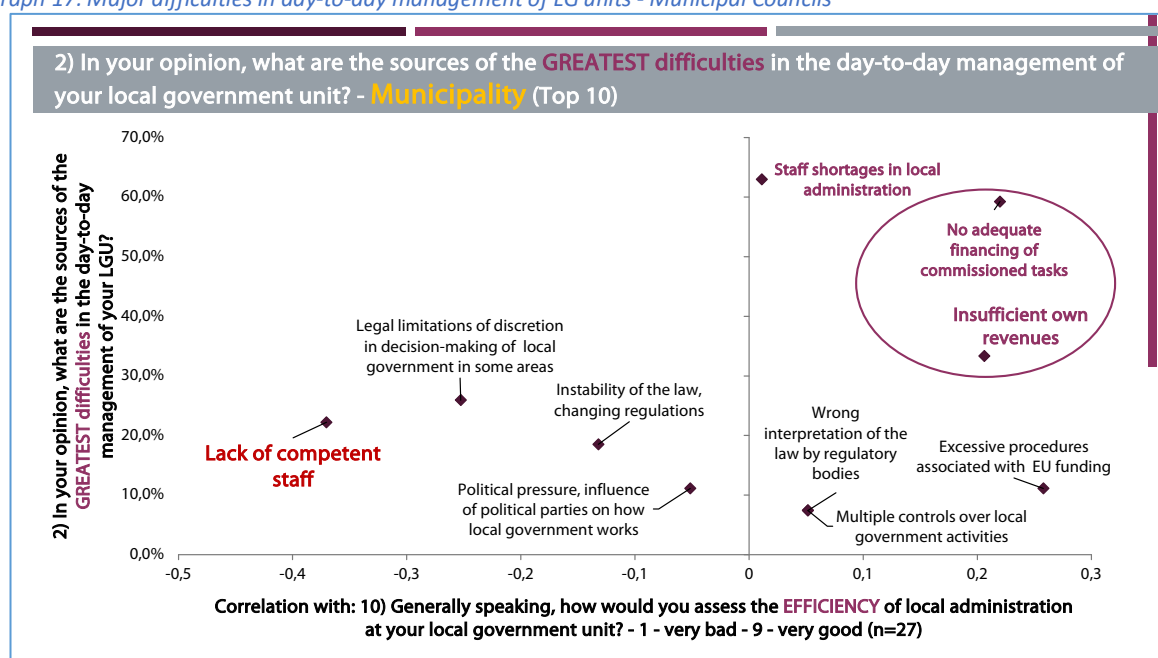
4. THE MANAGEMENT AND OPERATION OF LAS: A FOCUS ON HR

All interviewees reported that their local authority unit is under-staffed. Furthermore, they unanimously stressed that when they use the term ‘under-staffed’, they mean both in numbers and in terms of capacity. Therefore, low capacity and a lower number of employees (than what is required) form the two most common problems in the local authority units operations. Nevertheless, all of them admitted that there are some employees who possess very good qualifications and skills.

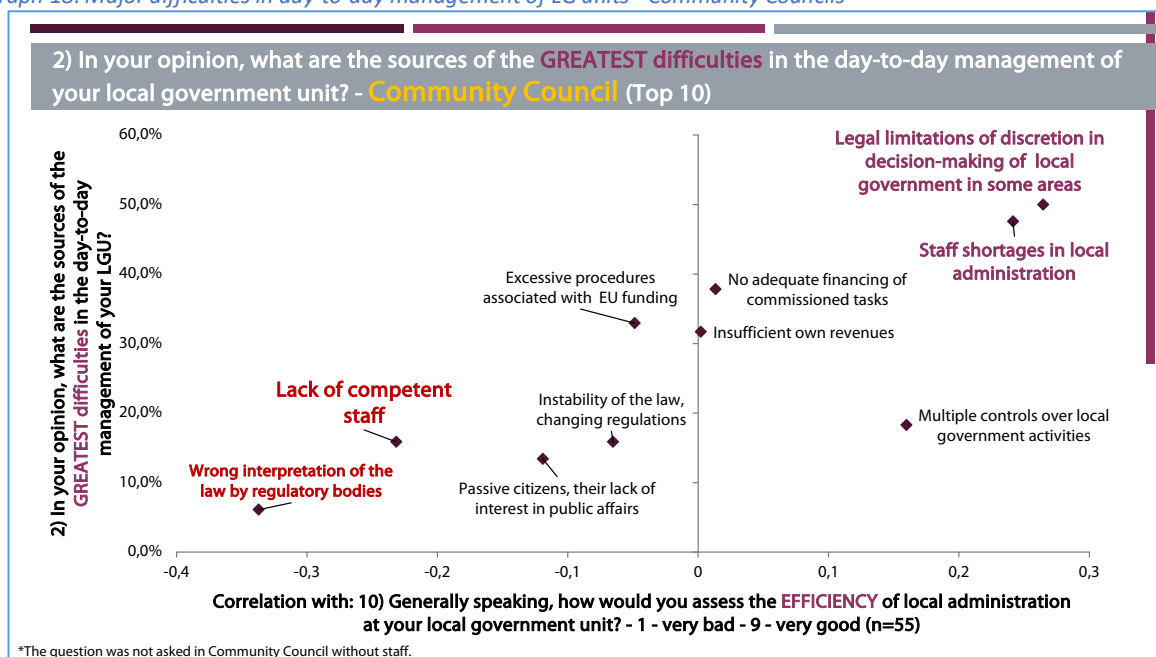
“The number of our employees has been reduced in the past few years. Needs grow and the personnel becomes less. High ranked personnel are retiring and there is no replacement because of the moratorium in hiring, so we need to try and operate with the remaining staff, even if they do not possess the capacity”

Our analyses enabled us to identify a relationship between the assessed efficiency of local administration and the sources of difficulty in local governance indicated by the respondents. In both types of units (municipal and community councils), the key issue that negatively affects the self-assessment of performance is the ‘lack of competent staff’. At the same time, it is worth noting that the awareness of staff shortages (understood as the number of employees) does not decrease but, rather, increases the declared ratings. In the light of statements made by the interviewees in qualitative research, this fact can be interpreted in terms of appreciation of the efforts made by local administration employees under the unfavourable conditions resulting from the economic crisis. The respondents seem to adopt an attitude which can be summarised as follows: ‘despite the insufficient personnel count, we manage to execute our tasks’.

Graph 17: Major difficulties in day-to-day management of LG units - Municipal Councils



Graph 18: Major difficulties in day-to-day management of LG units - Community Councils

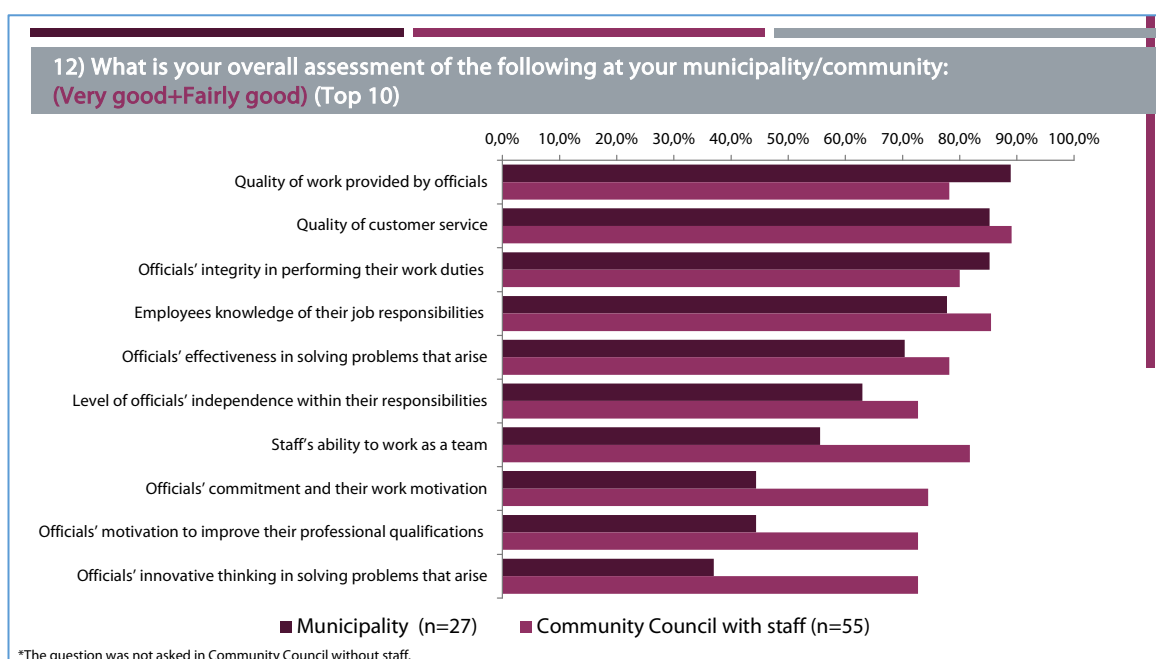


4.1. EVALUATION OF TASKS PERFORMED BY LOCAL GOVERNMENT STAFF

In the light of the survey results presented above, a question arises as to the impact of insufficient competences of local government staff on the activities undertaken by local government offices. Unfortunately, the research data do not lead to unambiguous conclusions in this case.

Above all, it should be noted that the survey respondents gave a very positive assessment of officials' work and, secondly, positive ratings were generally more frequent in community councils than in municipal councils.

Graph 19: Assessment of tasks performed by officials – Municipal Councils



However, the data presented in the graph above also illustrate an important problem raised during individual interviews with local government leaders, namely the lack of commitment, motivation or striving for personal growth among some of the staff.

The interviews' participants often emphasized that local government creates a friendly and relatively safe employment environment, which comprises fixed working hours, a friendly atmosphere in the office, limited requirements or, in some cases, little control from superiors and a *good* and guaranteed salary.

The complexity of the bureaucratic procedures existing in the local government's operations and the tardiness of the administrative apparatus hinder the management capacity and performance (in comparison to the private sector). Generally speaking, even when employees perform at good levels, they are still not expressing at their full potential mostly because of traditional mind-sets.

"The moratorium implies that you cannot hire any new manager. Disciplinary measures are very difficult (i.e. they imply lengthy legal processes). ...Firing is impossible... Personal communication skills based on empathy and social/human reciprocity is the only way that we can get things done..., ...we are depended on employees' 'φιλότιμο'²² to get a job done; so, many times we need to approach them in a very friendly and polite manner to convince them to do the job..."

Moreover, extremely stringent job descriptions included in the collective public contracts, limit the possibility to have any flexibility in the work of the local authority's staff. This couples with the legal limits on incentives and sanctions, making it hard to count on a dynamic, motivated and result-oriented workforce.

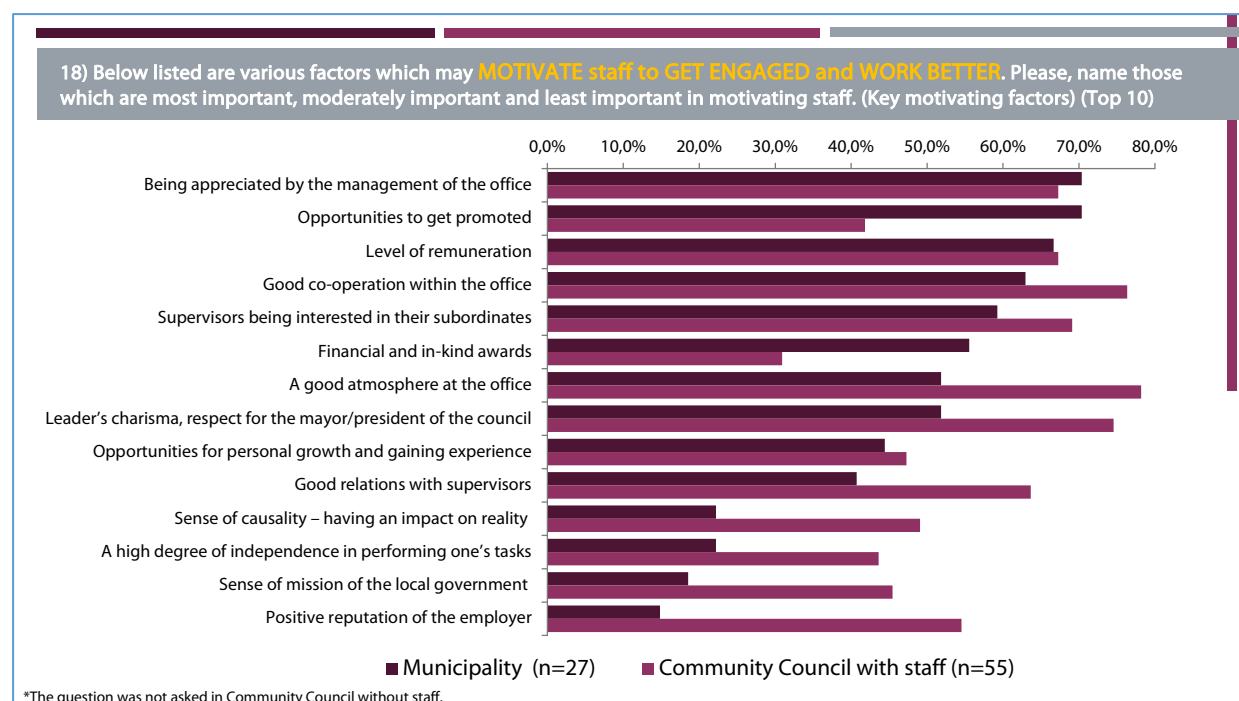
"As a mayor, you are dependent on your managers, who are permanent employees and often do not share your vision"

"Promotions can be given but in accordance to the collective public contract. Municipalities have little room for negotiation on personnel contracts which are agreed – as a framework contracts – between trade unions and the central government. Such contracts even limit intra-department mobility of staff..."

To some extent, the survey results seem to confirm the belief expressed by one of the leaders during an individual interview. He said that *'the only motivation for our staff is their direct and personal contact with the mayor'*, although obviously the situation is not as clear as this. Other factors that play an important motivating role include opportunities for professional advancement in municipal councils or the level of remuneration, which is important for most respondents. When analysing the data, it is worth noting that the respondents from community councils attached more importance to issues such as the sense of influence on matters concerning the local community, 'a high degree of independence in performing one's tasks and a 'sense of mission of the local government'. At the same time, the relatively low significance of these factors in the declarations made by representatives of municipal councils may be of some concern.

²² 'φιλότιμο' is a Greek word which describes a situation where someone proceeds in an action not because of his/her duty or responsibility, but due to particular, increased sensitivity, as an element of his/her character in relation to his/her personal honor, his/her dignity and, more generally, his/her image to others.

Graph 20: Sources of motivation for local government officials



The motivation of local administration staff was discussed during the final conference, where participants said that:

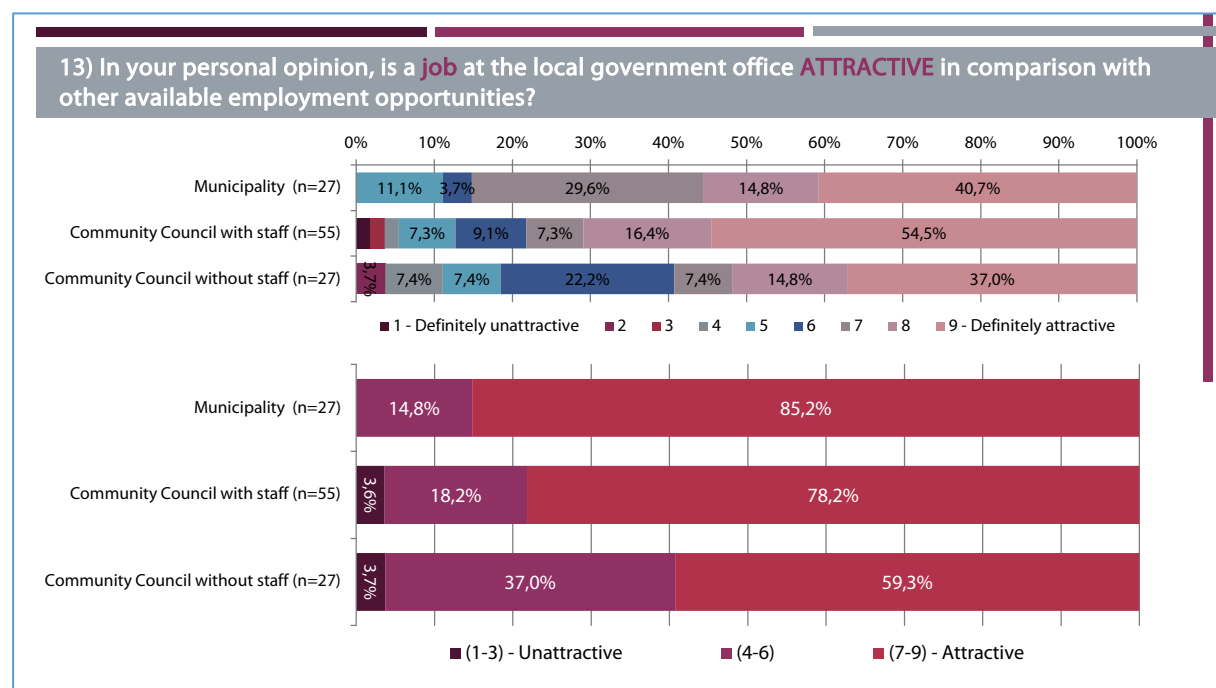
“Motivation tools should be decided and offered to the LAs officials for ensuring their participation in training and capacity-building programs”.

“The mind-set of the executives of LAs is the biggest problem. Provision of education and training should become mandatory”.

4.2. ATTRACTIVENESS OF EMPLOYMENT IN LOCAL GOVERNMENT UNITS

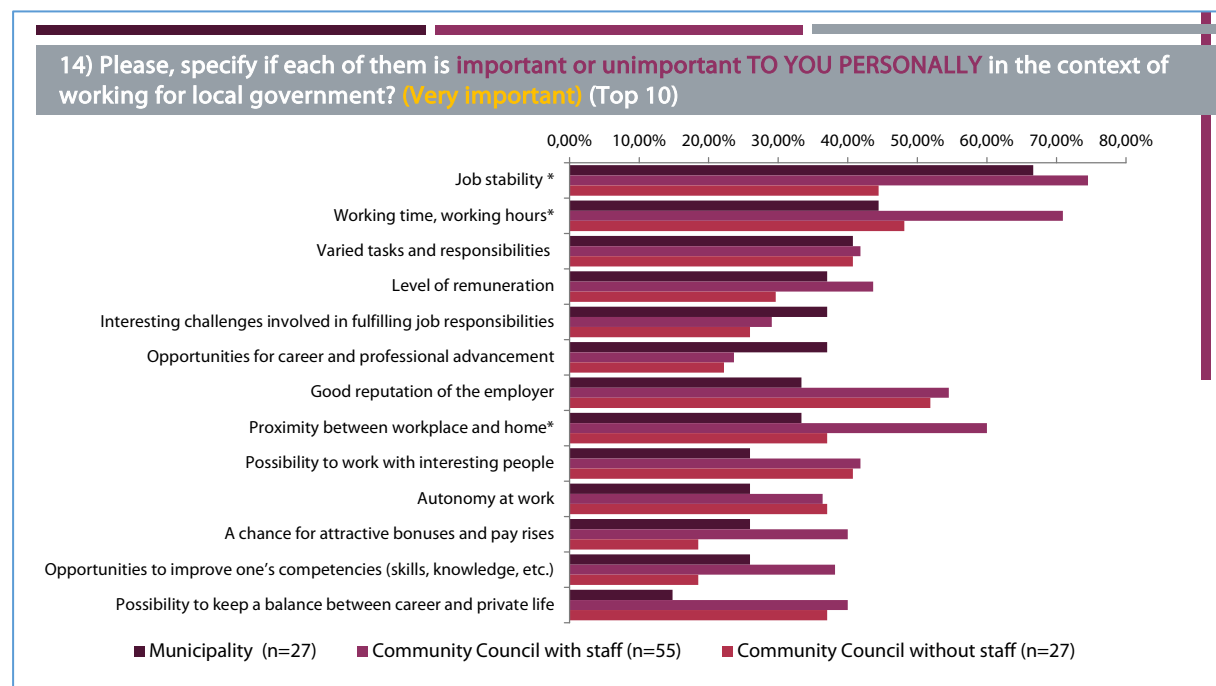
Working at local government offices was perceived by the survey respondents as very attractive. Only some respondents from the smallest units (communities without staff) expressed different opinions in this respect.

