

## Appendix: Measurements of scale and indexes

**Table A1** The perceived usefulness of formal strategic planning.

	<i>N</i>	<i>Mean</i>	<i>Min</i>	<i>Max</i>
a) Using the strategic planning process for plan development will improve the performance of my municipality	171	5.34	1	7
b) Using the strategic planning process for plan development will improve the productivity of my municipality	173	5.25	2	7
c) Using the strategic planning process for plan development will enhance the effectiveness of my municipality	169	5.26	3	7
d) The strategic planning process is useful for plan development in my municipality	169	5.62	3	7

*Note:* Variables are measured with seven-points Likert scales ranging from 'disagree strongly' to 'agree strongly' (coded from respectively 1 to 7).

**Table A2** Formal strategic planning logical incrementalism.

	<i>N</i>	<i>Mean</i>	<i>Min</i>	<i>Max</i>
<b>Formal strategic planning</b>				
a) We developed our municipal strategic plan through a systematic planning process	170	5.66	1	7
c) Our municipal strategic plan was a formal strategic plan or an update of a formal strategic plan	167	5.10	1	7
e) During plan development, we conducted situational analyses of our municipality's strengths and weaknesses	170	5.43	2	7
g) During plan development, we conducted situational analyses of our environment's opportunities and threats	170	5.21	1	7
i) During plan development, we established strategic goals and used them to drive decisions and actions throughout our municipality	168	5.59	1	7

*Note:* Variables are measured with seven-points Likert scales ranging from 'disagree strongly' to 'agree strongly' (coded from respectively 1 to 7).

**Table A3** Logical incrementalism.

	<i>N</i>	<i>Mean</i>	<i>Min</i>	<i>Max</i>
<b>Logical incrementalism</b>				
b) Strategy has been made on an ongoing basis in our municipality	169	5.38	1	7
d) Periodically, we have reassessed our own performance in light of changing circumstances and adjusted strategy accordingly	167	5.18	1	7
f) We have tried to maintain flexibility for future options and made changes in strategy when suggested by newly emerging information	167	5.40	2	7
h) We have used forecasts of future conditions as the basis of our strategy but also have developed contingency plans to deal with uncertainties in those forecasts	170	5.69	2	7

*Note:* Variables are measured with seven-points Likert scales ranging from 'disagree strongly' to 'agree strongly' (coded from respectively 1 to 7).

**Table A4** Involvement of stakeholders in strategic planning.

	<i>N</i>	<i>Mean</i>	<i>Min</i>	<i>Max</i>
a) The mayor and aldermen have been centrally involved in the development of our municipal strategic plan.	171	5.03	1	7
b) The municipal/city/district council has been centrally involved in the development of our municipal strategic plan.	169	5.44	1	7
c) The municipal/city/district manager (Chief Administrative Officer) has been centrally involved in the development of our municipal strategic plan.	171	6.26	1	7
d) The financial manager has been centrally involved in the development of our municipal strategic plan.	171	5.33	1	7
e) Department heads and other senior managers have been centrally involved in the development of our municipal strategic plan.	171	5.89	1	7
f) Lower-level employees have been centrally involved in the development of our municipal strategic plan.	170	4.99	2	7
g) Citizens have been centrally involved in the development of our municipal strategic plan.	170	4.55	1	7
h) Other external stakeholders have been centrally involved in the development of our municipal strategic plan.	170	4.60	1	7

*Note:* Variables are measured with seven-points Likert scales ranging from 'disagree strongly' to 'agree strongly' (coded from respectively 1 to 7).

**Table A5** Implementation of the strategic planning.

	<i>N</i>	<i>Mean</i>	<i>Min</i>	<i>Max</i>
<b>Linking budgeting to strategic planning</b>				
a) The annual budget strongly reflects the objectives and priorities established in the strategic plan	167	5.68	2	7
b) 'New money' in the budget is targeted to achieving the municipal strategic objectives	167	5.23	2	7
c) The strategic plan has a strong influence on the budget requests submitted by department heads and other managers	167	5.06	2	7
d) Information from performance measurements affects the resource allocation	167	4.35	1	7
<b>Linking performance assessments to strategic planning</b>				
a) Objectives established for department heads and other managers are derived from the overall strategic plan.	172	5.18	2	7
b) Annual evaluations of department heads and managers are based largely on their accomplishment of strategic goals and objectives	169	4.78	1	7
c) The municipal council holds the chief administrative officer responsible for the implementation of the municipality's strategic plan	171	5.56	1	7
<b>9) Linking performance management to strategic planning</b>				
a) We use performance measures to track the content of the strategic plan.	173	4.78	1	7
b) The municipality reports performance associated with goals in the strategic plan to the municipal council on a regular basis.	172	5.26	2	7
c) The municipality targets some programmes/projects from the strategic plan for more extensive evaluation.	171	4.57	1	7
d) The municipality reports performance associated with goals in the strategic plan to the inhabitants on a regular basis	172	3.99	1	7
e) We use performance measures for tracking the outcomes targeted by the strategic plan	169	4.45	1	7
f) The municipality benchmarks performance measures against other municipalities to gauge the effectiveness of strategic actions (for example by participating in benchmarking networks)	172	5.08	2	7
g) The municipality tracks performances measures over time to determine whether the municipal performances improve	173	5.32	1	7

*Note:* Variables are measured with seven-points Likert scales ranging from 'disagree strongly' to 'agree strongly' (coded from respectively 1 to 7).