ECA Sustainable Cities Initiative
Social Sustainability Assessment

PRISHTINA
City Synthesis Report

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This City Synthesis Report for Prishtina presents the results of a Social Sustainability Assessment carried out by the Institute for International Urban Development (www.i2ud.org), Co-PLAN Institute for Habitat Development (www.co-plan.org) and the Archis Intervention Prishtina. A summary of findings of the desk and field research that included focus group discussions, in-depth interviews and a participatory workshop is also available in a separate Prishtina City Note. This assessment is part of the World Bank’s Europe and Central Asia (ECA) Sustainable Cities Initiative and the WB-Austria Urban Partnership Program (UPP) for Strengthening Local Governments in South-Eastern-Europe, funded by the UPP and managed by the ECA Social Development and ECA Urban Development departments and the World Bank Institute. For more information, please refer to the ECA Sustainable Cities Website: http://bit.ly/XWFMCRO and www.seecities.eu. The analysis, results, and views expressed in this paper are those of the authors alone and do not represent the position of the World Bank or any of its member countries.

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INTRODUCTION ................................................................................................................................................. 4

1. CITY PROFILE ......................................................................................................................................................... 6
   1.1. Prishtina City Profile ............................................................................................................................................. 6
   1.2. Vulnerable Groups and Social Exclusion .............................................................................................................. 6
   1.3. On Social Inclusion ................................................................................................................................................. 8
   1.4. The Use of ICT and Social Accountability ........................................................................................................... 9
   1.5. Accessibility to Public Services .......................................................................................................................... 9

2. SUMMARY OF FOCUS GROUPS DISCUSSIONS AND IN-DEPTH INTERVIEWS .................................................. 11
   2.1. Social Inclusion in Public Service Provision: ....................................................................................................... 11
   2.2. Existing Social Accountability (SA) Levels ........................................................................................................... 11
   2.3. Opportunities and Constraints for Social Accountability ..................................................................................... 14
   2.4. In-Depth Interview Findings ............................................................................................................................ 17

3. SCENARIO DEVELOPMENT WORKSHOP OUTCOMES AND RECOMMENDATIONS ........................................ 19
   3.1. Information asymmetry between all three actors vis-à-vis one another’s rights and responsibilities .......... 20
   3.2. Current, one-size fit social accountability practices further marginalize certain groups because they are not tailored to the special needs and circumstances of different community groups. ......................................................... 23
   3.3. Poorly maintained and promoted current feedback and monitoring mechanisms with low institutional responsiveness rates to citizens’ requests and complaints. ........................................................................ 25

4. KEY CONSIDERATIONS FOR NEXT STEPS ........................................................................................................... 27

ANNEX 1: SOCIAL SUSTAINABILITY INDEX ................................................................................................................. 28
   Concept Note .............................................................................................................................................................. 28
   Index Results for Prishtina ......................................................................................................................................... 31
   Comparison to Other Cities ....................................................................................................................................... 34
Introduction

As part of the WB- Austria Partnership Program for Strengthening Local Governments in South-Eastern-Europe countries and the ECA Sustainable Cities Initiatives the World Bank Social Development unit in ECA has developed a Social Sustainability Assessment framework that takes into consideration two dimensions of socially sustainable and inclusive urban development:

- **Social Accountability and Participation** to increase accountability in the delivery of services and programs and empower urban marginalized and vulnerable groups to participate in their cities’ development; and

- Proactively addressing the challenges of **Marginalization** to identify the needs of socially excluded groups and associated inequalities.

The ECA SCI Social Sustainability Assessment seeks to contribute to increased knowledge and awareness of social accountability among local stakeholders including civil society, government officials and marginalized urban residents; and to strengthen integrity in public service delivery in five selected cities in the ECA region by increasing the demand for good governance, social accountability and civic participation. The five cities are Durrës (Albania), Prishtina (Kosovo), Skopje (FYROM), Banja Luka and Sarajevo (Bosnia and Herzegovina).

The assessment was conducted by staff of the Institute for International Urban Development (I2UD) in Cambridge, Massachusetts and Co-PLAN Institute for Habitat Development in Tirana with the participation of local experts to carry out the research and fieldwork.

Phase 1 of the project, completed in September 2012, resulted in detailed profiles of each of the five cities covering demographic, social, physical, economic, cultural, institutional and political issues. The results of this research are summarized in Section 1. The full report is available upon request. During this initial stage, the city teams also identified vulnerable groups to be the focus of the second phase of the Assessment. This selection was made on the basis of official information obtained from institutions responsible for the provision of various public services at the local level, findings from research studies made by international and national organizations, as well as other relevant documents (laws, provisions, local development strategies, etc.) and information provided by representatives of marginalized and vulnerable communities and NGOS.