Graph 21: Attractiveness of local government jobs

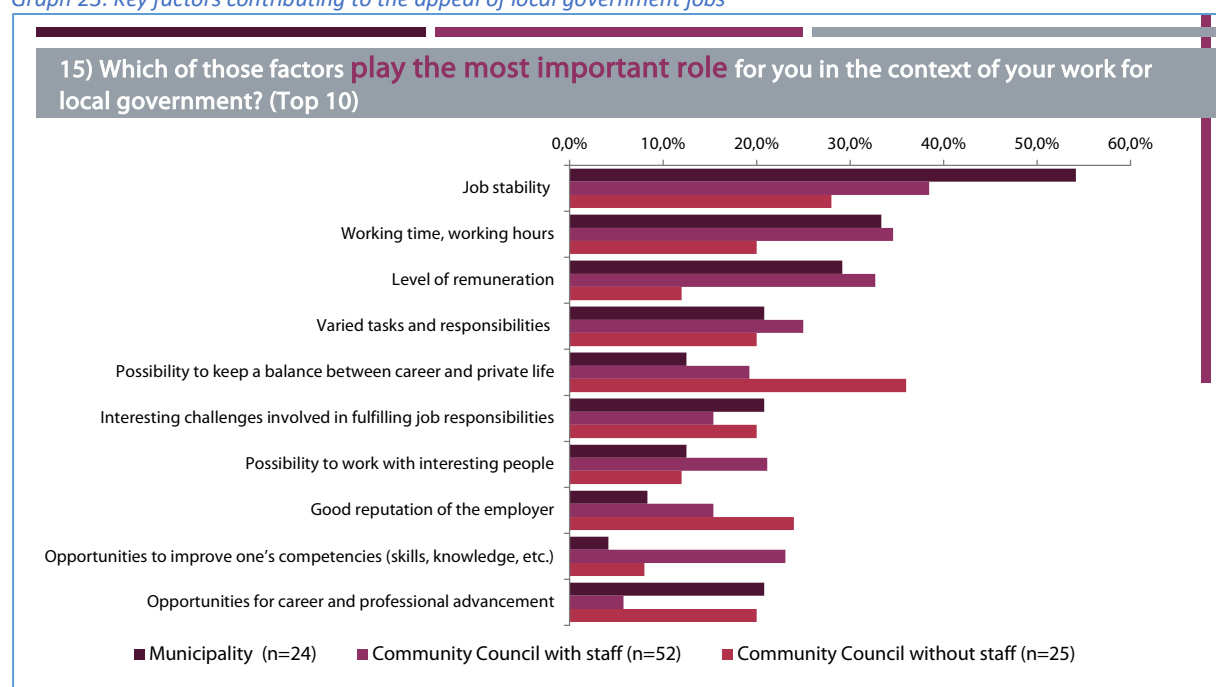


As regards factors that determine the appeal of local government jobs, the following two should be primarily mentioned: ‘job stability’ and ‘working time, working hours’ (the latter factor was particularly important in community councils). Additionally, what positively adds to the appeal of jobs offered by community councils is the ‘proximity between workplace and home’ whereas ‘good reputation of the employer’ is also important in the smallest units. In municipal councils, the respondents were far less likely to mention aspects such as ‘opportunities to improve one’s competencies (skills, knowledge, etc.)’ or the ‘possibility to keep a balance between career and private life’ whereas in community councils the lowest importance was attached to ‘interesting challenges involved in fulfilling job responsibilities’ and ‘opportunities for career and professional advancement’.

Graph 22: Assessment of factors determining the appeal of local government jobs

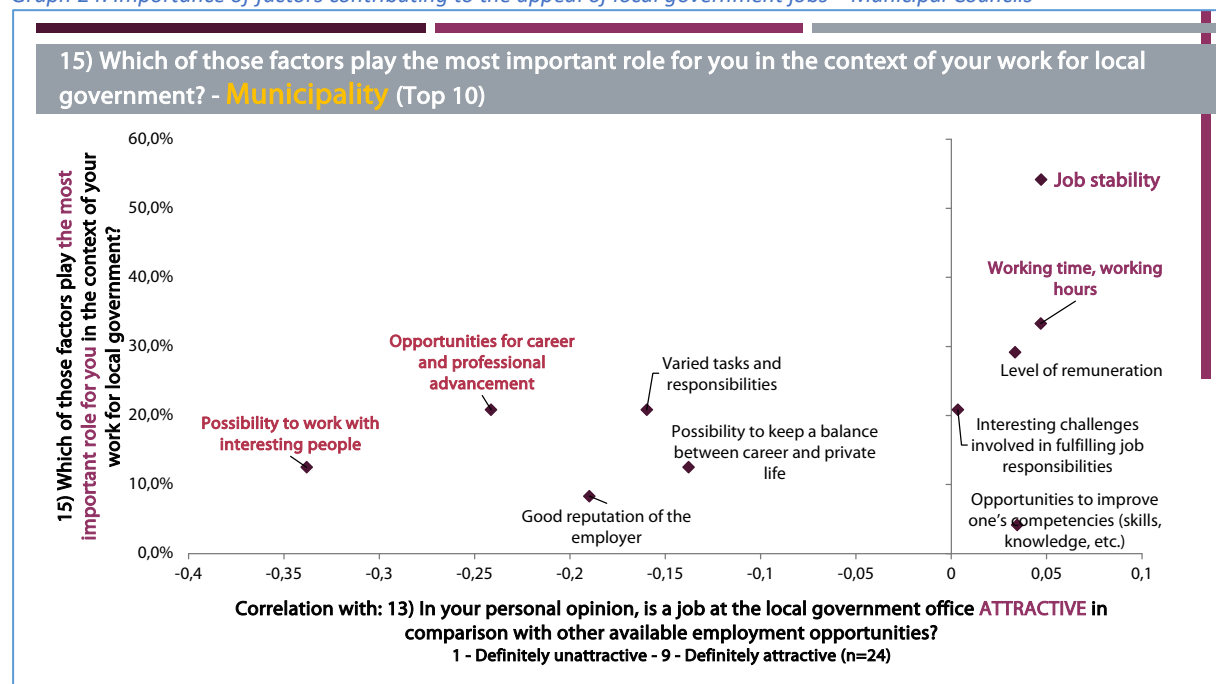


Graph 23: Key factors contributing to the appeal of local government jobs

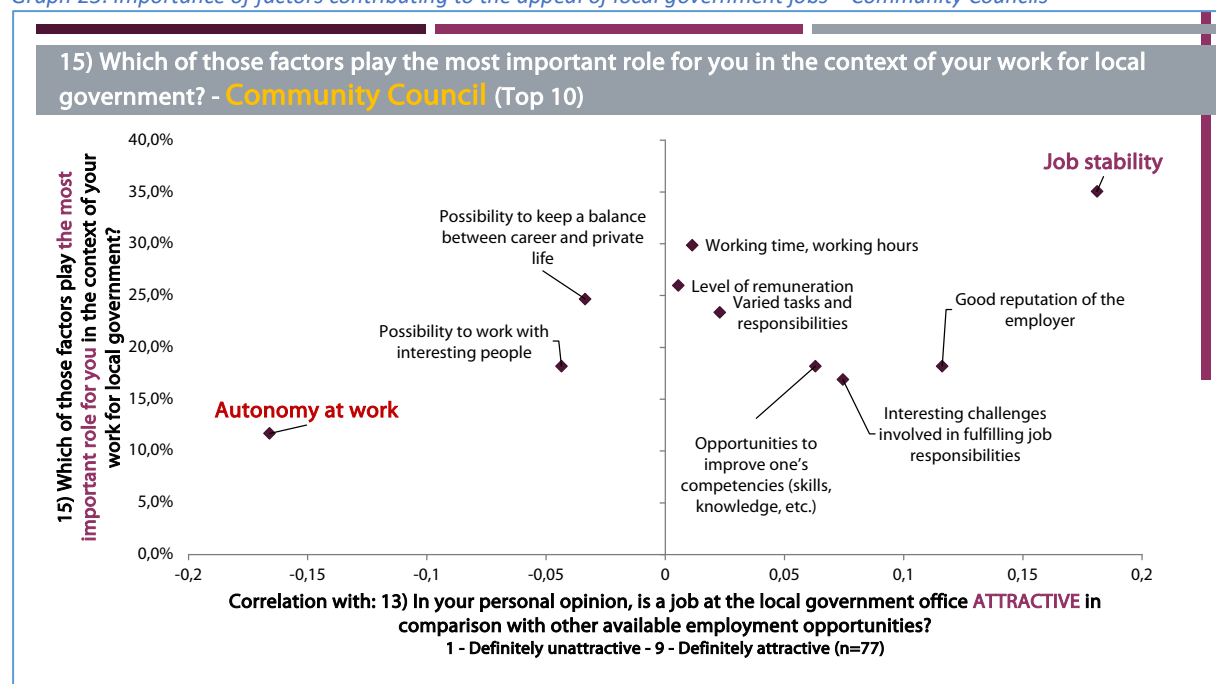


In addition, it is worth noting certain differences in the importance of various factors contributing to the attractiveness of jobs in local government units. As already mentioned, job stability is generally the most important element here, yet different issues seem to be least important in municipal councils, i.e. 'possibility to work with interesting people' and 'opportunities for career and professional advancement'.

Graph 24: Importance of factors contributing to the appeal of local government jobs – Municipal Councils



Graph 25: Importance of factors contributing to the appeal of local government jobs – Community Councils

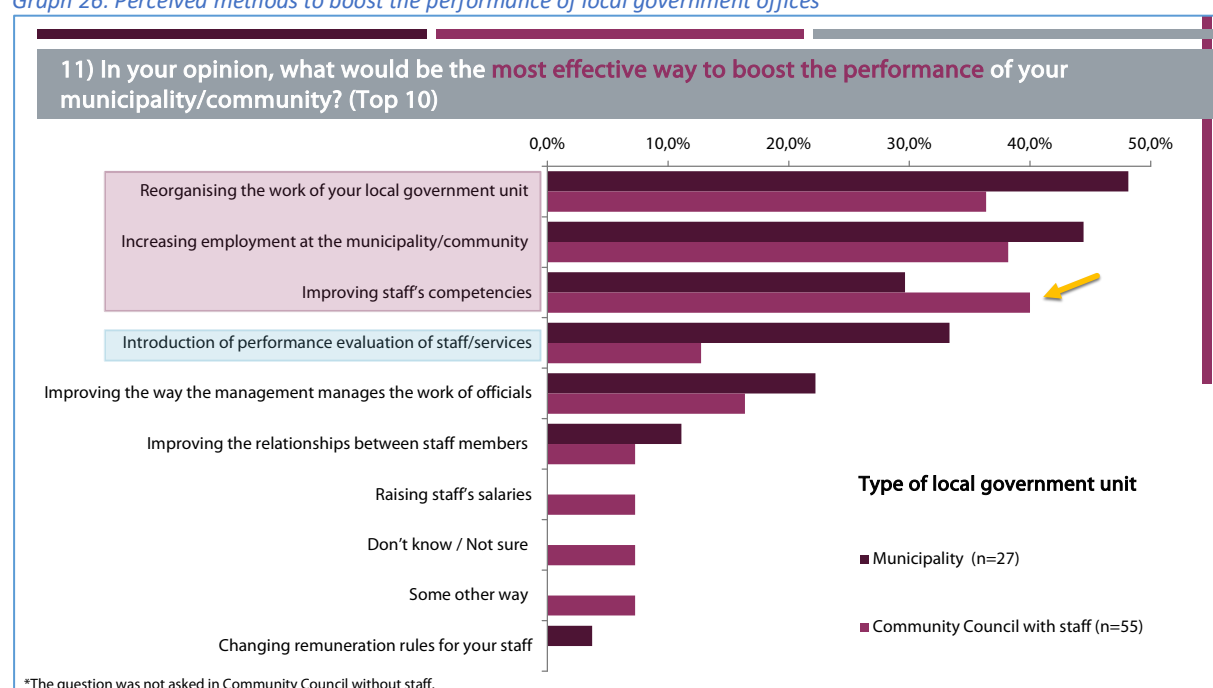


5. TRAINING EXPERIENCE AND NEEDS

According to the interviewed mayors and presidents of community councils, the improvement of performance in the operations of their local government unit relies on increased employment rather than on increasing their staff's competence. Additionally, the introduction of a qualitative and efficient performance appraisal system would support the improvement of their provided services.

The opinions expressed in the interviews were only partially confirmed in the survey results. Although the data collected indicate that the need to strengthen the competences of local government staff came only fourth among the postulates expressed in municipal units, it was also the most important issue raised in community councils.

Graph 26: Perceived methods to boost the performance of local government offices



The participants of the qualitative study, i.e. leaders of local government units, believe that the vast majority of employees in local authorities have the capacities and skills to implement their job's tasks. Even in cases where no adequate qualifications exist, the employees' working experience enforces and improves their capacities. Nevertheless, lacking skills or competences are not the main problems according to the interviews feedback: the main problem seems to be the mind-set of the staff.

"Overall competences are not always adequate for the tasks staff and managers need to perform. However, especially with managers rather than of competences, it is a matter of mind-set, which is even worse when they know they are "untouchable" – because of trade unions and party-politics".

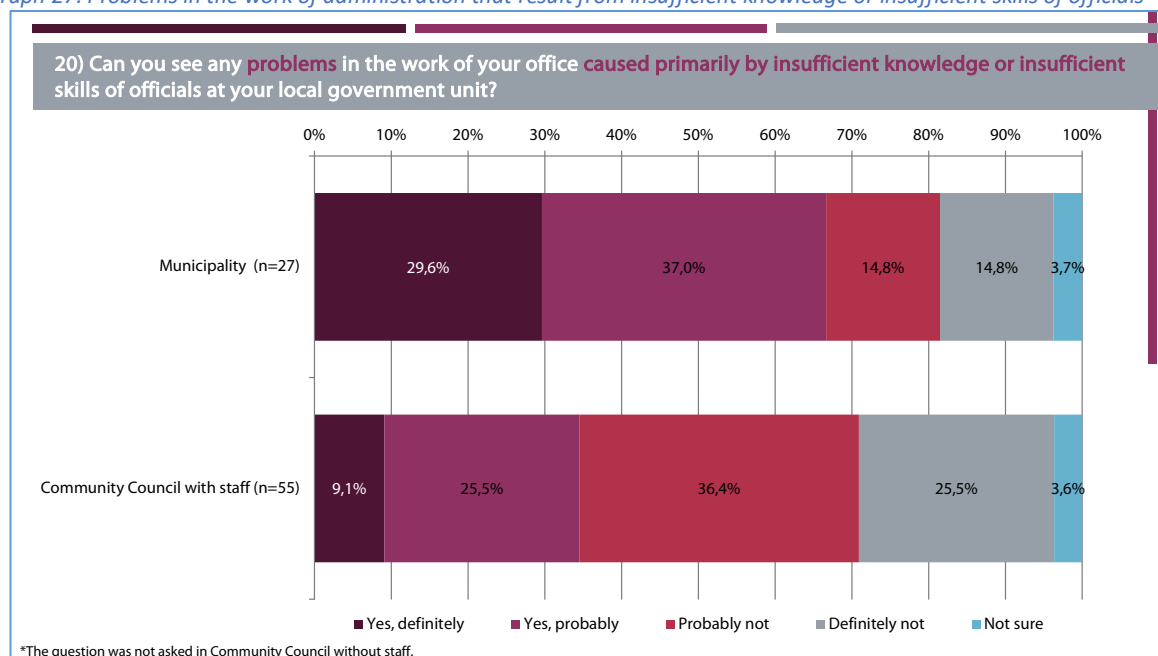
"If I could, I would fire at least half of my managers and supervisors and hire other people that would be more qualified and, most importantly, more willing to do their job..."

“We have a lot of competent and skilled people, but we have a huge lack of managers - in the sense of performing like in the private sector”

In the quantitative study, the problem of insufficient competence of local government employees was identified, although the data do not indicate it as a fundamental problem. Worth noting is that this issue seems to be more important in municipal councils than in community councils, although there are some special situations where the problem of insufficient knowledge and skills is a fundamental challenge.

“I have a very small number of employees (2-3), who were hired because of several reasons, and especially not because of their competences...these employees cannot cope with their duties or their responsibilities, therefore, most of the times, I am forced to do their job or to ask and pay for external services...”

Graph 27: Problems in the work of administration that result from insufficient knowledge or insufficient skills of officials

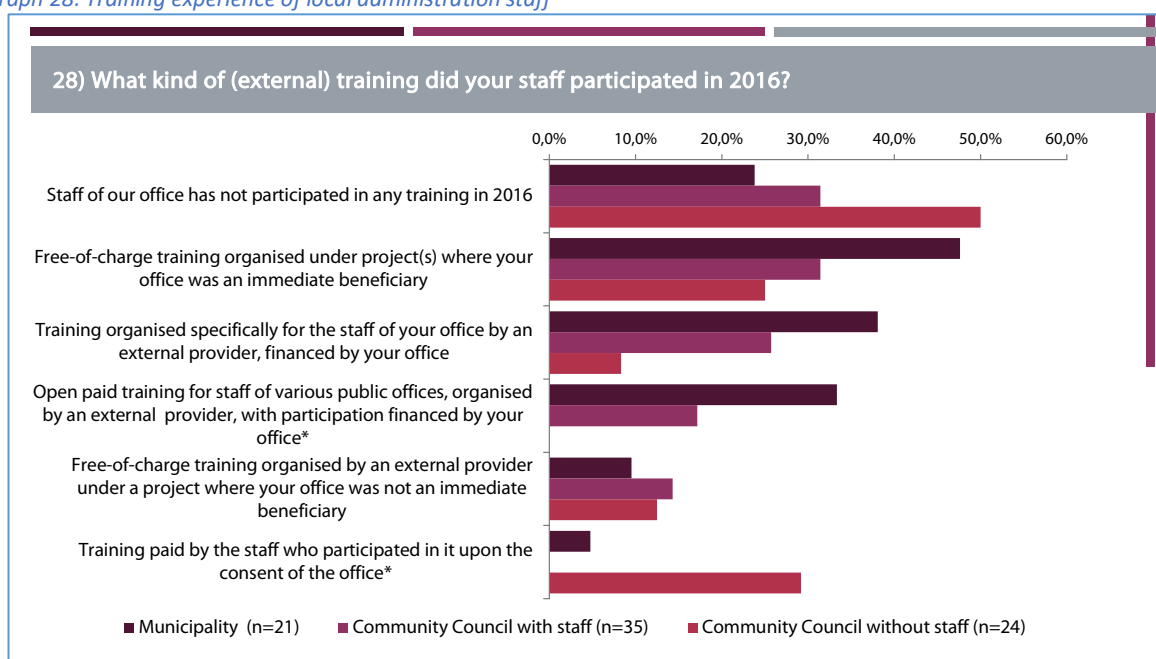


5.1. PARTICIPATION IN TRAINING

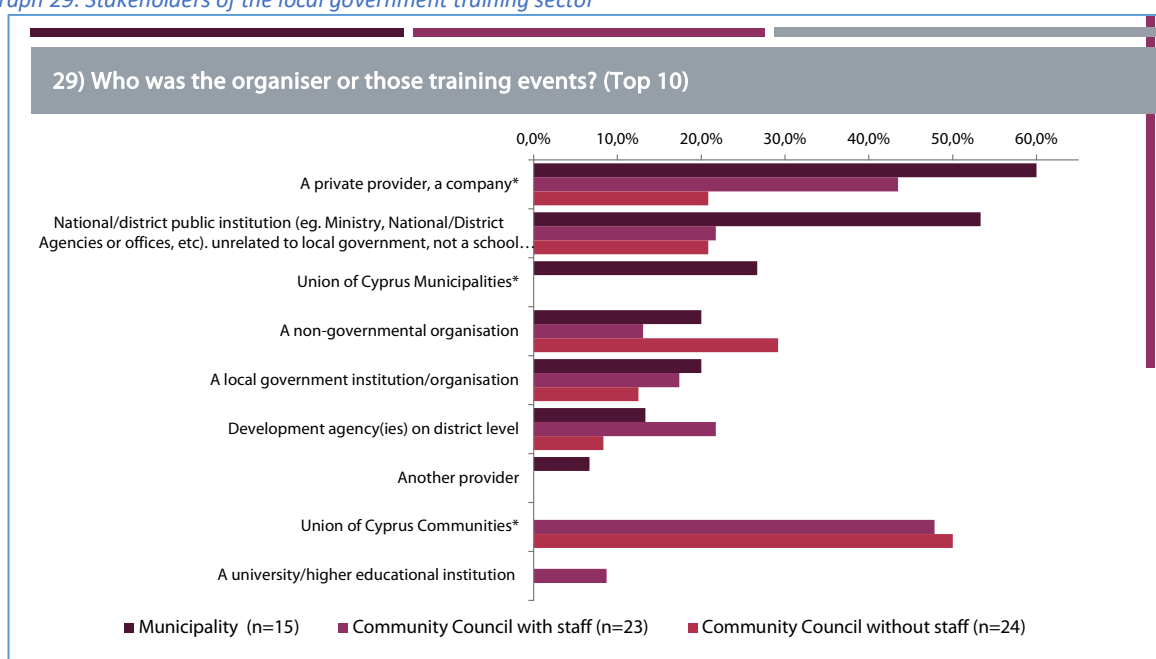
According to respondents' declarations in the 2016 survey, representatives of over 76% of municipal offices, nearly 70% of community councils and a half of offices employing no staff participated in various external training events and courses. In most cases, those were free-of-charge open training courses organised under projects involving local government units. Paid training is less popular, but officials from almost a half of municipal offices take part in such events.

The data reveal a variety of training providers of training services used by local government officials. In the case of municipal councils, training was most commonly organised by private entities. Further on, the respondents mentioned 'national/district public institution' and the Union of Cyprus Municipalities. The situation is slightly different in relation to training addressed to representatives of community councils. Here, the Union of Cyprus Communities was mentioned as the main provider, followed closely by private actors and NGOs.

Graph 28: Training experience of local administration staff



Graph 29: Stakeholders of the local government training sector



The themes or subjects of training offered vary, therefore mayors and presidents of community councils usually choose in which seminars or workshops they will give permission to their staff members to participate. The choice is made out of the local government unit leader's perception of the importance of each thematic subject offered. The cost for participation is also a significant element that affects this decision.

"There are a lot of training and capacity building seminars offered by different organizations. We choose where to participate according to our needs and according to the cost for participation".

The chart below presents the most popular training topics for local government officials in 2016 (as provided by the survey respondents). It is worth emphasising that the list of training topics is not particularly extensive, as the main topics are those related to ‘public procurement and tender procedures’ and the use of ICT in the work of offices.

Graph 30: The most popular training topics in 2016



*The question was not asked in Community Council without staff.

Concerning the community councils, the District Officer organises and offers specific training seminars, targeting to improve the understanding of the elected representatives about the laws around the operation of their local government unit. According to the interviewed District Officer:

“We have organized training seminars in the past for the elected members of the community councils to inform them about the Public Procurement Law, the Communities Law, the Law on general principles of administrative rule and also several training seminars and workshops about the functioning of public services of general interest such as fires’ prevention, floods, civil defence etc.”

The local authorities rarely organize internal training for their employees, they rather prefer to send their staff to participate in training seminars and workshops organized by other bodies, such as the Cyprus Academy of Public Administration (CAPA), the Human Resource Development Agency (HRDA) of Cyprus, academic institutions, other private entities or NGOs. Furthermore, a wider belief exists that training and capacity building is always good and beneficial.

“On staff competences, the Human Resource Development Agency (HRDA) and the Cyprus Academy of Public Administration (CAPA) responds to training needs and provides both general and specific training (which are decided by the municipality)”.

“It is always good to get trained or invest in capacity building, if there is time and money available”

Graph 31: Organisation of internal training at local government offices

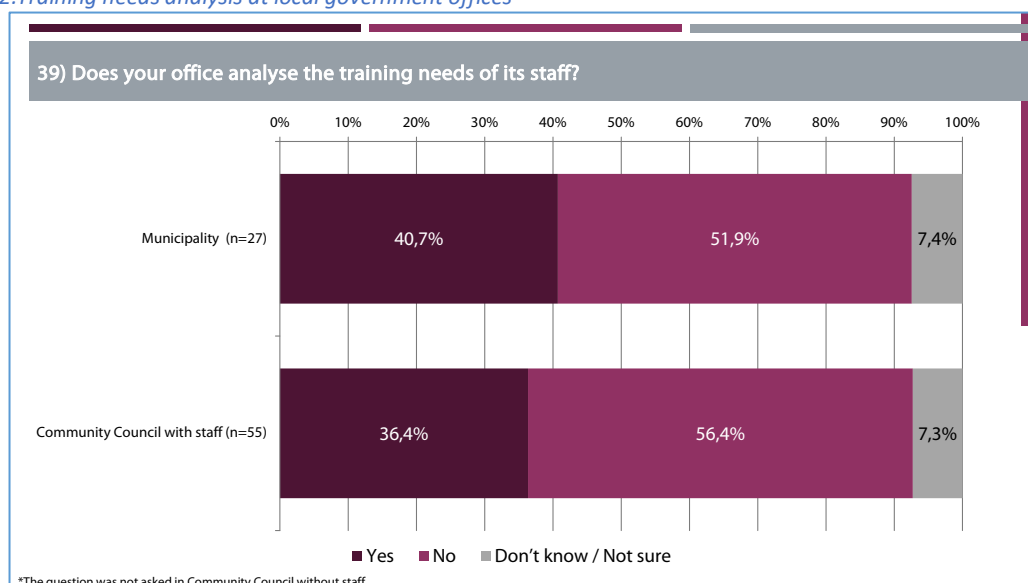


The interviewed LAs' leaders admitted that there does not seem to be an adequate mechanism for developing the competence of their staff. Training needs' assessment or analysis tools are not being used systematically for identifying the training needs of their staff. Furthermore, they acknowledged that within their framework of operation little attention and budget are set on training and capacity building.

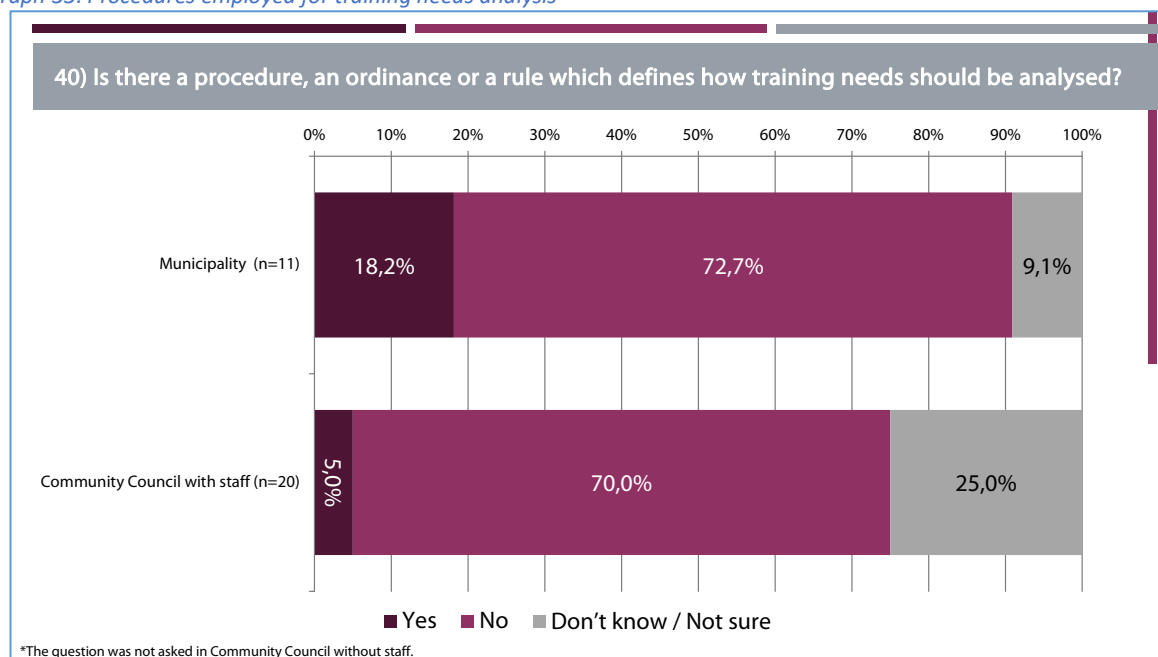
While almost 40% of the survey respondents confirmed that their offices do analyse the staff's training needs, the responses nevertheless indicate that such analysis does not take the form of formalised practices or procedures.

"We do not have a formal tool for defining our training needs. Our staff's training needs are defined through our daily contact with our employees".

Graph 32: Training needs analysis at local government offices



Graph 33: Procedures employed for training needs analysis



On the question “are your employees interested in participating in training seminars or capacity building activities?” the responses were not unanimous. However, some LAs leaders implied that most of their staff members are not truly motivated to improve their qualifications. Some interviewees went as far as arguing that in case staff shows interest to participate in training seminars, they chose to go because they will spend some time out of the office...

“Of course they are happy to participate in such activities. It is an opportunity for them to spend some time out of the office, meet some of their friends working in other LAs, have their coffees and have fun during the breaks” (7)

“They do not care for participating in training courses. They consider such activities as a waste of time or they inform us that they have a lot of work and they need to catch up with delayed work objectives” (5)

On the other hand, a feeling exists, in some cases, that training activities are unnecessary because of the low level of autonomy, mostly in community councils.

“Why should we send out staff to training? Why this extra knowledge or improved skills would be beneficial for the operation of our LA, since our autonomy is limited? Could some training assist us in designing our development strategy on our own? No. It still needs to be checked and approved by the central government. Could this training bring more income to our LA? No, because our revenues’ sources are limited and specified by the central government.”

5.2. TRAINING NEEDS

There is a general acknowledgement by the interviewees that it is necessary for training and capacity building to be provided to the staff of their municipalities or community councils through a more structured and targeted method.

“Definitely this initiative for training needs assessment by the Ministry and the two Unions is a very good initiative which will benefit the operation of local authorities in our country”.

“There are specific training areas both horizontal and more specialized in which our staff members should increase their skills and capacities”.

Furthermore, the participants of the Final Conference pointed out that:

“The executives of LAs should be referred for training on a thematic basis, depending on the required expertise at their position. There is a need to provide specialized training within each local authority according to the competencies of each department.”

Feedback received from the interviewed leaders in regard to the training requirements, highlighted the need for soft skills’ improvement on their staff, especially the managerial staff. According to the mayors’ opinion, training should be provided on subjects such as computer literacy (basic skills and more advanced software programs use), but also more targeted capacity building should be provided for specific staff members (e.g. managers) on improving their soft skills such as leadership and modern/innovative mind-sets. In addition, they stressed the importance of provision on training about the legal framework which is continuously changing.

“In terms of immediate training needs, I can define the following subjects: capacity building to promote a change of mind-set (the way staff manage their work), performance management (leadership, target settings), technology, IT, etc....”

“Training is needed about the legislation surrounding the operation of LAs. For example, the public procurement law’s provisions are being renewed or changed regularly. Our staff’s needs to keep up with these changes in order to be able to do their job”

“Managers and supervisors should be the main target group.”

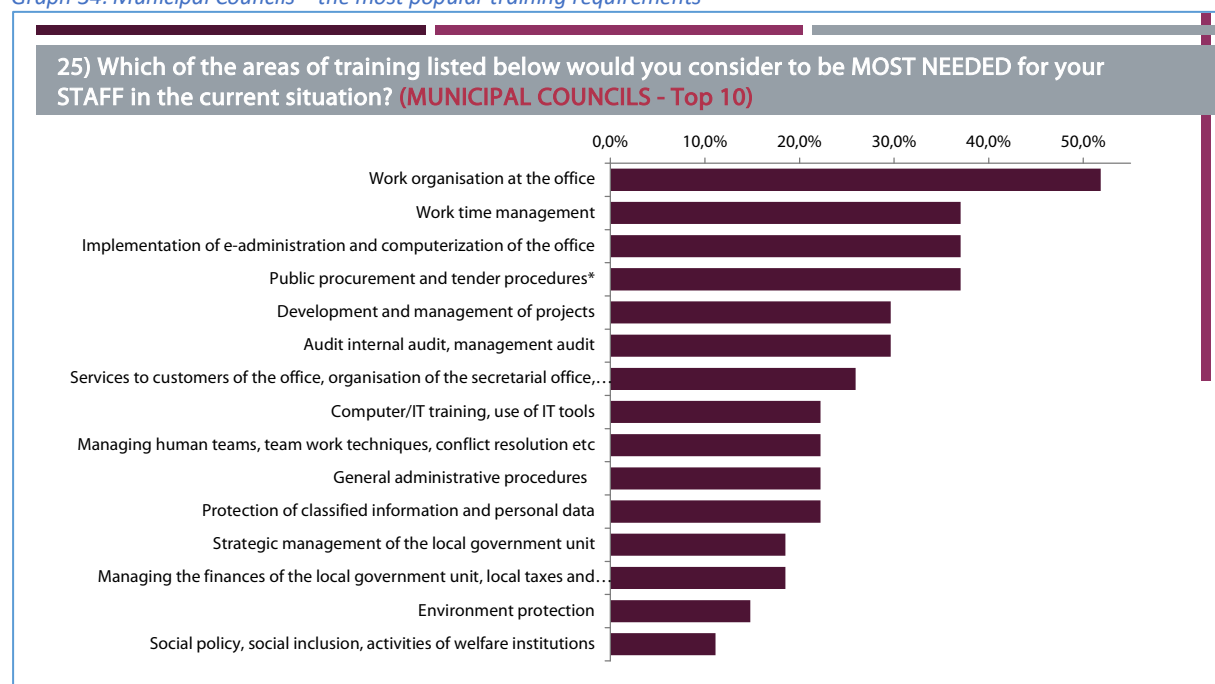
According to the presidents of the community councils, as well as to the District Officer, training should be provided to elected representatives about the legal framework of LAs operations in order to be able to understand better their role, competencies and functions.

“Community council members need to be more knowledgeable about the existing legal framework. Awareness rising is necessary because they are held accountable on what they sign. The community council needs to know what are their responsibility and the boundaries of their functions”.

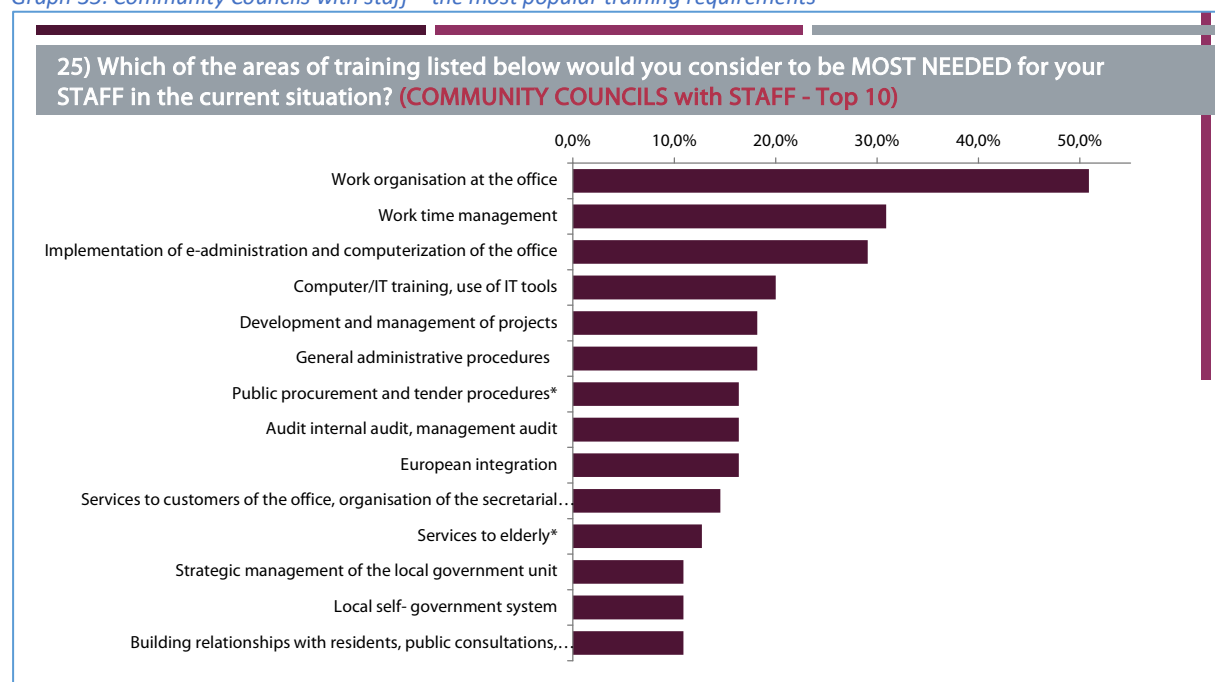
“Because of the continuous communication and cooperation of the president of the community council with the District Officer, training should be provided only on the legal framework. There is no further need for training to be provided to community council members or staff”.

During the survey, the respondents were also asked to assess the training needs of their respective offices. In the vast majority of cases, the respondents directly supervised the performance of specific organisational divisions of their offices, and thus, had the best awareness of deficiencies in staff's knowledge or skills. The responses were used to create a list of training postulates or expectations. It is clear from this list that larger entities tend to indicate topics concerning the daily operations of their offices: customer service, organisation of work and use of IT tools in administration. In the smallest community councils, on the other hand, topics related to project implementation, addressing the needs of senior citizens and rural development are particularly important.

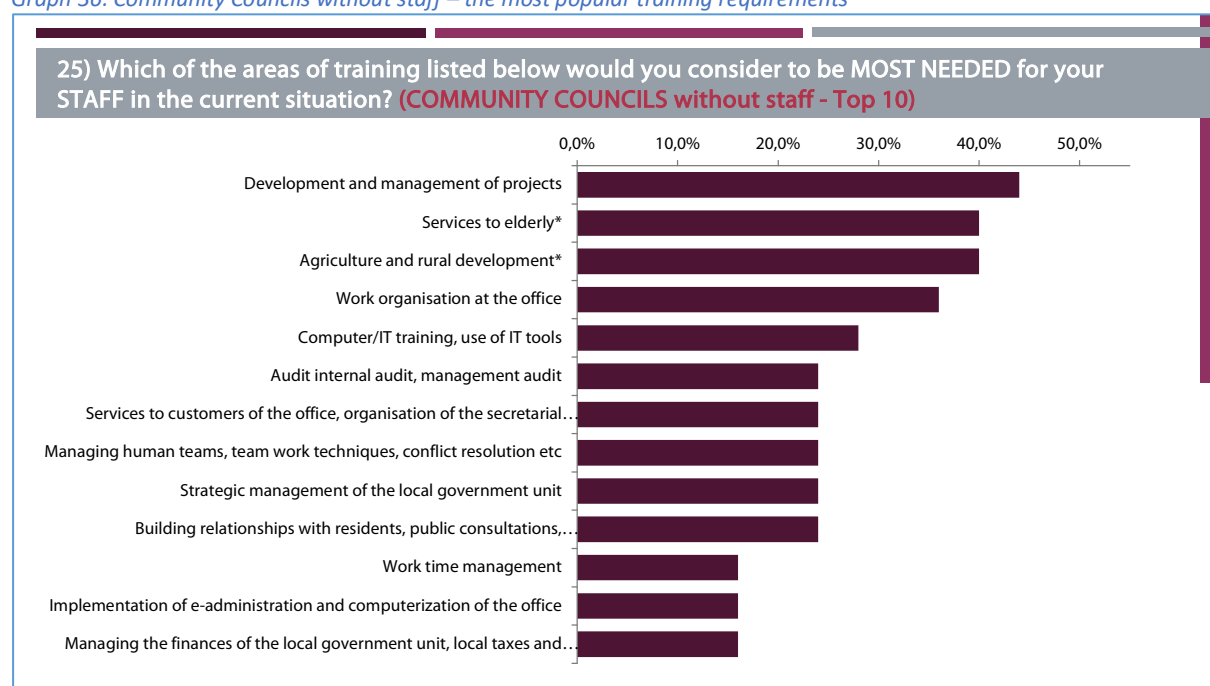
Graph 34: Municipal Councils – the most popular training requirements



Graph 35: Community Councils with staff – the most popular training requirements



Graph 36: Community Councils without staff – the most popular training requirements



Through the interviews, a variety of soft and hard skills training requirements were also identified, although the need for soft skills was highlighted by many of the interviews' participants as key. The following list includes all the training needs mentioned during the interviews:

- Soft Skills: (general management and communication skills, mind-set change, HR management, performance management, time management, leadership, ethics, communication with the public, customer satisfaction, conflict management, increasing productivity, coaching and counselling, budgeting, motivating and planning)
- Hard skills (legislation, ICT (basic and specialised software programs), e-government, accounting, responsibilities of elected representatives, taxation, EU funds)

To a certain extent, the choice of preferred training topics made by the survey participants may be surprising. First of all, those topics include quite fundamental issues and, as such, they raise doubts about the positive assessment of the performance of the local administration declared by the respondents and discussed earlier in this report. Secondly, the respondents fairly frequently mentioned topics corresponding to those areas of work which, according to the respondents' statements discussed earlier, do not address the most important sources of problems in local governance.

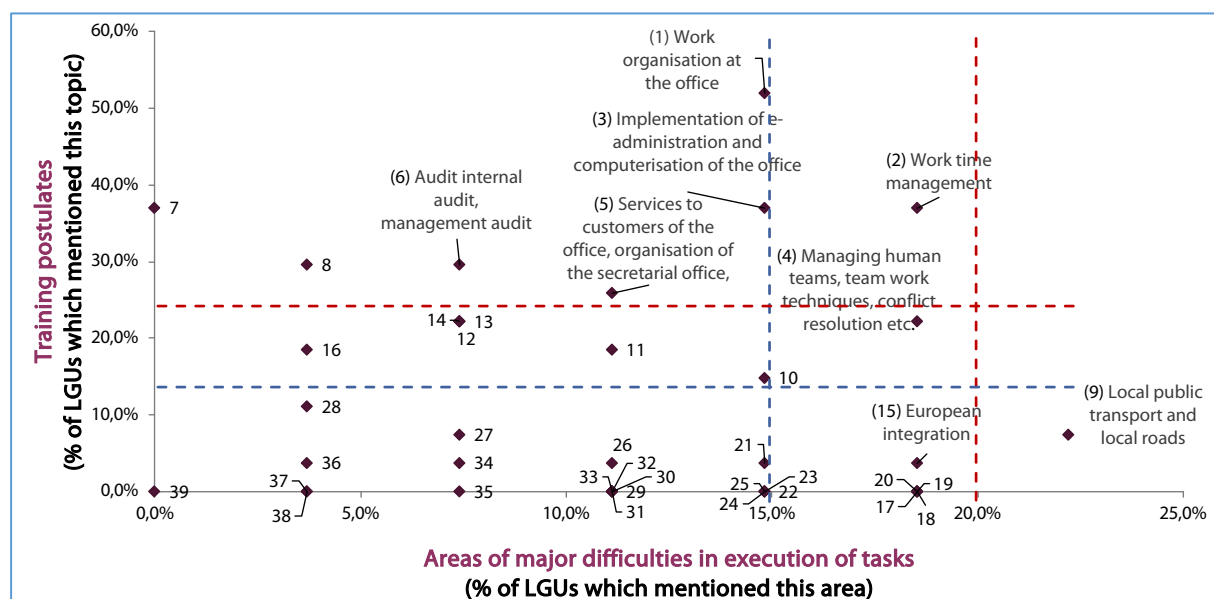
Data analysis has enabled us to identify a whole array of topics which, although often reported, are not always reflected in the problems that affect the performance of local government offices. Of course, this does not mean that the training postulates submitted by the respondents should be neglected: after all, they reflect the beliefs of the survey participants and, consequently, possible intentions to train staff in those areas. However, it is worth remembering that the usefulness of these training courses in the offices will not necessarily be very high.