Phase 2 involved extensive fieldwork and consultation with community members and other stakeholders. Each city team carried out seven Focus Group Discussions (FGDs) and six In-Depth Interviews (IDIs). The FGDs were held with each vulnerable group, with men and women in different rooms for part of the discussion. The teams also conducted FGDs with NGOs. The questionnaires are available in an annex as a separate document. Focus group participants were recruited through a public call advertised via mailing lists and social networks and cooperation with local grassroots NGOs that work with the identified vulnerable communities. Each potential participant was asked to provide background information; this allowed the focus group organizer to bring together representative groups to account for specific characteristics such as age, economic status and neighborhoods where they live. The team also distributed and collected 15 self-administered questionnaires distributed widely throughout the city.
In-depth Interviews were carried out with at two representatives of three of the following groups of stakeholders: the local government, the central government, and the business sector. The selection of the interviewees has been based on personal background of the interviewee (gender, ethnic identity, living and work location, etc.), and their professional background (employment history, civic engagement, etc.)

Section 2 provides a summary overview of the issues raised during the FGDs and IDIs in Durrës. The summary is organized according to the three themes covered during the FGDs:

- Social inclusion in public services;
- Current levels of social accountability and participation; and
- Opportunities and constraints for social accountability and participation.

For Phase 3, a Participatory Scenario Development (PSD) Workshop was held in Prishtina on December 17, 2012. The objectives of the PSD workshop were to:

- Raise awareness of the results of the previous two phases;
- Provide recommendations for the local government authorities, the wider civil society and intermediaries, i.e. NGOs, CBOs; and
- Map out solutions to reinforce socially sustainable city development and integrity in public services.

The workshop brought together stakeholders from multiple sectors and engaged them in identifying locally relevant pathways of autonomous and planned change (improvements) in the context of social accountability, sustainability and good governance.

The participants were encouraged to envision a future scenario for the introduction of various social accountability and social inclusion mechanisms. As a result, stakeholders developed a 'sense of ownership' for the scenarios. Particular focus was placed on the use of ICT tools for drafting socially inclusive accountability initiatives. Section 3 builds on the scenarios agreed on by the workshop participants, as well as their recommended detailed actions for implementation, and suggests three key interventions to set the City of Prishtina on a Socially Accountable path.

Key considerations are also outlined in section 4 regarding a number of issues and reflections from the PSD workshop that should be considered when designing and planning the proposed scenarios. A regional workshop will take place in Skopje, Macedonia in mid-March 2013 during which the five cities that were the subject of this Assessment will present and discuss with each other the results of the workshop and the proposed next steps.
1. City Profile

1.1. Pristina City Profile

Following the end of the Kosovo war of 1999, the last of the conflicts that followed the disintegration of Yugoslavia, the international community took an active role in the reconstruction and state-building process in Kosovo. The declaration of independence in February 2008 marked the conclusion of the supervised independence of Kosovo and the termination of the role of UNMIK. Over the preceding decade, multiple institutional changes had taken place to nurture a sustainable social economic and political future, a major challenge for the Kosovo institutions and its society as a whole. Pristina, the capital, as the country’s political, administrative and educational center, was no exception.

Pristina consists of forty-eight villages and the city itself. According to the 2011 census, Pristina Municipality has 198,897 inhabitants out of which, 97.77% are Albanians. The remaining 2.23% are distributed among minority groups as follows: Serbs 0.22%, Turks 1.08%, Bosniaks 0.2%, Roma, Ashkali and Egyptian Community 0.31%, Gorans 0.10%, and other 0.32%. Kosovo has the youngest population in Europe with 50% of its population under the age of 25. Pristina itself has over 65% of population between age 15-64 years old. The use of languages in Kosovo is regulated by law; official languages being Albanian and Serbian (Article 2. Law on the Use of Languages). In addition, Turkish language in the Municipality of Pristina is in official use. In practice, documents that are issued by the Municipality of Pristina such as birth certificates and other, are in three languages, English being the third one.

1.2. Vulnerable groups and social exclusion

Poverty remains widespread in Kosovo, with 34% of the population living below the national poverty line, and an estimated 12 percent in extreme poverty. Extreme poverty is disproportionately high among children, the elderly, households with disabled members, and female-headed households. According to the World Bank, Kosovo with a GDP per capita of €2,368 and a staggering 45.4% official unemployment rate is one of the poorest countries in Europe.