When interpreting these data, it should be noted that the diagnosis of training needs should help to identify discrepancies between the knowledge held by potential training participants and the

knowledge required or desired for some reason. It turns out that in many cases expectations or training requirements presented by potential participants of the training process differ from the actual needs of the office. There are many reasons for this, such as unawareness of insufficient competence, incorrect identification of the causes of problems, or a stereotypical approach to the choice of training topics. Therefore, identification of training needs means that one must identify the causes of the problems and specify which ones can be resolved by acquiring knowledge or developing the skills of officials, and which ones require other actions or specific changes. It is worth remembering that uncritical acceptance of all submitted demands may expose offices to unnecessary burdens (financial and organisational costs) or even entail unfavourable consequences for the office (when the knowledge that is actually needed has not been obtained).

In view of the above comments, the training postulates submitted by the survey participants were verified in relation to the declared problem areas in the work of local government offices. Of course, one should not assume that this procedure is sufficient for a real diagnosis of needs: after all, the work of a local government office is also influenced by systemic factors (discussed in the first part of this study), or management practices applied by leaders. However, one must recognise that at least some of the reported problems are caused by the lack of staff's competence in offices represented by the respondents.

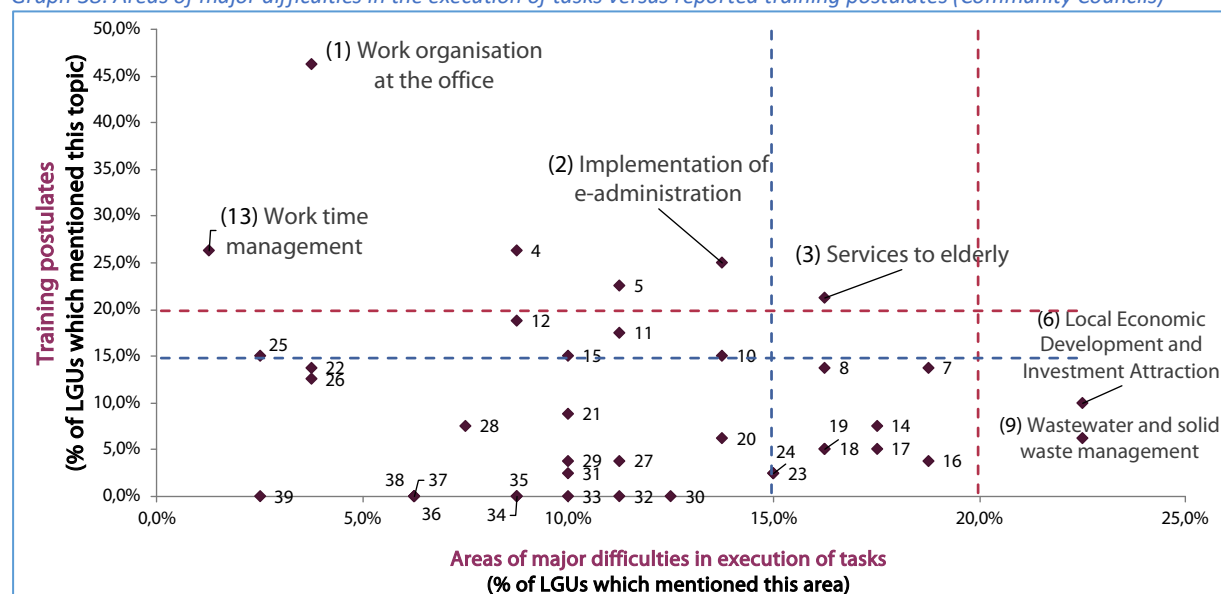
Graph 37: Areas of major difficulties in the execution of tasks versus reported training postulates (Municipal Councils)



- 1 - Work organization at the office
- 2 - Work time management
- 3 - Implementation of e-administration and computerization of the office
- 4 - Managing human teams, team work techniques, conflict resolution etc.
- 5 - Services to customers of the office, organization of the secretarial office, customer service center etc.
- 6 - Audit internal audit, management audit
- 7 - Public procurement and tender procedures
- 8 - Development and management of projects
- 9 - Local public transport and local roads
- 10 - Environment protection
- 11 - Strategic management of the local government unit
- 12 - Computer/IT training, use of IT tools
- 13 - General administrative procedures
- 14 - Protection of classified information and personal data
- 15 - European integration
- 16 - Managing the finances of the local government unit, local taxes and fees, financial and accounting issues
- 17 - Agriculture and rural development
- 18 - Gender mainstreaming in LSG
- 19 - Inclusion of Roma or other minorities
- 20 - Wastewater and solid waste management
- 21 - HR management, HR policy
- 22 - Local Economic Development and Investment Attraction
- 23 - Public property management
- 24 - Integration of refugees/migrants
- 25 - Services to elderly
- 26 - Creation of youth policies at the local level
- 27 - Inspection control in various areas
- 28 - Social policy, social inclusion, activities of welfare institutions
- 29 - Disaster and crisis management
- 30 - Language training, selected foreign language
- 31 - Planning and implementation of infrastructural investments
- 32 - Protection of minority rights
- 33 - Childcare
- 34 - Ethics and prevention of corruption threats
- 35 - Building relationships with residents, public consultations, collaboration etc
- 36 - Urban/spatial planning and management of real property
- 37 - Activities of cultural institutions, implementation of cultural policy
- 38 - Management of preschool and primary school system
- 39 - Collaboration with non-governmental organizations

Data analysis has shown that the most important training needs for the staff of municipal offices (at least in relation to the difficulties experienced by local government units) include training in the following areas: ‘work time management’, ‘managing human teams, team work techniques, conflict resolution’, ‘European integration’ and ‘local public transport and local roads’.

Graph 38: Areas of major difficulties in the execution of tasks versus reported training postulates (Community Councils)



- 1 - Work organisation at the office
- 2 - Implementation of e-administration and computerisation of the office
- 3 - Services to elderly
- 4 - Development and management of projects
- 5 - Computer/IT training, use of IT tools
- 6 - Local Economic Development and Investment Attraction
- 7 - Agriculture and rural development
- 8 - European integration
- 9 - Wastewater and solid waste management
- 10 - Public procurement and tender procedures
- 11 - Services to customers of the office, organisation of the secretarial office, customer service centre etc.
- 12 - Audit internal audit, management audit
- 13 - Work time management
- 14 - Activities of cultural institutions, implementation of cultural policy
- 15 - Strategic management of the local government unit
- 16 - Local public transport and local roads
- 17 - Urban/spatial planning and management of real property
- 18 - Language training, selected foreign language
- 19 - Creation of youth policies at the local level
- 20 - Environment protection
- 21 - Managing the finances of the local government unit, local taxes and fees, financial and accounting issues
- 22 - General administrative procedures
- 23 - Collaboration with non-governmental organisations
- 24 - Planning and implementation of infrastructural investments
- 25 - Building relationships with residents, public consultations, collaboration etc
- 26 - Managing human teams, team work techniques, conflict resolution etc
- 27 - Disaster and crisis management
- 28 - Protection of classified information and personal data
- 29 - Social policy, social inclusion, activities of welfare institutions
- 30 - Public property management
- 31 - Childcare
- 32 - Inclusion of Roma or other minorities
- 33 - Ethics and prevention of corruption threats
- 34 - Inspection control in various areas
- 35 - Management of preschool and primary school system
- 36 - Gender mainstreaming in LSG
- 37 - Protection of minority rights
- 38 - Integration of refugees/migrants
- 39 - HR management, HR policy

Data analysis has shown that the most important training needs of community council employees (at least in relation to the difficulties experienced by the units) include training in the following areas: 'local economic development and investment attraction', 'wastewater and solid waste management', 'services to elderly', 'agriculture and rural development' and 'European integration'.

6. ANNEXES

6.1. AN INITIATIVE FOR AMALGAMATION

One of the interviewed Mayors, when asked about the efforts and methods they put forward in order to improve their Municipalities operational performance, he mentioned that there is an innovative initiative under development in their area, which is applied in the wider framework of the discussions for the local government system's reform. According to the Mayor:

"We are in discussions with another municipality and other seven community councils in the nearby area with the following objective: to form a new entity - a new municipality that would embody all the involved (in the discussion) local authorities. We are talking about unifying our forces and through amalgamation to create a new large municipality which will have strong competences and increased level of autonomy. The Minister of Interior is aware of our initiative and supports our efforts. Both Mayors and the Presidents of the involved Community Councils are positive towards this objective and have agreed to proceed.

Our unification will be applied by the power that the Minister of Interior is granted by the Communities Law, hence to decide on political Acts in regards to Community Councils. According to the law, the Minister of Interior has the power, under specific conditions to order the unification of two or more Community Councils, to abolish a Community Council or to order a Community Councils to merge with a Municipality.

The Mayors and the Presidents of the Community Councils will remain in their positions until next elections. Then, they will become representatives of their local societies or communities, as members of the new Municipality's Council with one vote each. Therefore we are also suggesting a different electoral system to be applied in our case.

In our discussions with the Minister of Interior, we have been assured that the new municipality will be granted the competence of being a town planning authority for its area of intervention. We will create a specific department for that. In addition, we are claiming the competence of becoming also the civil registry responsible for our citizens.

Financially, the new municipality will be completely autonomous without the need for receiving any grants by the central government. Some new taxes will be levied for the new Municipality by the central government, such as the property tax (currently the money of this tax goes 50% to the LAs and 50% to the central government - in our case the entire amount of money collected through this tax will be received by the new municipality). The same will be applied in regards to the jurisdiction of the industrial area. Currently half of it is governed by my municipality and the other half by the central government. The new municipality will acquire the governing of the entire industrial area, and therefore all taxes collected from the industries operating there, will be collected by the new municipality. Finally, in the sector of education, we will demand that the School Committees' competences, which are responsible for the smooth operation of local schools, will be transferred to the new Municipality."

Currently, we (all elected representatives involved) have come to an agreement about these matters and the next step is to acquire the consent of our local councils, through an official decision. We will then proceed to the procurement of a feasibility study and then submit it to the Minister of Interior so that the process will be initiated officially."

6.2. INTERVIEW GUIDELINES

The research findings should help to:

- ✎ Identify the key problems in the activity of local administration associated with the competence gaps/skills gaps among local government officials
- ✎ Outline the scope and type of **needs** related to the acquisition of knowledge and skills by local government officials, and explore the **attitudes** towards participation in training
- ✎ Assess the usability of **previous training experience** among main groups of local government officials working for municipal administration

Introduction – general assessment of the operations of local government at the municipal level and residents' expectations

- What is your overall perception of the *activities of the local government* in this municipality?
- What are the strengths and weaknesses of the local government and its operation? What is most missing and most needed for local government to operate seamlessly? What are the strengths and what are the weaknesses?
- Are there any spheres in the operations of local government which pose particular problems for the management of the local government unit (*the entire unit, not just the local government office*)? Which spheres are those?
- What do the problems consist in? What are the consequences of those problems? Has anything changed in this respect in recent years? If so, what has changed and when?
- Where do these problems stem from? What are their sources and causes? (*probe in detail about local/translocal causes of problems*)
- How do the authorities of the local government unit address those problems? How successful are they in overcoming those problem? What is the outcome?
- How is the performance of the local government reflected in public opinion? To what extent can the local government take credit for successes (if any)? To what extent have the failures (problems) been caused by the activity of the local government?
- What are the residents' expectations towards local government? How do you view those expectations? Are they justified? Do local authorities take those expectations into consideration when planning their activities?
- What is the picture of collaboration between local government authorities and the residents? To what extent are residents involved in the local governance affairs/public affairs? Do residents show interest in the affairs of the municipality? How is that interest manifested?

Local / national problems

- How would you generally assess the current operation of local government in Cyprus? What is a success and what is a failure?
- Would there be a need for any reform of local government that would improve its performance? What would such a reform involve? (*probe about reasons for postulated reforms!*)
- Who are the most important external partners of the local government? What determines their role/importance? What does the collaboration with those partners look like? How would you assess this

collaboration? What kind of postulates can be formulated with respect to this collaboration?

- How can the relations between local governments and central institution be assessed?
- What is the picture of the collaboration between the local government and external institutions/other local government units? What does that collaboration involve? What are the purposes and drivers of this collaboration? How would you assess it?

Performance of administration and management of the office of local government unit

- How would you assess the performance of the municipality administration (*as a unit/office of public administration*)? Is the administration efficient in fulfilling the tasks within its area of responsibility? What kind of factors influence this performance? Which elements enhance/constrain the performance of the office?
- Are there any problems in the supervision over the operations of the organisational units? What kind of problems are those? What are their causes? How are those problems solved? How would you assess the effectiveness of local government in addressing those problems?
- Is the performance of the administration assessed/monitored in any formal way? How is this done? (*probe in detail*)
- How do local authorities identify problems related to the operations of the municipality? What kinds of methods (*formal/informal*) are used for such identification?
- How do the municipal authorities cope with the difficulties in managing the administration? Are they able to overcome those difficulties? Why? What kinds of factors determine the success/failure of those measures? What kind of factors influence the effectiveness of local authorities in solving those problems?
- Have there been any significant changes in the operations of the administration? If so, what did they involve? Why were they introduced? What were the outcomes of those changes?
- Do you see the need for any changes in the operations of the administration? What would such changes involve? What would be the purpose of those changes? Are/will those changes be introduced? (*if not, why not?*)
- What are the key intentions and key goals of the local government unit? What are the priorities in local government operations in the next few years?
- Does your municipality have a current development strategy? Does the strategy cover the performance of local administration or effectiveness of its activities? (*If so, probe on how this is included in the strategy, what specific provisions there are and whether they are executed.*)
- Is the administration effective in fulfilling the tasks and plans formulated by local authorities? Which factors play a role here/influence the effectiveness?
- Are there any practices to co-ordinate the activities/implement the policies with the neighbouring local government units? What do those practices involve? What are the practical aspects of this co-ordination? How is this collaboration carried out on a daily basis?

Staff's motivation and engagement – capacity building factors at the LGU

- What is your view on the motivation of the staff at the local government office and their engagement in their work? What kinds of factors most strongly influence the level of motivation and engagement and how?
- Does the management of the administration take any actions aimed to improve the staff's motivation and engagement? What kinds of activities are those? Why are those activities undertaken (or why are no activities undertaken)?

- Is there any monitoring of the staff's needs related to the tasks they fulfil (*If not, why not? Is there perhaps no need to do so?*)? How does the office obtain information about the staff's needs related to their job responsibilities? Is there a systematic approach to identification of staff's needs related to their work? (*If so, what does it consist in?*) How is the information used?

Previous experience of training and attitudes related to training

- How would you assess the competencies of the staff at your local government office? Are there any knowledge gaps and/or skills gaps? What are they? What is the importance of those gaps? How do they affect the performance of the office?
- What is the staff's attitude towards participation in external training? What kinds of training are more appreciated than others? Why is that? Are there any examples of training that the staff do not want to undertake? What are those?
- How would you describe the benefits of staff's participation in training? What is the most important element for local administration management? What is crucial for the management of the local government office?
- Does the participation of staff in training really translate into improved performance of the office? Does the staff training translate into improved quality of services offered by the office? How? What are the tangible benefits for the operations of the office?
- Are there any disadvantages/problems related to staff's participation in training? What are they? How bothersome are they? Can they be prevented in any way? How does your office address them?

Perception of training needs

- What kind of training is needed in terms to improve performance of municipality? How and by whom should this training be organized? Who should be trained and what should be the scope of training?
- What training for local government employees and council members is the most valuable in terms of using the acquired knowledge to improve local government management?

6.3. PAPER QUESTIONNAIRE DISTRIBUTED DURING CONFERENCES

Σας ευχαριστούμε για την ανταπόκρισή σας να συμμετάσχετε στην παρούσα έρευνα που διεξάγεται από το Συμβούλιο της Ευρώπης σε συνεργασία με το Υπουργείο Εσωτερικών της Κυπριακής Δημοκρατίας, την Ένωση Δήμων Κύπρου (ΕΔΚ) και την Ένωση Κοινοτήτων Κύπρου (ΕΚΚ). Θα θέλαμε να σας υπενθυμίσουμε ότι **η παρούσα έρευνα είναι απολύτως ανώνυμη**. Οι απαντήσεις σας θα χρησιμοποιηθούν αποκλειστικά και μόνο για την ετοιμασία συγκεντρωτικών αποτελεσμάτων, η ανάλυση των οποίων θα οδηγήσει στα αναγκαία συμπεράσματα και εισηγήσεις για ενίσχυση του θεσμού της Τ.Α στην Κύπρο.

1) Ποια είναι η κατεξοχήν ΠΡΟΤΕΡΑΙΟΤΗΤΑ του/της Δήμου/Κοινότητας σας στην παρούσα θητεία;

Παρακαλώ επιλέξτε ΕΩΣ 2 ΑΠΑΝΤΗΣΕΙΣ ΑΠΟ τον ακόλουθο κατάλογο:

- ☐ Επενδύσεις σε υποδομές
- ☐ Κοινωνικά ζητήματα, π.χ. επίλυση κοινωνικών προβλημάτων, κοινωνική συνοχή, κινητοποίηση δικτύων αλληλεγγύης
- ☐ Σταθεροποίηση του δημοτικού/κοινοτικού προϋπολογισμού
- ☐ Καθημερινή Διακυβέρνηση και αντιμετώπιση των προβλημάτων όπως προκύπτουν
- ☐ Συμμετοχή των πολιτών στη διαδικασία λήψης αποφάσεων
- ☐ Βελτίωση της ποιότητας των δημοσίων (δημοτικών/κοινοτικών) υπηρεσιών
- ☐ Δεν ξέρω, δεν είμαι βέβαιος/η
- ☐ Άλλο (διευκρινίστε)

2) Ο νόμος απαιτεί από τη Δημοτική/Κοινοτική Αρχή να εκτελεί ταυτόχρονα πολλαπλά καθήκοντα. Κανένα καθήκον δεν μπορεί να παραβλεφθεί, αλλά κάποια εξ αυτών μπορούν να αντιμετωπιστούν ως περισσότερο σημαντικά κατά την κατάρτιση του προϋπολογισμού. Κατά τη γνώμη σας, ποιοι τομείς πρέπει να ΥΠΟΣΤΗΡΙΧΘΟΥΝ ιδιαιτέρως στη δεδομένη κατάσταση του/της Δήμου/Κοινότητας σας;

Παρακαλώ επιλέξτε ως πιο σημαντικούς ΕΩΣ ΤΡΕΙΣ από τους κάτωθι τομείς:

- ☐ Φροντίδα παιδιών συμπεριλαμβανομένων εξωσχολικών τμημάτων για τα παιδιά
- ☐ Δραστηριότητες πολιτιστικών φορέων
- ☐ Υποστήριξη δραστηριοτήτων που αναπτύσσονται από τοπικές μη-Κυβερνητικές Οργανώσεις
- ☐ Τοπική οικονομική ανάπτυξη και υποστήριξη των τοπικών επιχειρήσεων
- ☐ Υπηρεσίες Πρόνοιας
- ☐ Αθλητισμός και αναψυχή
- ☐ Φροντίδα υγείας και πρόληψη
- ☐ Περιοχές πρασίνου
- ☐ Καθαριότητα σε δρόμους και σε δημόσιους χώρους
- ☐ Υποδομές οδικών έργων
- ☐ Υδρονομικά έργα και αποχετευτικά συστήματα
- ☐ Συμμετοχή της Δημοτικής/Κοινοτικής Αρχής στον πολεοδομικό σχεδιασμό και στη διαχείριση γης
- ☐ Πολιτική Προστασία και διαχείριση κρίσεων (έκτακτων καταστάσεων π.χ. πυρκαγιές)
- ☐ Άλλος τομέας

3) Ο/Η Δήμος/Κοινότητα σας προέβη σε αυτοαξιολογήσεις χρησιμοποιώντας οποιοδήποτε συστηματικό εργαλείο κατά την τελευταία τριετία;

Παρακαλώ επιλέξτε μόνο μία απάντηση

- ☐ Ναι ☐ Όχι ☐ Δεν ξέρω

4) Γενικά, πώς θα αξιολογούσατε την ΑΠΟΤΕΛΕΣΜΑΤΙΚΟΤΗΤΑ της διοίκησης στο/στην Δήμο/Κοινότητα σας;

πολύ κακή (1) 2 3 4 5 6 7 8 (9) πολύ καλή

5) Κατά την προσωπική σας άποψη, μία θέση εργασίας στην τοπική αυτοδιοίκηση είναι **ΕΛΚΥΣΤΙΚΗ** ή **ΟΧΙ** συγκριτικά με άλλες ευκαιρίες επαγγελματικής σταδιοδρομίας;

Καθόλου ελκυστική (1) 2 3 4 5 6 7 8 (9) Οπωσδήποτε ελκυστική

6) Κατά τη γνώμη σας, ποιος θα ήταν ο πιο αποδοτικός τρόπος ενίσχυσης των επιδόσεων του/της Δήμου/Κοινότητας σας;

Παρακαλώ επιλέξτε έως δύο μεθόδους κλειδιά

- ☐ Βελτίωση των ικανοτήτων του προσωπικού
- ☐ Αναδιοργάνωση της λειτουργίας στο/στην Δήμο/Κοινότητα σας
- ☐ Αύξηση των θέσεων εργασίας στο/στην Δήμο/Κοινότητα
- ☐ Αύξηση των απολαβών του προσωπικού
- ☐ Βελτίωση του τρόπου με τον οποίο διευθύνεται η εργασία των υπαλλήλων
- ☐ Μείωση των θέσεων εργασίας στο/στην Δήμο/Κοινότητα
- ☐ Αλλαγή στους κανόνες περί απολαβών του προσωπικού σας
- ☐ Βελτίωση των σχέσεων μεταξύ των μελών του προσωπικού
- ☐ Εισαγωγή συστήματος αξιολόγησης επιδόσεων του προσωπικού/των υπηρεσιών
- ☐ Δεν ξέρω, δεν είμαι βέβαιος/η
- ☐ Κάποιος άλλος τρόπος (διευκρινίστε)

7) Διαπιστώνετε προβλήματα στη διεκπεραίωση της εργασίας στην υπηρεσία σας τα οποία οφείλονται κυρίως στην ελλιπή γνώση ή τις ελλείψεις δεξιότητες των στελεχών του/της Δήμου/Κοινότητας;

Παρακαλώ επιλέξτε μία μόνον απάντηση

- ☐ Ναι, βεβαίως (--> ερώτηση 21)
- ☐ Ναι, ίσως (--> ερώτηση 21)
- ☐ Όχι, ίσως όχι (--> ερώτηση 22)
- ☐ Όχι, σίγουρα όχι (--> ερώτηση 22)
- ☐ Δεν είμαι βέβαιος/η (--> ερώτηση 22)

8) Παρακαλώ περιγράψτε εν συντομία αυτά τα προβλήματα:

✎

9) χετε εντοπίσει κάποιες ανάγκες εκπαίδευσης για το προσωπικό σας;

Παρακαλώ επιλέξτε μία μόνον απάντηση

- ☐ Ναι (--> ερώτηση 27)
- ☐ Όχι (--> ερώτηση 28)
- ☐ Δεν ξέρω (--> ερώτηση 35)

10) Περιγράψτε εν συντομία τις, εν λόγω, εκπαιδευτικές ανάγκες:

✎

Τέλος, θα θέλαμε να σας θέσουμε ορισμένες ερωτήσεις για στατιστικούς λόγους. Θα θέλαμε να σας υπενθυμίσουμε ότι Η ΠΑΡΟΥΣΑ ΕΡΕΥΝΑ ΕΙΝΑΙ ΑΠΟΛΥΤΩΣ ΑΝΩΝΥΜΗ.

11) Φύλο

- ☐ Γυναίκα ☐ Άνδρας

12) Ηλικία ✎

13) Εκπαίδευση

Επιλέξτε μία μόνο απάντηση

- ☐ Πρωτοβάθμια
- ☐ Δευτεροβάθμια
- ☐ Τριτοβάθμια
- ☐ MSc Μεταπτυχιακός τίτλος σπουδών
- ☐ PhD Διδακτορικός τίτλος σπουδών

15) Τύπος οργανισμού τοπικής αυτοδιοίκησης

- ☐ Δήμος
- ☐ Κοινότητα

14) Θέση

Επιλέξτε μία κατηγορία που ανταποκρίνεται στη θέση σας:

- ☐ Δήμαρχος/Κοινοτάρχης
- ☐ Αντιδήμαρχος/Αντιπρόεδρος Κοινοτικού Συμβουλίου
- ☐ Δημοτικός/ή Γραμματέας / Γραμματέας Κοινοτικού Συμβουλίου
- ☐ Άλλη (διευκρινίστε):

✎

6.4. CAWI SURVEY QUESTIONNAIRE

Dear Participant,

Thank you for agreeing to participate in this survey conducted by the **Council of Europe**, in collaboration with the Ministry of Interior of the Republic of Cyprus, and Administrative Reconstruction and the Union of Cyprus' Municipalities (UCM) and the Union of Cyprus' Communities (UCC). We would like to remind you that **this survey is completely anonymous**. Your answers will only be used to prepare aggregate analyses and summaries.

- To go to the survey (and, each time, to move to the next question), please click on "NEXT" (bottom of the page).
- You can interrupt the survey at any time (by clicking on "Postpone", in the top right corner) and return to the survey at any moment to answer the remaining questions.

1) What is the PRIORITY of your local government in the current term of office?

Please choose UP TO 2 ANSWERS FROM the following list:

- ☐ Infrastructural investments
- ☐ Social issues, e.g. solving social problems, social cohesion, mobilization of solidarity networks
- ☐ Stabilisation of the municipal/community budget
- ☐ Day-to-day governance, responding to problems as they arise
- ☐ Citizens' participation in decision-making
- ☐ Improving the quality of public (municipal/community) services
- ☐ Don't know, not sure
- ☐ Another issue important for the locality

Αγαπητοί Συμμετέχοντες,

Σας ευχαριστούμε για την ανταπόκρισή σας να συμμετάσχετε στην παρούσα έρευνα που διεξάγεται από το Συμβούλιο της Ευρώπης σε συνεργασία με το Υπουργείο Εσωτερικών της Κυπριακής Δημοκρατίας, την Ένωση Δήμων Κύπρου (ΕΔΚ) και την Ένωση Κοινοτήτων Κύπρου (ΕΚΚ). Θα θέλαμε να σας υπενθυμίσουμε ότι **η παρούσα έρευνα είναι απολύτως ανώνυμη**. Οι απαντήσεις σας θα χρησιμοποιηθούν αποκλειστικά και μόνο για την ετοιμασία συγκεντρωτικών αποτελεσμάτων, η ανάλυση των οποίων θα οδηγήσει στα αναγκαία συμπεράσματα και εισηγήσεις για ενίσχυση του θεσμού της Τ.Α στην Κύπρο.

- Για να μεταβείτε στην έρευνα (και για μετάβαση κάθε φορά στην επόμενη ερώτηση), παρακαλώ κάντε κλικ στην επιλογή «ΕΠΟΜΕΝΟ» (στο κάτω μέρος της σελίδας).
- Μπορείτε να διακόψετε την έρευνα ανά πάσα στιγμή (κάνοντας κλικ στην επιλογή «Αναβολή», στο πάνω δεξί μέρος της σελίδας) και να επιστρέψετε στην έρευνα όποτε το επιθυμείτε ώστε να απαντήσετε στις υπόλοιπες ερωτήσεις.

1) Ποια είναι η κατεξοχήν ΠΡΟΤΕΡΑΙΟΤΗΤΑ του/της Δήμου/Κοινότητας σας στην παρούσα θητεία;

Παρακαλώ επιλέξτε ΕΩΣ 2 ΑΠΑΝΤΗΣΕΙΣ ΑΠΟ τον ακόλουθο κατάλογο:

- ☐ Επενδύσεις σε υποδομές Κοινωνικά ζητήματα, π.χ. επίλυση κοινωνικών προβλημάτων, κοινωνική συνοχή, κινητοποίηση δικτύων αλληλεγγύης
- ☐ Σταθεροποίηση του δημοτικού/κοινοτικού προϋπολογισμού Καθημερινή Διακυβέρνηση και αντιμετώπιση των προβλημάτων όπως προκύπτουν
- ☐ Συμμετοχή των πολιτών στη διαδικασία λήψης αποφάσεων
- ☐ Βελτίωση της ποιότητας των δημοσίων (δημοτικών/κοινοτικών) υπηρεσιών
- ☐ Δεν ξέρω, δεν είμαι βέβαιος/η
- ☐ Άλλο (διευκρινίστε)

2) In your opinion, what are the sources of the GREATEST difficulties in the day-to-day management of your local government unit?

Please choose up to 3 categories

- ☐ Instability of the law, changing regulations
- ☐ Legal limitations of discretion in decision-making of local government in some areas
- ☐ Multiple controls over local government activities
- ☐ Wrong interpretation of the law by regulatory bodies
- ☐ Staff shortages in local administration
- ☐ Lack of competent staff
- ☐ Insufficient own revenues
- ☐ No adequate financing of commissioned tasks
- ☐ Passive citizens, their lack of interest in public affairs
- ☐ Excessive procedures associated with EU funding
- ☐ Conflicts between executive power in the local government (mayors/presidents of the council) and the Council
- ☐ Political pressure, influence of political parties on how local government works
- ☐ Unfavourable macroeconomic phenomena
- ☐ Not sure
- ☐ Another source of problems

2) Κατά τη γνώμη σας, ποιες είναι οι πηγές των ΜΕΓΑΛΥΤΕΡΩΝ δυσκολιών στην καθημερινή διαχείριση του/της Δήμου/Κοινοτήτάς σας;

Παρακαλώ επιλέξτε έως 3 κατηγορίες

- ☐ Ασαφές νομικό πλαίσιο, εναλλασσόμενες ρυθμίσεις
Νομικοί περιορισμοί στη διακριτική ευχέρεια για λήψη αποφάσεων της Τοπικής Αυτοδιοίκησης σε κάποιους τομείς
- ☐ Πολλαπλοί έλεγχοι επί των δραστηριοτήτων της Τοπικής Αυτοδιοίκησης
- ☐ Λανθασμένη ερμηνεία του νόμου από τις ρυθμιστικές αρχές
- ☐ Ελλείψεις προσωπικού στην Τοπική Αυτοδιοίκηση
- ☐ Έλλειψη ικανού προσωπικού
- ☐ Ανεπαρκείς ίδιοι πόροι
Ανεπαρκής χρηματοδότηση των καθηκόντων που ανατίθενται στους Δήμους/Κοινοτήτες
- ☐ Παθητικοί πολίτες, απουσία ενδιαφέροντος για τις δημόσιες υποθέσεις
- ☐ Πολύπλοκες - γραφειοκρατικές διαδικασίες σχετικά με τη χρηματοδότηση από την ΕΕ
Συγκρούσεις μεταξύ εκτελεστικής εξουσίας (Δημάρχων/Κοινοταρχών) και των μελών του Δημοτικού/Κοινοτικού Συμβουλίου, σε τοπικό επίπεδο
- ☐ Πολιτικές πιέσεις, επιρροή των πολιτικών κομμάτων στον τρόπο λειτουργίας της Τοπικής Αυτοδιοίκησης
- ☐ Δυσμενέ μακροοικονομικά φαινόμενα
- ☐ Δεν είμαι βέβαιος/η
- ☐ Άλλη πηγή προβλημάτων

3) The law requires that the municipality/community should fulfil multiple tasks simultaneously. No task can be abandoned but some of them can be treated as more important in budget planning. Which areas do you think should be particularly SUPPORTED in the specific situation of your local government unit?

Please choose UP TO THREE most important items from the list below:

- ☐ Care including extracurricular classes for children
- ☐ Activities of cultural institutions
- ☐ Supporting activities performed by local non-governmental organisations
- ☐ Local economic development and support to local businesses
- ☐ Welfare services
- ☐ Sport and recreation
- ☐ Health care and prevention
- ☐ Greenery
- ☐ Cleanliness in the streets and public areas
- ☐ Road infrastructure
- ☐ Waterworks and sewage system
- ☐ Participation of the municipality in urban planning and land management
- ☐ Disaster and crisis management (e.g. fire)
- ☐ Another area

4) What is your overall assessment of your municipality/community AS A PLACE TO LIVE?

(Please move the slider to the position which best reflects your views on the matter.)

very bad (1)	👉.....	(7) very good
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3) Ο νόμος απαιτεί από τη Δημοτική/Κοινοτική Αρχή να εκτελεί ταυτόχρονα πολλαπλά καθήκοντα. Κανένα καθήκον δεν μπορεί να παραβλεφθεί, αλλά κάποια εξ αυτών μπορούν να αντιμετωπιστούν ως περισσότερο σημαντικά κατά την κατάρτιση του προϋπολογισμού. Κατά τη γνώμη σας, ποιοι τομείς πρέπει να ΥΠΟΣΤΗΡΙΧΘΟΥΝ ιδιαιτέρως στη δεδομένη κατάσταση του/της Δήμου/Κοινότητας σας;

Παρακαλώ επιλέξτε ως πιο σημαντικούς ΕΩΣ ΤΡΕΙΣ από τους κάτωθι τομείς:

- ☐ Φροντίδα παιδιών συμπεριλαμβανομένων εξωσχολικών τμημάτων για τα παιδιά
- ☐ Δραστηριότητες πολιτιστικών φορέων
- ☐ Υποστήριξη δραστηριοτήτων που αναπτύσσονται από τοπικές μη-Κυβερνητικές Οργανώσεις
- ☐ Τοπική οικονομική ανάπτυξη και υποστήριξη των τοπικών επιχειρήσεων
- ☐ Υπηρεσίες Πρόνοιας
- ☐ Αθλητισμός και αναψυχή
- ☐ Φροντίδα υγείας και πρόληψη
- ☐ Περιοχές πρασίνου
- ☐ Καθαριότητα σε δρόμους και σε δημόσιους χώρους
- ☐ Υποδομές οδικών έργων
- ☐ Υδρονομικά έργα και αποχετευτικά συστήματα
- ☐ Συμμετοχή της Δημοτικής/Κοινοτικής Αρχής στον πολεοδομικό σχεδιασμό και στη διαχείριση γης
- ☐ Πολιτική Προστασία και διαχείριση κρίσεων (έκτακτων καταστάσεων π.χ. πυρκαγιές)
- ☐ Άλλος τομέας

4) Πώς αξιολογείτε συνολικά το/την Δήμο/Κοινότητα σας ως ΤΟΠΟ ΓΙΑ ΝΑ ΖΕΙ ΚΑΠΟΙΟΣ;

(Παρακαλώ μετακινήστε τον κέρσορα στη θέση που ταιριάζει καλύτερα στην άποψή σας επί του θέματος.)

πολύ κακό (1)	👉.....	(7) πολύ καλό
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5) Does your local government unit have an UP-TO-DATE DEVELOPMENT STRATEGY (or an equivalent strategic document concerning your entire local government unit)?

- ☐ Yes
- ☐ No (--> skip to question 7)
- ☐ Don't know

5) Ο/Η Δήμος/Κοινότητα σας, διαθέτει μία ΣΥΓΧΡΟΝΗ ΣΤΡΑΤΗΓΙΚΗ ΑΝΑΠΤΥΞΗΣ (ή κάποιο ανάλογο στρατηγικό κείμενο) σχετικά με το σύνολο της αυτοδιοικητικής σας μονάδας;

- ☐ Ναι
- ☐ Όχι
- ☐ Δεν ξέρω

6) Were the RESIDENTS of your municipality/community involved in the work on the current development strategy?

Please choose one answer only

- ☐ Yes, the office worked intensively with the residents to develop the strategy
The residents did not participate in developing the document but the draft document underwent public consultation
- ☐ No, we developed the strategy without involving the residents
- ☐ Don't know / Not sure
The residents were involved in some other way (please specify):
.....

6) Συμμετείχαν οι ΚΑΤΟΙΚΟΙ του/της Δήμου/Κοινότητας σας στις διαδικασίες σχετικά με την τρέχουσα αναπτυξιακή στρατηγική του/της Δήμου/Κοινότητας;

Παρακαλώ επιλέξτε μόνο μία απάντηση

- ☐ Ναι, η υπηρεσία συνεργάστηκε εντατικά με τους κατοίκους, ώστε να αναπτυχθεί η στρατηγική
Οι κάτοικοι δεν συμμετείχαν στην κατάρτιση του σχετικού κειμένου
- ☐ στρατηγικής, αλλά το προσχέδιο του, εν λόγω, κειμένου ετέθη σε δημόσια διαβούλευση
- ☐ Όχι, αναπτύξαμε τη στρατηγική χωρίς τη συμμετοχή των κατοίκων
- ☐ Δεν ξέρω, δεν είμαι βέβαιος/η
Οι κάτοικοι συμμετείχαν με κάποιο άλλο τρόπο (παρακαλώ διευκρινίστε):
.....

7) And are you currently doing any work related to the development/updating of your development strategy (or an equivalent document)?

Please choose one answer only

- ☐ Yes, we are working on updating the existing document
- ☐ Yes, we are developing a new document
- ☐ No, but we plan to develop a strategy in the coming year
- ☐ No, and we have no plans to develop such a document in the coming year
- ☐ Don't know / Not sure

7) Ασχολείστε επί του παρόντος με κάποια δράση που σχετίζεται με τη βελτίωση/τον εκσυγχρονισμό της στρατηγικής σας για την ανάπτυξη (ή με κάποιο συναφές κείμενο);

Παρακαλώ επιλέξτε μόνο μία απάντηση

- ☐ Ναι, εργαζόμαστε για την επικαιροποίηση του υπάρχοντος κειμένου
- ☐ Ναι, καταρτίζουμε ένα νέο έγγραφο
- ☐ Όχι, αλλά επιδιώκουμε την ανάπτυξη μίας στρατηγικής εντός του επόμενου έτους
- ☐ Όχι, και δεν έχουμε κανένα σχέδιο επεξεργασίας κάποιου παρόμοιου κειμένου εντός του επόμενου έτους
- ☐ Δεν ξέρω, δεν είμαι βέβαιος/η

8) In the last three years, did your municipality/community conduct any self-assessments using any systematic tool?

Please choose one answer only

- ☐ Yes (--> ask question 9)
- ☐ No (--> skip to question 10)
- ☐ Don't know(--> skip to question 10)

9) And which tool did you use for the self-assessment?

Please provide the name or describe the tool briefly:

.....

10) Generally speaking, how would you assess the **EFFICIENCY** of local administration at your local government unit?

(Please move the slider to the position which best reflects your views on the matter.)

very bad (1)	(9) very good
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11) In your opinion, what would be the most effective way to boost the performance of your municipality/community?

Please choose up to two key methods

- ☐ Improving staff's competencies
- ☐ Reorganising the work of your local government unit
- ☐ Increasing employment at the municipality/community
- ☐ Raising staff's salaries
- ☐ Improving the way the management manages the work of officials
- ☐ Reducing employment at the municipality/community
- ☐ Changing remuneration rules for your staff
- ☐ Improving the relationships between staff members
- ☐ Introduction of performance evaluation of staff/services
- ☐ Don't know / Not sure
- ☐ Some other way

8) Ο/Η Δήμος/Κοινότητα σας προέβη σε αυτοαξιολογήσεις χρησιμοποιώντας οποιοδήποτε συστηματικό εργαλείο κατά την τελευταία τριετία;

Παρακαλώ επιλέξτε μόνο μία απάντηση

- ☐ Ναι (--> μεταβείτε στην ερώτηση 9)
- ☐ Όχι (--> μεταβείτε στην ερώτηση 10)
- ☐ Δεν ξέρω (--> μεταβείτε στην ερώτηση 10)

9) Ποιο εργαλείο χρησιμοποιήσατε για την αυτοαξιολόγηση;

Παρακαλώ αναφέρατε το όνομα ή περιγράψτε συνοπτικά το εν λόγω εργαλείο:

.....

10) Γενικά, πώς θα αξιολογούσατε την **ΑΠΟΤΕΛΕΣΜΑΤΙΚΟΤΗΤΑ** της διοίκησης στο/στην Δήμο/Κοινότητα σας;

(Παρακαλώ μετακινήστε τον κέρσορα στη θέση που ταιριάζει καλύτερα στην άποψή σας επί του θέματος.)

πολύ κακή (1)	(9) πολύ καλή
---------------	-------	---------------

11) Κατά τη γνώμη σας, ποιος θα ήταν ο πιο αποδοτικός τρόπος ενίσχυσης των επιδόσεων του/της Δήμου/Κοινότητας σας;

Παρακαλώ επιλέξτε έως δύο μεθόδους κλειδιά

- ☐ Βελτίωση των ικανοτήτων του προσωπικού
- ☐ Αναδιοργάνωση της λειτουργίας στο/στην Δήμο/Κοινότητα σας
- ☐ Αύξηση των θέσεων εργασίας στο/στην Δήμο/Κοινότητα
- ☐ Αύξηση των απολαβών του προσωπικού
- ☐ Βελτίωση του τρόπου με τον οποίο διευθύνεται η εργασία των υπαλλήλων
- ☐ Μείωση των θέσεων εργασίας στο/στην Δήμο/Κοινότητα
- ☐ Αλλαγή στους κανόνες περί απολαβών του προσωπικού σας
- ☐ Βελτίωση των σχέσεων μεταξύ των μελών του προσωπικού
- ☐ Εισαγωγή συστήματος αξιολόγησης επιδόσεων του προσωπικού/των υπηρεσιών
- ☐ Δεν ξέρω, δεν είμαι βέβαιος/η
- ☐ Κάποιος άλλος τρόπος (διευκρινίστε)

Please choose one answer only in each row


12) Πώς θα αξιολογούσατε συνολικά στο/στην δήμο/κοινότητα σας τα παρακάτω;

[illegible]

Ακεραιότητα των στελεχών κατά την εκτέλεση των επαγγελματικών καθηκόντων τους	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ποιότητα εξυπηρέτησης των πολιτών	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Αποτελεσματικότητα των στελεχών κατά την επίλυση των προβλημάτων που προκύπτουν	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>


13) In your personal opinion, is a job at the local government office ATTRACTIVE or UNATTRACTIVE in comparison with other available employment opportunities?

(Please move the slider to the position which best reflects your views on the matter.)

Definitely unattractive (1)		(9) Definitely attractive
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13) Κατά την προσωπική σας άποψη, μία θέση εργασίας στην τοπική αυτοδιοίκηση είναι ΕΛΚΥΣΤΙΚΗ ή ΟΧΙ συγκριτικά με άλλες ευκαιρίες επαγγελματικής σταδιοδρομίας;

(Παρακαλώ μετακινήστε τον κέρσορα στη θέση που ταιριάζει καλύτερα στην άποψή σας επί του θέματος.)

Καθόλου ελκυστική (1)		(9) Οπωσδήποτε ελκυστική
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14) Below is a list of various issues which may make a local government job attractive. Please, specify if each of them is important or unimportant TO YOU PERSONALLY in the context of working for local government?

Please choose one answer only in each row

	Very important	Fairly important	Fairly unimportant	Totally unimportant	Not sure
Level of remuneration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Possibility to keep a balance between career and private life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interesting challenges involved in fulfilling job responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunities for career and professional advancement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunities to improve one's competencies (skills, knowledge, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Good reputation of the employer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job stability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Possibility to work with interesting people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Autonomy at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Varied tasks and responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A chance for attractive bonuses and pay rises	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Proximity between workplace and home	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working time, working hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

→ ASK Q15 only for items marked as „very important“ in Q11

14) Παρακάτω θα βρείτε έναν κατάλογο με επιμέρους πτυχές που καθιστούν ελκυστική μία θέση εργασίας στην Τοπική Αυτοδιοίκηση. Παρακαλώ επισημάνετε αν η καθεμία από αυτές είναι σημαντική ή όχι ΓΙΑ ΕΣΑΣ ΠΡΟΣΩΠΙΚΑ στο πλαίσιο της απασχόλησής σας στην τοπική αυτοδιοίκηση.

Παρακαλώ επιλέξτε μία μόνο απάντηση σε κάθε γραμμή

	Πολύ σημαντικό	Αρκετά σημαντικό	Μάλλον ασήμαντο	Εντελώς ασήμαντο	Δεν είμαι βέβαιος/η
Επίπεδο αμοιβής	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Δυνατότητα εναρμόνισης της εργασίας με την προσωπική ζωή	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ενδιαφέρουσες προκλήσεις στο πλαίσιο της εκπλήρωσης των επαγγελματικών ευθυνών	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ευκαιρίες σταδιοδρομίας και επαγγελματικής ανέλιξης	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ευκαιρίες βελτίωσης επαγγελματικών προσόντων (δεξιοτήτων, γνώσεων, κλπ.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Καλή φήμη του εργοδότη	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Σταθερότητα της εργασίας	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Δυνατότητα συνεργασίας με ενδιαφέρουσες περιπτώσεις ανθρώπων	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Αυτονομία κατά την εργασία	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ποικιλία καθηκόντων και αρμοδιοτήτων	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ευκαιρίες μισθολογικών αυξήσεων και ελκυστικών πριμ (bonus)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Εγγύτητα μεταξύ χώρου εργασίας και κατοικίας	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Χρόνος εργασίας, Ωράριο εργασίας	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

→ ΑΠΑΝΤΗΣΤΕ ΤΗΝ ΕΡΩΤΗΣΗ 15, μόνο για τα στοιχεία για τα οποία στην ερώτηση 11 έχει επιλεγεί η απάντηση «πολύ σημαντικό»

15) And which of those factors play the most important role for you in the context of your work for local government?

Please name up to 3 most important factors (only factors you described as very important have been selected)

- ☐ Level of remuneration
- ☐ Possibility to keep a balance between career and private life
- ☐ Interesting challenges involved in fulfilling job responsibilities
- ☐ Opportunities for career and professional advancement
- ☐ Opportunities to improve one's competencies (skills, knowledge, etc.)
- ☐ Good reputation of the employer
- ☐ Job stability
- ☐ Possibility to work with interesting people
- ☐ Autonomy at work
- ☐ Varied tasks and responsibilities
- ☐ A chance for attractive bonuses and pay rises
- ☐ Proximity between workplace and home
- ☐ Working time, working hours

15) Ποιος από τους πιο κάτω παράγοντες διαδραματίζει, κατά τη γνώμη σας, το σημαντικότερο ρόλο στο πλαίσιο της απασχόλησής σας στην Τοπική Αυτοδιοίκηση;

Παρακαλώ αναφέρατε έως 3 πολύ σημαντικούς παράγοντες (έχουν επιλεγεί μόνο οι παράγοντες που έχετε περιγράψει ως πολύ σημαντικοί)

- ☐ Επίπεδο αμοιβής
- ☐ Δυνατότητα εναρμόνισης της εργασίας με την προσωπική ζωή
- ☐ Ενδιαφέρουσες προκλήσεις στο πλαίσιο της εκπλήρωσης των επαγγελματικών ευθυνών
- ☐ Ευκαιρίες σταδιοδρομίας και επαγγελματικής ανέλιξης
- ☐ Ευκαιρίες βελτίωσης επαγγελματικών προσόντων (δεξιοτήτων, γνώσεων, κλπ.)
- ☐ Καλή φήμη του εργοδότη
- ☐ Σταθερότητα της εργασίας
- ☐ Δυνατότητα συνεργασίας με ενδιαφέρουσες περιπτώσεις ανθρώπων
- ☐ Αυτονομία κατά την εργασία
- ☐ Ποικιλία καθηκόντων και αρμοδιοτήτων
- ☐ Ευκαιρίες μισθολογικής αύξησης και ελκυστικών πριμ (bonus)
- ☐ Εγγύτητα μεταξύ χώρου εργασίας και κατοικίας
- ☐ Χρόνος Εργασίας και Ωράριο εργασίας

16) Which of the factors listed do you consider to be the most important ones FOR THE STAFF at your office, making your office attractive as a place to work at?

Please name up to 3 most important factors

- ☐ Level of remuneration
- ☐ Possibility to keep a balance between career and private life
- ☐ Interesting challenges involved in fulfilling job responsibilities
- ☐ Opportunities for career and professional advancement
- ☐ Opportunities to improve one's competencies (skills, knowledge, etc.)
- ☐ Good reputation of the employer
- ☐ Job stability
- ☐ Possibility to work with interesting people
- ☐ Autonomy at work
- ☐ Varied tasks and responsibilities
- ☐ A chance for attractive bonuses and pay rises
- ☐ Proximity between workplace and home
- ☐ Working time, working hours
- ☐ Don't know / Not sure
- ☐ Something else is important:


16) Ποιοι από τους παρακάτω παράγοντες θεωρείτε ότι είναι οι σημαντικότεροι ΓΙΑ ΤΟΥΣ ΥΠΑΛΛΗΛΟΥΣ στο γραφείο σας και συνεπώς καθιστούν τον χώρο εργασίας σας ελκυστικό;

Παρακαλώ αναφέρατε έως 3 ιδιαίτερα σημαντικούς παράγοντες

- ☐ Επίπεδο αμοιβής
- ☐ Δυνατότητα εναρμόνισης της εργασίας με την προσωπική ζωή
- ☐ Ενδιαφέρουσες προκλήσεις στο πλαίσιο της εκπλήρωσης των επαγγελματικών ευθυνών
- ☐ Ευκαιρίες σταδιοδρομίας και επαγγελματικής ανέλιξης
- ☐ Ευκαιρίες βελτίωσης επαγγελματικών προσόντων (δεξιοτήτων, γνώσεων, κ.λπ.)
- ☐ Καλή φήμη του εργοδότη
- ☐ Σταθερότητα της εργασίας
- ☐ Δυνατότητα συνεργασίας με ενδιαφέρουσες περιπτώσεις ανθρώπων
- ☐ Αυτονομία κατά την εργασία
- ☐ Ποικιλία καθηκόντων και αρμοδιοτήτων
- ☐ Ευκαιρίες μισθολογικής αύξησης και ελκυστικών πριμ (bonus)
- ☐ Εγγύτητα μεταξύ χώρου εργασίας και κατοικίας
- ☐ Χρόνος Εργασίας και Ωράριο εργασίας
- ☐ Δεν ξέρω / Δεν είμαι βέβαιος/η
- ☐ Άλλος σημαντικός παράγοντας (παρακαλώ εξηγήστε):

17) In your opinion, is a job at your local government office SATISFACTORY for officials who are employed there?

(Please move the slider to the position which best reflects your views on the matter.)

No, definitely not (1)		(9) Yes, definitely
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17) Κατά την άποψή σας, η απασχόληση στο/στην Δήμο/Κοινότητα είναι ΙΚΑΝΟΠΟΙΗΤΙΚΗ για τα στελέχη που εργάζονται εκεί;















(Παρακαλώ μετακινήστε τον κέρσορα στη θέση που ταιριάζει καλύτερα στην άποψή σας επί του θέματος.)

Όχι, καμία περίπτωση (1)		(9) Οποσδήποτε ναι
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18) Below listed are various factors which may MOTIVATE staff to GET ENGAGED and WORK BETTER. Please, name those which are most important, moderately important and least important in motivating staff.

Please group those factors, placing each of them in the corresponding window on the right, by dragging them with the mouse.

- Key motivating factors (1)
- Important but not crucial (2)
- Without much importance (3)
- Difficult to describe/to classify into a group (4)

- Opportunities for personal growth and gaining experience 
- Sense of causality – having an impact on reality 
- Positive reputation of the employer 
- Good relations with supervisors 
- Being appreciated by the management of the office 
- Level of remuneration 
- Good co-operation within the office 
- A high degree of independence in performing one's tasks 
- Leader's charisma, respect for the mayor/president of the council 
- Supervisors being interested in their subordinates 
- Opportunities to get promoted 
- Financial and in-kind awards 
- Sense of mission of the local government 
- A good atmosphere at the office 

18) Στη συνέχεια αναφέρονται κάποιοι παράγοντες που ενδέχεται να ΕΝΘΑΡΡΥΝΟΥΝ το προσωπικό να ΣΥΜΜΕΤΕΧΕΙ περισσότερο και να ΕΡΓΑΖΕΤΑΙ ΚΑΛΥΤΕΡΑ. Παρακαλώ αναφέρατε ποιοι είναι οι σημαντικότεροι, οι αρκετά σημαντικοί και οι λιγότερο σημαντικοί παράγοντες στην παρακίνηση και ενθάρρυνση του προσωπικού.

Παρακαλώ ομαδοποιήστε τους εν λόγω παράγοντες σύροντάς τους με το ποντίκι και τοποθετώντας τον καθένα στο αντίστοιχο παράθυρο στα δεξιά.

- Βασικοί παράγοντες παρακίνησης (1)
- Σημαντικοί αλλά όχι κρίσιμοι (2)
- Άνευ ιδιαίτερης σημασίας (3)

Δύσκολο να το περιγράψω/εντάξω σε μία (4)
κατηγορία

Ευκαιρίες προσωπικής ανέλιξης και απόκτησης εμπειριών	✗.....
Εργασία με νόημα και αποστολή – το συναίσθημα ότι επιδράς με τη δουλειά σου στη διαμόρφωση της κοινωνικής πραγματικότητας	✗.....
Καλή φήμη του εργοδότη	✗.....
Καλές σχέσεις με τους προϊσταμένους	✗.....
Προσωπική εκτίμηση από τη Διεύθυνση της υπηρεσίας	✗.....
Επίπεδο αμοιβής	✗.....
Καλή συνεργασία μέσα στην υπηρεσία	✗.....
Αυξημένη ανεξαρτησία κατά την εκτέλεση των προσωπικών καθηκόντων	✗.....
Ηγετικό χάρισμα και σεβασμός προς το/τον Δήμαρχο/Κοινοτάρχη	✗.....
Ενδιαφέρον των προϊσταμένων για τους υφισταμένους	✗.....
Ευκαιρίες προαγωγής	✗.....
Χρηματικές ανταμοιβές και ανταμοιβές σε είδος	✗.....
Αίσθηση αποστολής της Τοπικής Αυτοδιοίκησης	✗.....
Ευχάριστο περιβάλλον στην υπηρεσία	✗.....

19) Below mentioned are various areas where local government institutions fulfil their tasks or activities. Please, provide a GENERAL ASSESSMENT of your office in terms of the FULFILMENT OF TASKS or PERFORMANCE OF ACTIVITIES in those areas.

Please subdivided those areas into ones where: (1) task are fulfilled smoothly and without major obstacles; (2) there are difficulties in fulfilling tasks but they are resolved;(3) there are major difficulties in fulfilling tasks and their resolution is highly problematic.

Area where tasks are fulfilled smoothly	(1)
Fulfilling tasks is somewhat problematic	(2)
Major difficulties in fulfilling tasks	(3)
Not sure / No experience	(4)

.....	✗
Activities of cultural institutions, implementation of cultural policy	✗
Agriculture and rural development	✗
Audit internal audit, management audit	✗
Building relationships with residents, public consultations, collaboration etc	✗
Collaboration with non-governmental organisations	✗
Computer/IT training, use of IT tools	✗
Development and management of projects	✗
Disaster and crisis management	✗
Environment protection	✗
Ethics and prevention of corruption threats	✗
European integration	✗
Gender mainstreaming in LSG	✗
.....	✗

General administrative procedures	<input checked="" type="checkbox"/>
HR management, HR policy	<input checked="" type="checkbox"/>
Implementation of e-administration and computerisation of the office	<input checked="" type="checkbox"/>
Inclusion of Roma or other minorities	<input checked="" type="checkbox"/>
Inspection control in various areas	<input checked="" type="checkbox"/>
Language training, selected foreign language	<input checked="" type="checkbox"/>
Local Economic Development and Investment Attraction	<input checked="" type="checkbox"/>
Management of preschool and primary school system	<input checked="" type="checkbox"/>
Managing human teams, team work techniques, conflict resolution etc	<input checked="" type="checkbox"/>
Managing the finances of the local government unit, local taxes and fees, financial and accounting issues	<input checked="" type="checkbox"/>
Planning and implementation of infrastructural investments	<input checked="" type="checkbox"/>
Public property management	<input checked="" type="checkbox"/>
Protection of classified information and personal data	<input checked="" type="checkbox"/>
Protection of minority rights	<input checked="" type="checkbox"/>
Public procurement and tender procedures	<input checked="" type="checkbox"/>
Services to customers of the office, organisation of the secretarial office, customer service centre etc.	<input checked="" type="checkbox"/>
Social policy, social inclusion, activities of welfare institutions	<input checked="" type="checkbox"/>
Strategic management of the local government unit	<input checked="" type="checkbox"/>
Urban/spatial planning and management of real property	<input checked="" type="checkbox"/>
Wastewater and solid waste management	<input checked="" type="checkbox"/>
Work organisation at the office	<input checked="" type="checkbox"/>
Work time management	<input checked="" type="checkbox"/>
Creation of youth policies at the local level	<input checked="" type="checkbox"/>
Local public transport and local roads	<input checked="" type="checkbox"/>
Integration of refugees/migrants	<input checked="" type="checkbox"/>
Childcare	<input checked="" type="checkbox"/>
Services to elderly	<input checked="" type="checkbox"/>

19) Παρακάτω παρατίθενται διάφοροι, τομείς όπου οι Δήμοι/Κοινότητες εκπληρώνουν τα καθήκοντα ή τις δραστηριότητές τους. Παρακαλώ προχωρήστε σε ΓΕΝΙΚΗ ΑΞΙΟΛΟΓΗΣΗ του/της Δήμου/Κοινότητας σας σε ό,τι αφορά την ΕΚΠΛΗΡΩΣΗ ΤΩΝ ΚΑΘΗΚΟΝΤΩΝ ή ΤΙΣ ΕΠΙΔΟΣΕΙΣ ΤΩΝ ΔΡΑΣΤΗΡΙΟΤΗΤΩΝ του/της στους, εν λόγω, τομείς.

Παρακαλώ διαχωρίστε τους τομείς σε αυτούς όπου: (1) τα καθήκοντα εκπληρώνονται ομαλά και χωρίς σοβαρά εμπόδια (2) υπάρχουν σοβαρά προβλήματα στην εκπλήρωση των καθηκόντων αλλά επιλύονται, (3) υπάρχουν σοβαρά προβλήματα στην εκπλήρωση των καθηκόντων, αλλά η επίλυσή τους είναι ιδιαίτερα προβληματική.

- | | |
|--|-----|
| Τομείς, στους οποίους τα καθήκοντα εκπληρώνονται ομαλά | (1) |
| Σχετικά προβληματική εκπλήρωση των καθηκόντων | (2) |
| Σοβαρές δυσκολίες στην εκπλήρωση των καθηκόντων | (3) |
| Δεν είμαι βέβαιος/η / Δεν έχω εμπειρία | (4) |

Δράσεις πολιτιστικών φορέων, εφαρμογή πολιτιστικής πολιτικής	<input checked="" type="checkbox"/>
Γεωργία και αγροτική ανάπτυξη	<input checked="" type="checkbox"/>
Εσωτερικός έλεγχος, έλεγχος διαχείρισης	<input checked="" type="checkbox"/>

Ανάπτυξη δεσμών με τους κατοίκους, δημόσιες διαβουλεύσεις, συνεργασία, κλπ.	☒
Συνεργασία με μη κυβερνητικές οργανώσεις	☒
Κατάρτιση στον τομέα των Υπολογιστών/Πληροφοριακών Συστημάτων, εργαλείων πληροφορικής	☒
Ανάπτυξη και διαχείριση έργων	☒
Πολιτική προστασία και Διαχείριση κρίσεων	☒
Προστασία του περιβάλλοντος	☒
Δεοντολογία και πρόληψη διαφθοράς	☒
Ευρωπαϊκή ολοκλήρωση	☒
Ενσωμάτωση της διάστασης του φύλου στην Τοπική Αυτοδιοίκηση	☒
Γενικές διοικητικές διαδικασίες	☒
Διαχείριση Ανθρώπινων Πόρων, Πολιτική Ανθρώπινων Πόρων	☒
Εφαρμογή ηλεκτρονικής διοίκησης (e-administration) και μηχανοργάνωσης της υπηρεσίας	☒
Ένταξη των Ρομά ή άλλων μειονοτήτων	☒
Επιθεώρηση και έλεγχος σε διάφορους τομείς	☒
Γλωσσική εκπαίδευση, επιλεγμένη ξένη γλώσσα	☒
Τοπική Οικονομική Ανάπτυξη και Προσέλκυση Επενδύσεων	☒
Διαχείριση προσχολικών και σχολικών εκπαιδευτικών συστημάτων	☒
Διαχείριση ομάδων εργασίας, τεχνικές ομαδικής εργασίας, επίλυση συγκρούσεων, κ.λπ	☒
Οικονομική διαχείριση του/της Δήμου/Κοινότητας, τοπικοί φόροι και τέλη, οικονομικά και λογιστικά θέματα	☒
Σχεδιασμός και εφαρμογή επενδύσεων στις υποδομές	☒
Διαχείριση δημόσιας περιουσίας	☒
Προστασία απορρήτων πληροφοριών και προσωπικών δεδομένων	☒
Προστασία δικαιωμάτων των μειονοτήτων	☒
Διαδικασίες διαγωνισμών δημοσίων συμβάσεων και υποβολής προσφορών	☒
Υπηρεσίες προς τους πολίτες, οργάνωση της γραμματειακής υποστήριξης, κέντρο εξυπηρέτησης πολιτών, κ.λπ.	☒
Κοινωνική πολιτική, κοινωνική ένταξη, δράσεις οργανισμών πρόνοιας	☒
Στρατηγική διαχείριση του/της Δήμου/Κοινότητας	☒
Πολεοδομία/χωροταξία και διαχείριση ακίνητης περιουσίας	☒
Λύματα και διαχείριση στερεών αποβλήτων	☒
Οργάνωση της εργασίας στην υπηρεσία	☒
Διαχείριση του χρόνου εργασίας	☒
Χάραξη πολιτικών για τους νέους σε τοπικό επίπεδο	☒
Τοπική δημόσια συγκοινωνία και τοπικό οδικό δίκτυο	☒
Ένταξη προσφύγων/μεταναστών	☒
Φροντίδα παιδιών	☒
Υπηρεσίες σε ηλικιωμένους	☒

20) Can you see any problems in the work of your office caused primarily by insufficient knowledge or insufficient skills of officials at your local government unit?

Please choose one answer only

- ☐ Yes, definitely (--> ask question 21)
- ☐ Yes, probably (--> ask question 21)
- ☐ No, probably not (--> skip to question 22)
- ☐ No, definitely not (--> skip to question 22)
- ☐ Not sure(--> skip to question 22)

20) Διαπιστώνετε προβλήματα στη διεκπεραίωση της εργασίας στην υπηρεσία σας τα οποία οφείλονται κυρίως στην ελλιπή γνώση ή τις ελλιπείς δεξιότητες των στελεχών του/της Δήμου/Κοινότητας;

Παρακαλώ επιλέξτε μία μόνον απάντηση

- ☐ Ναι, βεβαίως (--> μεταβείτε στην ερώτηση 21)

21) Please describe those problems briefly:



.....
.....

- ☐ Ναι, ίσως (-->μεταβείτε στην ερώτηση 21)
- ☐ Όχι, ίσως όχι (--> μεταβείτε στην ερώτηση 22)
- ☐ Όχι, σίγουρα όχι (-->μεταβείτε στην ερώτηση 22)
- ☐ Δεν είμαι βέβαιος/η (-->μεταβείτε στην ερώτηση 22)

21) Παρακαλώ περιγράψτε εν συντομία αυτά τα προβλήματα:



.....
.....

22) Are the officials at your local government formally required to improve their professional qualifications?

Please choose one answer only

<input type="checkbox"/>	Yes, all of them are (-> 24)
<input type="checkbox"/>	Yes, some of them are (please specify the categories of officials) (-> 23):
<input type="checkbox"/>	No (-> skip to Q25)
<input type="checkbox"/>	Don't know / Not sure (-> skip to Q25)

22) Απαιτείται επισήμως από τα στελέχη του/της Δήμου/Κοινότητας σας να βελτιώνουν τα επαγγελματικά τους προσόντα;

Παρακαλώ επιλέξτε μία μόνον απάντηση

<input type="checkbox"/>	Ναι, από όλα (-> 24)
<input type="checkbox"/>	Ναι, από ορισμένα (-> 23):
<input type="checkbox"/>	Όχι (-> μεταβείτε στην ερώτηση 25)
<input type="checkbox"/>	Δεν γνωρίζω / Δεν είμαι βέβαιος/η (-> μεταβείτε στην ερώτηση 25)

23) Please indicate the categories of officials:

.....

23) Παρακαλώ αναφέρατε τις κατηγορίες στελεχών:

.....

24) How is this requirement formulated?

More than one answer allowed

- ☐ It is regulated in special clauses of employment contracts
- ☐ It is regulated in a special clause in the work rules
- ☐ It is laid down in the provisions of the Municipalities/Communities Law
- ☐ It is regulated by a special ordinance issued by the management of the office
- ☐ Don't know/ Not sure
- ☐ Other (please specify):
.....

24) Πώς διατυπώνεται η απαίτηση;

Μπορείτε να επιλέξετε περισσότερες από μία απαντήσεις

- ☐ Ρυθμίζεται με ειδικές ρήτρες στη σύμβαση εργασίας
- ☐ Ρυθμίζεται με ειδική ρήτρα στους κανόνες εργασίας
- ☐ Προβλέπεται στις διατάξεις του νόμου περί Δήμων/Κοινοτήτων
Ρυθμίζεται με ειδικό κανονισμό που εκδόθηκε από τη διοίκηση του/της Δήμου/Κοινότητας
- ☐ Δεν γνωρίζω/ Δεν είμαι βέβαιος/η
- ☐ Άλλο (παρακαλώ διευκρινίστε):
.....

25) Which of the areas of training listed below would you consider to be MOST NEEDED for your STAFF in the current situation?

(indicate in total at least 1 and no more than 5 answers)

- ☐ Work organisation at the office
- ☐ Managing human teams, team work techniques, conflict resolution etc
- ☐ Computer/IT training, use of IT tools
- ☐ Language training, selected foreign language
- ☐ Work time management
- ☐ Development and management of projects
- ☐ Implementation of e-administration and computerization of the office
- ☐ Topics related to the Professional State Exam
- ☐ General administrative procedures
- ☐ European integration
- ☐ Services to customers of the office, organisation of the secretariat office, customer service centre etc.
- ☐ Strategic management of the local government unit
- ☐ Protection of classified information and personal data
- ☐ Public procurement and tender procedures
- ☐ Local self- government system
- ☐ Childcare
- ☐ Services to elderly
- ☐ Creation of youth policies at the local level
- ☐ Audit internal audit, management audit
- ☐ Agriculture and rural development
- ☐ Activities of cultural institutions, implementation of cultural policy
- ☐ Inclusion of Roma
- ☐ Disaster and crisis management
- ☐ Building relationships with residents, public consultations, cooperation with citizens etc.
- ☐ Environment protection
- ☐ Ethics and prevention of corruption threats
- ☐ Wastewater and solid waste management
- ☐ Local Economic Development and Investment Attraction
- ☐ Planning and implementation of infrastructural investments
- ☐ Urban/spatial planning and management of real property
- ☐ Public property management
- ☐ Social policy, social inclusion, activities of welfare institutions
- ☐ Collaboration with non-governmental organizations
- ☐ Inspection/ control in various areas
- ☐ HR management, HR policy
- ☐ Integration of refugees/migrants
- ☐ Managing the finances of the local government unit, local taxes and fees, financial and accounting issues
- ☐ Management of preschool and primary school system
- ☐ Protection of minority rights
- ☐ Gender mainstreaming in LSG

- ☐ Local public transport and local roads
- ☐ Our staff does not need training
- ☐ Another area of training
- ☐ Not sure / hard to say

25) Ποιόν από τους παρακάτω τομείς θα θεωρούσατε ως τον ΠΙΟ ΑΝΑΓΚΑΙΟ για τους ΥΠΑΛΛΗΛΟΥΣ ΣΑΣ στην παρούσα κατάσταση;

(Ανεξαρτήτως ομάδας –ΕΠΙΛΕΞΤΕ συνολικά τουλάχιστον 1 και έως 5 απαντήσεις)

- ☐ Οργάνωση της εργασίας στο/στην Δήμο/Κοινότητα
- ☐ Διαχείριση ομάδων εργασίας, τεχνικές ομαδικής εργασίας, επίλυση συγκρούσεων, κλπ.
- ☐ Κατάρτιση στον τομέα των Υπολογιστών/Πληροφορικών Συστημάτων, χρήση εργαλείων πληροφορικής
- ☐ Γλωσσική εκπαίδευση, επιλεγμένη ξένη γλώσσα
- ☐ Διαχείριση του χρόνου εργασίας
- ☐ Ανάπτυξη και διαχείριση έργων
- ☐ Εφαρμογή ηλεκτρονικής διοίκησης (e-administration) και μηχανοργάνωσης της υπηρεσίας
- ☐ Θέματα σχετικά με την επαγγελματική κατάρτιση/προσέλαση ορισμένων ειδικοτήτων
- ☐ Γενικές διοικητικές διαδικασίες
- ☐ Ευρωπαϊκή ολοκλήρωση
- ☐ Συνεργασία με τους πολίτες του/της Δήμου/Κοινότητας, οργάνωση της γραμματειακής υποστήριξης, κέντρο εξυπηρέτησης πολιτών, κλπ.
- ☐ Στρατηγική διαχείριση του/της Δήμου/Κοινότητας
- ☐ Προστασία απορρήτων πληροφοριών και προσωπικών δεδομένων
- ☐ Διαδικασίες διαγωνισμών δημόσιων συμβάσεων και υποβολής προσφορών
- ☐ Θεσμικό πλαίσιο/Σύστημα Τοπικής Αυτοδιοίκησης
- ☐ Φροντίδα παιδιών
- ☐ Υπηρεσίες σε ηλικιωμένους
- ☐ Χαρακτήρ πολιτικών για τους νέους σε τοπικό επίπεδο
- ☐ Εσωτερικός έλεγχος, έλεγχος διαχείρισης
- ☐ Γεωργία και αγροτική ανάπτυξη

- ☐ Δράσεις πολιτιστικών φορέων, εφαρμογή πολιτιστικής πολιτικής
- ☐ Ένταξη των Ρομά
- ☐ Πολιτική Προστασία και Διαχείριση κρίσεων
- ☐ Ανάπτυξη δεσμών με τους κατοίκους, δημόσιες διαβουλεύσεις, συνεργασία, κλπ.
- ☐ Προστασία του περιβάλλοντος
- ☐ Δεοντολογία και θωράκιση ενάντια σε φαινόμενα διαφθοράς
- ☐ Λύματα και διαχείριση στερεών αποβλήτων
- ☐ Τοπική Οικονομική Ανάπτυξη και Προσέλκυση Επενδύσεων
- ☐ Σχεδιασμός και εφαρμογή επενδύσεων στις υποδομές
- ☐ Πολεοδομία/χωροταξία και διαχείριση ακίνητης περιουσίας
- ☐ Διαχείριση δημόσιας περιουσίας
- ☐ Κοινωνική πολιτική, κοινωνική ένταξη, δράσεις οργανισμών πρόνοιας

- ☐ Συνεργασία με μη κυβερνητικές οργανώσεις
- ☐ Επιθεώρηση και έλεγχος σε διάφορους τομείς
- ☐ Διαχείριση Ανθρώπινων Πόρων, Πολιτική Ανθρώπινων Πόρων
- ☐ Ένταξη προσφύγων/μεταναστών
- ☐ Οικονομική διαχείριση του/της Δήμου/Κοινότητας, τοπικοί φόροι και τέλη, οικονομικά και λογιστικά θέματα
- ☐ Διαχείριση προσχολικών και σχολικών εκπαιδευτικών συστημάτων
- ☐ Προστασία δικαιωμάτων των μειονοτήτων
- ☐ Ενσωμάτωση της διάστασης του φύλου στην Τοπική Αυτοδιοίκηση
- ☐ Τοπική δημόσια συγκοινωνία και τοπικό οδικό δίκτυο
- ☐ Το προσωπικό μας δεν χρειάζεται εκπαίδευση
- ☐ Άλλος τομέας εκπαίδευσης
- ☐ Δεν είμαι βέβαιος/η /Δυσκολεύομαι να απαντήσω

26) Do you see any other training needs regarding the staff of your office which have not been mentioned above?

Please choose one answer only

- ☐ Yes (--> question 27)
- ☐ No (--> skip to question 28)
- ☐ Don't know(--> skip to question35)

26) Υπάρχουν άλλες εκπαιδευτικές ανάγκες όσον αφορά το προσωπικό του/της Δήμου/Κοινότητας σας που δεν έχουν αναφερθεί παραπάνω;

Επιλέξτε μία μόνο απάντηση

- ☐ Ναι (--> μεταβείτε στην ερώτηση 27)
- ☐ Όχι (--> μεταβείτε στην ερώτηση 28)
- ☐ Δε γνωρίζω (--> μεταβείτε στην ερώτηση 35)

27) Please provide a short description of those training needs:



.....
.....

27) Περιγράψτε εν συντομία τις, εν λόγω, εκπαιδευτικές ανάγκες:



.....
.....

28) What kind of (external) training did your staff participated in 2016?

More than one answer allowed

- ☐ Open paid training for staff of various public offices, organised by an external provider, with participation financed by your office
- ☐ Training organised specifically for the staff of your office by an external provider, financed by your office
- ☐ Free-of-charge training organised by an external provider under a project where your office was not an immediate beneficiary
- ☐ Free-of-charge training organised under project(s) where your office was an immediate beneficiary
- ☐ Training paid by the staff who participated in it upon the consent of the office
- ☐ Staff of our office has not participated in any training in 2016 → skip to Q31
- ☐ Don't know / Not sure → skip to Q31
- ☐ Other training (please specify):

28) Σε τι είδους προγράμματα (εξωτερικής) κατάρτισης συμμετείχε το προσωπικό σας το 2016;

Μπορείτε να επιλέξετε περισσότερες από μία απαντήσεις

- ☐ Ανοιχτό πρόγραμμα κατάρτισης επί πληρωμή για υπαλλήλους δημοσίων υπηρεσιών, το οποίο διοργάνωσε εξωτερικός πάροχος, με χρηματοδότηση της συμμετοχής από το φορέα σας
- ☐ Εκπαιδευτικά προγράμματα που οργανώθηκαν ειδικά για το προσωπικό του/της Δήμου/Κοινότητας σας από εξωτερικό πάροχο, αλλά χρηματοδοτήθηκαν από τον φορέα σας
- ☐ Δωρεάν εκπαιδευτικά προγράμματα που οργανώθηκαν από εξωτερικό πάροχο, στο πλαίσιο προγράμματος του οποίου ο οργανισμός σας δεν ήταν άμεσος δικαιούχος
- ☐ Δωρεάν εκπαιδευτικά προγράμματα που οργανώθηκαν στο πλαίσιο προγράμματος/προγραμμάτων του οποίου/των οποίων ο οργανισμός σας ήταν άμεσος δικαιούχος
- ☐ Εκπαιδευτικό πρόγραμμα το κόστος του οποίου επωμίσθηκε το ίδιο το προσωπικό, με τη συγκατάθεση του οργανισμού
- ☐ Το προσωπικό του οργανισμού μας δεν συμμετείχε σε κανένα εκπαιδευτικό πρόγραμμα το 2016 (→ μεταβείτε στην ερώτηση 31)
- ☐ Δεν ξέρω/Δεν είμαι βέβαιος/η (→ μεταβείτε στην ερώτηση 31)
- ☐ Άλλα εκπαιδευτικά προγράμματα (αναφέρετε συγκεκριμένα):

29) Who was the organiser or those training events?

More than one answer allowed

- ☐ A local government institution/organisation
- ☐ development agency(ies) on district level
- ☐ A university/higher educational institution
- ☐ National/district public institution (eg. Ministry, National/District Agencies or offices, etc). unrelated to local government, not a school or university
- ☐ Union of Cyprus Municipalities
- ☐ Union of Cyprus Communities
- ☐ A non-governmental organisation
- ☐ Donor funded programmes/projects
- ☐ A private provider, a company
- ☐ Another provider
- ☐ Don't know/Not sure

29) Ποιος ήταν ο διοργανωτής αυτών των εκπαιδευτικών δράσεων;

Μπορείτε να επιλέξετε περισσότερες από μία απαντήσεις

- ☐ Αρχή/Οργανισμός Τοπικής Αυτοδιοίκησης
- ☐ Αναπτυξιακός Επαρχιακός φορέας
- ☐ Πανεπιστήμιο/Φορέας Ανώτατης Εκπαίδευσης
- ☐ Εθνικός Επαρχιακός δημόσιος φορέας (πχ. Υπουργείο, Εθνικοί Επαρχιακοί οργανισμοί ή φορείς, κ.λπ.) που δεν σχετίζονται με την Τοπική Αυτοδιοίκηση και ούτε είναι σχολεία ή πανεπιστημια
- ☐ Ένωση Δήμων Κύπρου
- ☐ Ένωση Κοινοτήτων Κύπρου
- ☐ Μη-Κυβερνητική Οργάνωση
- ☐ Προγράμματα χρηματοδοτούμενα από δωρητές
- ☐ Ιδιωτικός πάροχος, Εταιρεία
- ☐ Άλλος πάροχος
- ☐ Δεν ξέρω/Δεν είμαι βέβαιος/η

30) What were the areas of training that your staff participated in throughout 2016?

Please select all applicable areas; More than one answer allowed

- ☐ Work organisation at the office
- ☐ Managing human teams, team work techniques, conflict resolution etc
- ☐ Computer/IT training, use of IT tools
- ☐ Language training, selected foreign language
- ☐ Work time management
- ☐ Development and management of projects
- ☐ Implementation of e-administration and computerization of the office
- ☐ Topics related to the Professional State Exam
- ☐ General administrative procedures
- ☐ European integration
- ☐ Services to customers of the office, organisation of the secretarial office, customer service centre etc.
- ☐ Strategic management of the local government unit
- ☐ Protection of classified information and personal data
- ☐ Public procurement and tender procedures
- ☐ Local self- government system
- ☐ Childcare
- ☐ Services to elderly
- ☐ Creation of youth policies at the local level
- ☐ Audit internal audit, management audit
- ☐ Agriculture and rural development

- ☐ Activities of cultural institutions, implementation of cultural policy
- ☐ Inclusion of Roma
- ☐ Disaster and crisis management
- ☐ Building relationships with residents, public consultations, collaboration etc.
- ☐ Environment protection
- ☐ Ethics and prevention of corruption threats
- ☐ Wastewater and solid waste management
- ☐ Local Economic Development and Investment Attraction
- ☐ Planning and implementation of infrastructural investments
- ☐ Urban/spatial planning and management of real property
- ☐ Public property management
- ☐ Social policy, social inclusion, activities of welfare institutions
- ☐ Collaboration with non-governmental organizations
- ☐ Inspection/ control in various areas
- ☐ HR management, HR policy
- ☐ Integration of refugees/migrants
- ☐ Managing the finances of the local government unit, local taxes and fees, financial and accounting issues
- ☐ Management of preschool and primary school system
- ☐ Protection of minority rights
- ☐ Gender mainstreaming in LSG
- ☐ Local public transport and local roads
- ☐ Our staff did not participate in any training this year
- ☐ Not sure / hard to say
- ☐ Another area of training (--> ask Q23a)

30) Ποιους τομείς αφορούσαν τα εκπαιδευτικά προγράμματα, στα οποία συμμετείχε το προσωπικό σας κατά τη διάρκεια του 2016;

Επιλέξτε όλους τους σχετικούς τομείς· Μπορείτε να επιλέξετε περισσότερες από μία απαντήσεις

- ☐ Οργάνωση της εργασίας στο/στην Δήμο/Κοινότητα
- ☐ Διαχείριση ομάδων εργασίας, τεχνικές ομαδικής εργασίας, επίλυση συγκρούσεων, κλπ.
- ☐ Κατάρτιση στον τομέα των Υπολογιστών/Πληροφοριακών Συστημάτων, χρήση εργαλείων πληροφορικής
- ☐ Γλωσσική εκπαίδευση, επιλεγμένη ξένη γλώσσα
- ☐ Διαχείριση του χρόνου εργασίας
- ☐ Ανάπτυξη και διαχείριση έργων
- ☐ Εφαρμογή ηλεκτρονικής διοίκησης (e-administration) και μηχανοργάνωσης της υπηρεσίας
- ☐ Θέματα σχετικά με την επαγγελματική κατοχύρωση ορισμένων ειδικοτήτων
- ☐ Γενικές διοικητικές διαδικασίες
- ☐ Ευρωπαϊκή ολοκλήρωση
- ☐ Υπηρεσίες προς τους πολίτες του/της Δήμου/Κοινότητας, οργάνωση της γραμματειακής υποστήριξης, κέντρο εξυπηρέτησης πολιτών, κ.λπ.
- ☐ Στρατηγική διαχείριση του/της Δήμου/Κοινότητας
- ☐ Προστασία απορρήτων πληροφοριών και προσωπικών δεδομένων
- ☐ Διαδικασίες διαγωνισμών δημόσιων συμβάσεων και υποβολής προσφορών
- ☐ Θεσμικό πλαίσιο/Σύστημα Τοπικής Αυτοδιοίκησης
- ☐ Φροντίδα παιδιών
- ☐ Υπηρεσίες σε ηλικιωμένους

- ☐ Χάραξη πολιτικών για τους νέους σε τοπικό επίπεδο
- ☐ Εσωτερικός έλεγχος, έλεγχος διαχείρισης
- ☐ Γεωργία και αγροτική ανάπτυξη
- ☐ Δράσεις πολιτιστικών φορέων, εφαρμογή πολιτιστικής πολιτικής
- ☐ Ένταξη των Ρομά
- ☐ Πολιτική Προστασία και Διαχείριση κρίσεων
- ☐ Ανάπτυξη δεσμών με τους κατοίκους, δημόσιες διαβουλεύσεις, συνεργασία, κ.λπ.
- ☐ Προστασία του περιβάλλοντος
- ☐ Δεοντολογία και θωράκιση ενάντια σε φαινόμενα διαφθοράς
- ☐ Λύματα και διαχείριση στερεών αποβλήτων
- ☐ Τοπική Οικονομική Ανάπτυξη και Προσέλκυση Επενδύσεων
- ☐ Σχεδιασμός και εφαρμογή επενδύσεων στις υποδομές
- ☐ Πολεοδομία/χωροταξία και διαχείριση ακίνητης περιουσίας
- ☐ Διαχείριση δημόσιας περιουσίας
- ☐ Κοινωνική πολιτική, κοινωνική ένταξη, δράσεις οργανισμών πρόνοιας
- ☐ Συνεργασία με μη κυβερνητικές οργανώσεις
- ☐ Επιθεώρηση και έλεγχος σε διάφορους τομείς
- ☐ Διαχείριση Ανθρώπινων Πόρων, Πολιτική Ανθρώπινων Πόρων
- ☐ Ένταξη προσφύγων/μεταναστών
- ☐ Οικονομική διαχείριση του/της Δήμου/Κοινότητας, τοπικοί φόροι και τέλη, οικονομικά και λογιστικά θέματα
- ☐ Διαχείριση προσχολικών και σχολικών εκπαιδευτικών συστημάτων
- ☐ Προστασία δικαιωμάτων των μειονοτήτων
- ☐ Ενσωμάτωση της διάστασης του φύλου στην Τοπική Αυτοδιοίκηση
- ☐ Τοπική δημόσια συγκοινωνία και τοπικό οδικό δίκτυο
- ☐ Το προσωπικό μας δεν χρειάζεται εκπαίδευση
- ☐ Δεν είμαι βέβαιος/η /Δυσκολεύομαι να απαντήσω
- ☐ Άλλος τομέας εκπαίδευσης

31) How often (in general) do the following take part in EXTERNAL training events:

This question refers to your local government unit; Please choose one answer only for each row

	Very often (several times per quarter)	Quite often (at least once per quarter)	Quite rarely (1-2 times per year)	Very rarely (once in two years)	Not sure
Mayor/President of the Community Council, Deputy Mayor/Vice President and head of local administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Heads of departments/organisational units	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rank-and-file staff members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Members of municipal/community Council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

31) Πόσο συχνά (σε γενικές γραμμές) συμμετέχουν οι παρακάτω σε ΕΞΩΤΕΡΙΚΕΣ εκπαιδευτικές δράσεις:

Η ερώτηση αφορά το/την δικό/ή σας Δήμο/Κοινότητα· Επιλέξτε μία μόνο απάντηση σε κάθε γραμμή

	Πολύ συχνά (αρκετές φορές το τρίμηνο)	Αρκετά συχνά (τουλάχιστον μία φορά το τρίμηνο)	Αρκετά σπάνια (1-2 φορές τον χρόνο)	Πολύ σπάνια (μία φορά κάθε δύο χρόνια)	Δεν είμαι βέβαιος/η
Δήμαρχος/Κοινοτάρχης, Αντιδήμαρχος/Αντιπρόεδρος Κοινοτικού Συμβουλίου, Δημοτικός Γραμματέας/Γραμματέας Κοινοτικού Συμβουλίου	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Προϊστάμενοι τμημάτων μονάδων	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Απλοί υπάλληλοι του οργανισμού	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Μέλη του Δημοτικού/Κοινοτικού Συμβουλίου	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

32) How many officials are employed at your local government office?

Please specify the number of FULL-TIME EQUIVALENTS for officials

✎

.....
.....

33) What was the budget of your municipality/community in 2016?

Please enter the VALUE IN EURO without commas, points etc.

.....
.....

34) How much money did your municipality/community allocate LAST YEAR (2016) FROM ITS OWN BUDGET for the training of its staff?

Please specify the entire cost of staff training during 2016, excluding internal training, if any.

✎

.....
.....

35) Do you consider the financing of staff's training to be adequate?

Please choose one answer only

- ☐ No, more funding is needed
- ☐ Yes, it is sufficient
- ☐ I think the cost was too high
- ☐ Don't know / Not sure

¹ Ένα ισοδύναμο πλήρους απασχόλησης αντιστοιχεί σε έναν υπάλληλο του/της δήμου/κοινότητας. Εννοούνται δηλ. οι υπάλληλοι πλήρους απασχόλησης (εξαιρούνται οι ευρισκόμενοι σε μακροχρόνιες άδειες ασθένειας,

32) Πόσοι υπάλληλοι απασχολούνται στο/στην Δήμο/Κοινότητα που εργάζεστε;

Διευκρινίστε τον αριθμό των υπαλλήλων σε ισοδύναμα πλήρους απασχόλησης ¹

✎

.....
.....

33) Ποιος ήταν ο προϋπολογισμός του/της Δήμου/Κοινότητας σας το 2016;

Παραθέστε την ΑΞΙΑ ΣΕ ΕΥΡΩ χωρίς κόμματα, τελείες, κλπ.

.....
.....

34) Πόσα χρήματα διέθεσε το 2016 ο/η Δήμος/Κοινότητα σας ΑΠΟ ΤΟ ΔΙΚΟ ΤΟΥ/ΤΗΣ ΠΡΟΫΠΟΛΟΓΙΣΜΟ για την εκπαίδευση του προσωπικού του/της;

Διευκρινίστε το συνολικό κόστος της εκπαίδευσης του προσωπικού το 2016, χωρίς να υπολογίζετε το κόστος τυχόν εσωτερικής εκπαίδευσης.

✎

.....
.....

35 Θεωρείτε επαρκή τη χρηματοδότηση για την εκπαίδευση του προσωπικού;

Επιλέξτε μία μόνο απάντηση

- ☐ Όχι, χρειάζεται μεγαλύτερη χρηματοδότηση
- ☐ Ναι, είναι επαρκής
- ☐ Νομίζω ότι το κόστος ήταν υπερβολικά υψηλό
- ☐ Δεν ξέρω/Δεν είμαι βέβαιος/η

ανατροφής, κύησης, εκπαίδευσης κλπ.). Σε περίπτωση μερικής απασχόλησης ή απασχόλησης με σύμβαση έργου, υπολογίζεται, αν είναι δυνατό, ο χρόνος που αθροίζει σε ένα ισοδύναμο πλήρους απασχόλησης (δηλ. 40 ώρες εβδομαδιαίως).

36) Were any internal training events organised at your office during 2016?

Please choose one answer only

- ☐ Yes, very often (several times per quarter)
- ☐ Yes, quite often (at least once per quarter)
- ☐ Yes, a few times (1-2 per year)
- ☐ Yes, once
- ☐ No
- ☐ Don't know / Not sure

37) In which other forms of training did your staff participate in during 2016?

Please choose all applicable categories

- ☐ Additional study programmes, e.g. post-graduate programmes
- ☐ Distance learning formats
- ☐ Study visits
- ☐ Exchange of experience in occupational groups, e.g. club meetings, forums etc.
- ☐ Conferences/Seminars/workshops on local government issues
- ☐ None of the above
- ☐ Other forms of training

38) Does your office develop a training plan for its staff?

Please choose one answer only

- ☐ Yes
- ☐ No
- ☐ Don't know / Not sure

36) Διοργανώθηκαν το 2016 εσωτερικές εκπαιδευτικές δράσεις στο/στην Δήμο/ Κοινότητα σας;

Επιλέξτε μία μόνο απάντηση

- ☐ Ναι, πολύ συχνά (αρκετές φορές ανά τρίμηνο)
- ☐ Ναι, αρκετά συχνά (τουλάχιστον μία φορά ανά τρίμηνο)
- ☐ Ναι, κάποιες φορές (1-2 τον χρόνο)
- ☐ Ναι, μία φορά
- ☐ Όχι
- ☐ Δεν ξέρω/Δεν είμαι βέβαιος/η

37) Σε τι άλλου είδους εκπαιδευτικά προγράμματα συμμετείχε το προσωπικό σας κατά τη διάρκεια του 2016;

Επιλέξτε όλες τις σχετικές κατηγορίες

- ☐ Επιπρόσθετα προγράμματα σπουδών, π.χ. μεταπτυχιακά προγράμματα
- ☐ Εκπαιδευτικά προγράμματα εξ αποστάσεως
- ☐ Επισκέψεις μελέτης
- ☐ Ανταλλαγή εμπειριών στο πλαίσιο επαγγελματικών ομάδων, π.χ. κύκλοι διαβουλεύσεων, φόρα, κ.λπ.
- ☐ Συνέδρια/Σεμινάρια/Εργαστήρια σχετικά με ζητήματα της Τοπικής Αυτοδιοίκησης
- ☐ Κανένα από τα παραπάνω
- ☐ Άλλες μορφές εκπαίδευσης (παρακαλώ διευκρινίστε):

38) Εκπονεί ο/η Δήμος/Κοινότητα σας εκπαιδευτικά σχέδια για το προσωπικό του/της;

Επιλέξτε μία μόνο απάντηση

- ☐ Ναι
- ☐ Όχι
- ☐ Δεν ξέρω/Δεν είμαι βέβαιος/η

39) Does your office analyse the training needs of its staff?

Please choose one answer only

- ☐ Yes (--> questions)
- ☐ No (--> skip to question)
- ☐ Don't know / Not sure (--> skip to question)

39) Αναλύει ο/η Δήμος/Κοινότητα σας τις εκπαιδευτικές ανάγκες του προσωπικού του/της;

Επιλέξτε μία μόνο απάντηση

- ☐ Ναι (--> μεταβείτε στις ερωτήσεις 40 - 41)
- ☐ Όχι (-->μεταβείτε στην ερώτηση 42)
- ☐ Δεν ξέρω/Δεν είμαι βέβαιος/η (μεταβείτε στην ερώτηση 42)

40) Is there a procedure, an ordinance or a rule which defines how training needs should be analysed?

Please choose one answer only

- ☐ Yes
- ☐ No
- ☐ Don't know / Not sure

40) Υπάρχει κάποια διαδικασία, κάποιο διάταγμα ή κάποιος κανονισμός που ορίζει με ποιον τρόπο πρέπει να αναλύονται οι εκπαιδευτικές ανάγκες;

Επιλέξτε μία μόνο απάντηση

- ☐ Ναι
- ☐ Όχι
- ☐ Δεν ξέρω/Δεν είμαι βέβαιος/η

41) How often are staff's training needs analysed?

Please choose one answer only

- ☐ Once in three months or more often
- ☐ Once in six months
- ☐ Once a year
- ☐ Once in two years
- ☐ Less often than once in two years
- ☐ Irregularly, depending on the situation
- ☐ Don't know / Not sure

41) Με ποια συχνότητα αναλύονται οι εκπαιδευτικές ανάγκες του προσωπικού;

Επιλέξτε μία μόνο απάντηση

- ☐ Μία φορά ανά τρεις μήνες ή και συχνότερα
- ☐ Μία φορά ανά έξι μήνες
- ☐ Μία φορά τον χρόνο
- ☐ Μία φορά ανά δύο χρόνια
- ☐ Λιγότερο από μία φορά ανά δύο χρόνια
- ☐ Χωρίς συγκεκριμένη συχνότητα, εξαρτάται από την κατάσταση
- ☐ Δεν ξέρω/Δεν είμαι βέβαιος/η

42) Does your municipality / Community Council cooperate in any way with other local government unit(s) in joint service provision?

- yes, regularly
- yes, from time to time
- no, not really
- hard to say

42) Ο/Η Δήμος/Κοινότητα σας συνεργάζεται με οποιοδήποτε τρόπο με άλλη/ες Αρχή/ές Τοπικής Αυτοδιοίκησης στον τομέα από κοινού παροχής υπηρεσιών;

- Ναι, τακτικά
- Ναι, αλλά όχι τόσο συχνά
- Όχι στην πραγματικότητα
- Είναι δύσκολο να απαντήσω

Finally, we would like to ask a few questions for statistical purposes. We would like to remind you that THIS SURVEY IS COMPLETELY ANONYMOUS. Information from specific, individual questionnaires will not be made available anywhere and in any manner, and your local government unit could not be identified in any way.

43) Sex

- ☐ Female ☐ Male

44) Age



.....
.....

45) Education

Please choose one answer only

- ☐ Primary
☐ Secondary
☐ Tertiary
☐ MSc
☐ PhD

Τέλος, θα θέλαμε να σας θέσουμε ορισμένες ερωτήσεις για στατιστικούς λόγους. Θα θέλαμε να σας υπενθυμίσουμε ότι Η ΠΑΡΟΥΣΑ ΕΡΕΥΝΑ ΕΙΝΑΙ ΑΠΟΛΥΤΩΣ ΑΝΩΝΥΜΗ. Κανένας και με κανένα τρόπο δεν θα έχει πρόσβαση στις πληροφορίες από συγκεκριμένα, μεμονωμένα ερωτηματολόγια και ο Οργανισμός Τοπικής Αυτοδιοίκησης όπου εργάζεστε δεν θα μπορεί σε καμία περίπτωση να ταυτοποιηθεί.

43) Φύλο

- ☐ Γυναίκα ☐ Άνδρας

44) Ηλικία



.....
.....

45) Εκπαίδευση

Επιλέξτε μία μόνο απάντηση

- ☐ Πρωτοβάθμια
☐ Δευτεροβάθμια
☐ Τριτοβάθμια
☐ MSc Μεταπτυχιακός τίτλος σπουδών
☐ PhD Διδακτορικός τίτλος σπουδών

46) Position

Please select a category corresponding with your position:

- ☐ Mayor/President
- ☐ Deputy mayor/ Vice President
- ☐ Municipal Secretary / Community Council Secretary
- ☐ Head of department
- ☐ Officer
- ☐ Staff member at a lower level
- ☐ Other (please specify):
.....
- ☐ Member of Municipal/Community Council

46) Θέση

Επιλέξτε μία κατηγορία που ανταποκρίνεται στη θέση σας:

- ☐ Δήμαρχος/Κοινοτάρχης
- ☐ Αντιδήμαρχος/Αντιπρόεδρος Κοινοτικού Συμβουλίου
- ☐ Δημοτικός/ή Γραμματέας / Γραμματέας Κοινοτικού Συμβουλίου
- ☐ Προϊστάμενος τμήματος
- ☐ Λειτουργός
- ☐ Υπάλληλος κατώτερης βαθμίδας
- ☐ Άλλη (διευκρινίστε):
- ☐ Μέλος Δημοτικού/Κοινοτικού Συμβουλίου
- ☐

47) Service length at local government

Please provide the number of years worked at the local government, rounded up to full numbers:

✍

.....
.....

47) Διάρκεια της θητείας σας στην τοπική αυτοδιοίκηση

Παραθέστε τον αριθμό των ετών που εργάζεστε στην τοπική αυτοδιοίκηση, κάνοντας στρογγυλοποίηση:

✍

.....
.....

48) Type of local government unit

Please choose one answer only

- ☐ Municipality
- ☐ Community Council

48) Τύπος οργανισμού τοπικής αυτοδιοίκησης

Επιλέξτε μία μόνο απάντηση

- ☐ Δήμος
- ☐ Κοινότητα

49) Capacity of local government unit

Please choose one answer only

- | | | |
|--------------------------|---|---------|
| <input type="checkbox"/> | Municipality/Community functioning autonomously/independently | Council |
| <input type="checkbox"/> | Municipality/Community providing administrative support to another municipality/Community Council | Council |
| <input type="checkbox"/> | Municipality/Community receiving administrative support from another municipality/Community Council | Council |
| <input type="checkbox"/> | Municipality / community cooperating in providing services with neighbouring municipality / community | |
| <input type="checkbox"/> | Municipality/Community providing support in some areas and receiving support in others | |
| <input type="checkbox"/> | Hard to say | |

49) Ιδιότητα του/της Δήμου/Κοινότητας

Επιλέξτε μία μόνο απάντηση

- ☐ Δήμος/Κοινότητα που λειτουργεί αυτόνομα/ανεξάρτητα
- ☐ Δήμος/Κοινότητα που παρέχει διοικητική υποστήριξη σε άλλο/η Δήμο/Κοινότητα
- ☐ Δήμος/Κοινότητα που δέχεται διοικητική υποστήριξη από άλλο/η Δήμο/Κοινότητα
- ☐ Δήμος/κοινότητα που συνεργάζεται στην παροχή υπηρεσιών με όμορο Δήμο/Κοινότητα
- ☐ Δήμος/Κοινότητα που παρέχει υπηρεσίες σε κάποιους τομείς και δέχεται υποστήριξη σε κάποιους άλλους τομείς
- ☐ Δύσκολο να απαντήσω

50) Characteristic of local government unit - LOCATION

Please choose ONE answer IN EACH GROUP that fits your local government unit

- ☐ Coastal municipality/Community Council – 52
- ☐ Mountainous municipality / Community Council (51
- ☐ In-land municipality (height below 200 m.) 52)

50) Χαρακτηριστικό του/της Δήμου/Κοινότητας - ΤΟΠΟΘΕΣΙΑ

Επιλέξτε μία μόνο απάντηση σε κάθε κατηγορία που να ανταποκρίνεται στο Δήμο/Κοινότητα σας

- ☐ Παραλιακός-ή/ Δήμος/Κοινότητα (52)
- ☐ Ορεινός/ή Δήμος/Κοινότητα (παρακαλώ διευκρινίστε): (51)
- ☐ Δήμος/Κοινότητα στην ενδοχώρα (υψόμετρο κάτω από 200μ.) (52)

51) Characteristic of the municipality / community - mountainous / municipality (please specify)

Please choose ONE answer IN EACH GROUP that fits your local government unit

- ☐ height: over 800m.
- ☐ height: between 400m. - 800m.
- ☐ height: between 200m. - 400m.

51) Χαρακτηριστικό του/της Δήμου/Κοινότητας - Ορεινός/ή Δήμος/Κοινότητα (παρακαλώ διευκρινίστε):

- ☐ υψόμετρο: 800μ. και άνω
- ☐ υψόμετρο: από 400μ έως 800μ.
- ☐ υψόμετρο: από 200μ. έως 400μ.

52) Characteristic of local government unit - CHARACTERISTIC

Please choose ONE answer IN EACH GROUP that fits your local government unit

CHARACTERISTIC

- ☐ Urban Municipality/ Community Council (according to Local Plan)
- ☐ Periurban Municipality/Community Council (25km away from urban centre)
- ☐ Rural Municipality/Community Council (according to Policy Statement):

53) Characteristic of local government unit - FUNCTION

Please choose ONE answer IN EACH GROUP that fits your local government unit

- ☐ Touristic Municipality/Community Council (as per the income of Local Authority)
- ☐ Industrial Municipality/Community Council (as per the income of Local Authority)
- ☐ Agricultural and livestock farming Municipality/Community Council (as per the income of Local Authority)

54) Size of your local government unit

Please choose one answer only

- ☐ Up to 200 residents
- ☐ From 200, up to 1.000 residents
- ☐ From 1.000, up to 15.000 residents
- ☐ From 15.000, up to 50.000 residents
- ☐ Over 50.000 residents

55) District of your municipality/community

Nicosia
Limassol
Larnaca
Paphos
Non occupied district of Famagusta

52) Χαρακτηριστικό του/της Δήμου/Κοινότητας - ΧΑΡΑΚΤΗΡΑΣ

Επιλέξτε μία μόνο απάντηση σε κάθε κατηγορία που να ανταποκρίνεται στο Δήμο/Κοινότητα σας

☐ Αστικός/ή ή Περιαστικός/ή Δήμος/Κοινότητα (σύμφωνα με το Τοπικό Σχέδιο)

Περιαστικός/ή Δήμος ή Κοινότητα (απόσταση μέχρι 25χμ από το αστικό κέντρο)

☐ Αγροτικός/ή Δήμος/Κοινότητα (σύμφωνα με τη Δήλωση Πολιτικής)

53) Χαρακτηριστικό του/της Δήμου/Κοινότητας - ΛΕΙΤΟΥΡΓΙΑ

Επιλέξτε μία μόνο απάντηση σε κάθε κατηγορία που να ανταποκρίνεται στο Δήμο/Κοινότητα σας

☐ Τουριστικός-ή Δήμος/Κοινότητα (όσον αφορά τα έσοδα της Τοπικής Αρχής)

☐ Βιοτεχνικός/ή Δήμος/Κοινότητα (όσον αφορά τα έσοδα της Τοπικής Αρχής)

☐ Αγροτικός/ή ή Γεωργοκτηνοτροφικός/ή Δήμος/Κοινότητα (όσον αφορά τα έσοδα της Τοπικής Αρχής)

54) Μέγεθος του/της Δήμου/Κοινότητας

Επιλέξτε μία μόνο απάντηση

- ☐ Έως 200 κατοίκους
- ☐ Από 200 έως 1.000 κατοίκους
- ☐ Από 1.000 έως 15.000 κατοίκους
- ☐ Από 15.000 έως 50.000 κατοίκους
- ☐ Άνω των 50.000 κατοίκων

55) Επαρχία όπου βρίσκεται ο/η Δήμος/Κοινότητα σας

Λευκωσία
Λεμεσός
Λάρνακα
Πάφος
Ελεύθερη Επαρχία Αμμοχώστου

Centre of Expertise for Local Government Reform
<https://www.coe.int/en/web/good-governance/centre-of-expertise>



Current tools on Good Governance
<https://www.coe.int/en/web/good-governance/toolkits>



ENG

The Council of Europe is an international political organisation promoting human rights, democracy, and the rule of law. Founded in 1949, it has 47 member states including approximately 820 million people. The aim of the Council of Europe is to achieve a greater unity between its members for the purpose of safeguarding and realising the ideals and principles which are their common heritage. Council of Europe member states commit themselves through legal instruments and co-operate on the basis of common values and common political decisions. The most influential instruments of the Council of Europe include the European Convention on Human Rights and, in the field of democracy, the European Charter of Local Self-Government, both ratified by all member states.

The Centre of Expertise for Local Government Reform was established by the Council of Europe in 2006. Its mission is to promote Good Governance through legislative assistance, policy advice, and capacity building to public authorities. The Centre currently has a repertoire of about 18 capacity-building tools which take inspiration from the relevant European standards and best practice. These tools enable the reinforcement and evaluation of the capacities of local authorities with respect to the 12 Principles of Good Democratic Governance. The Centre's connection to the Council of Europe's intergovernmental Committee on Democracy and Governance (CDDG) offers it ready access to high-level government officials from the 47 member states with a reservoir of knowledge and expertise in governance reforms.



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