Although all groups in the working age population have high unemployment rates, the youth unemployment rate of 74% is particularly troubling, given the age structure. With a 48.1% labor participation rate, Kosovo not only has the lowest employment level in Europe, but ranks substantially below the average for all transition economies (65%). The high unemployment

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1. [http://census.rks.gov.net/istarMDAS/MD/dawinciMD.jsp?al=yC&a2=mF0&n=1UR9065SSS&S&o=0D0Q&v=1UR0601DM00V710000&p=0&sp=null&I=0&exp=0]
2. Iniciativa Kosovare për Stabilitet (IKS) , Unleashing Change: Voices of Kosovo’s Youth 2010, pp7
4. Lack of accurate figures is not limited to population alone, as Pristina Municipality has not engaged enough in producing/publishing data/analysis on the municipal and/or city level. Poverty and unemployment figures therefore apply to Kosovo as a whole. – This footnote is likewise outdated after the making public of 2011 census results.
rate translates directly into a high poverty rate with slightly more than one-third of the population living below an absolute poverty line of €1.55 per day in 2009 and 12% living below the extreme poverty line of EUR 1.02 per day. Young people are disproportionately poor with 40% of the poor being below the age of 20, and 60% being below the age of 30; about 30% of the poor are unemployed. A large percentage of poor adults in Kosovo are unemployed, housekeepers, or students.7

In 2009, The Assembly of the Republic of Kosovo released a White Paper on the challenges of social inclusion in Kosovo;8 it identified the following groups as vulnerable or extremely vulnerable: persons with disabilities, women, children; Roma, the Roma, Ashkali and Egyptian community; internally displaced persons; persons with post-traumatic stress disorder; larger households; and refugees and returnees. Other vulnerable individuals include returnees from the Diaspora, families with lost or missing members, war invalids and veterans, political prisoners, persons with post-traumatic stress disorder, women victims of domestic violence, women abused during the war, homeless people, Gays and Lesbians, people dependent on narcotics and the or infected with HIV/AIDS.

Based on the same report, the main causes of exclusion are:

- Poverty: 44% of people being poor, 14% being extremely poor, particularly children and youth, women and elders.
- Long-term unemployment, particularly among women and youth;

It noted that ethnic and cultural factors play an important role in relation to poverty and social exclusion. Some non-majority groups such as the Roma, Ashkali and Egyptian community, have higher poverty vulnerability. Generally, excluded groups lack access to infrastructure and public services. In some cases poverty vulnerability is higher in urban areas lacking road infrastructure while, in other cases, it is mainly concentrated in the poorest parts of in larger cities, which have no infrastructure and access to public services.

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1.3. On social inclusion

The municipality of Prishtina comprises 11 directorates, 2 permanent committees, and an additional 6, one of which is responsible for Public Services. Local self governance in the municipality functions through local community offices (Bashkesi lolake). This is the level where cooperation occurs between the municipality and villages, settlements, neighborhoods (Article 2 of the Regulation on Cooperation of the Municipality). In total, there are 35 local community offices in the Municipality of Prishtina 20 of which are urban and 15 rural.

Based on the Constitution, public participation is regulated at both levels of governance, central and local. There are a number of laws that ensure social participation and inclusion, the equal access of all citizens to information, official documents, public hearing, etc. The challenge remains in the implementation of vital provisions that would ensure sustainable citizens’ involvement in decision making.

Chapter 3 of the *Statute of the Municipality of Prishtina*, entitled *Direct Participation of Citizens in Meetings and Decision-making Activities on Issues in the Public Interest*, is dedicated to public participation in decision-making. In terms of representation, the minority communities are represented with one seat held by the Kosovo Democratic Turkish Party (Kosova Demokratik Türk Partisi -KDTP) representative. They are further represented in the Municipal Assembly Communities’ Committee by two members of the Serb community, and through the Municipal Community Office. Women hold 19 of the 51 seats in the Municipal Assembly. Nonetheless, the role of women in decision-making remains low, as a majority of reports written by central institutions, international organizations, ombudsperson, etc., state that their participation in governance is unsatisfactory, despite legislation that guaranties them equal rights. Similarly, a local think tank (IKS) has published a report on youth according to which, they are neither involved nor encouraged to become active in public participation in Kosovo. According to the report, “youth have limited impact on decision-making processes for two reasons: institutions rarely feel obliged to respect youths’ right to participate, and young people do not consider participation a civic responsibility… In the eyes of young people, economic and social conditions serve as a yardstick for measuring quality of life in Kosovo.”

1.4. The use of ICT and social accountability

The municipality has invested in the modernization of its services to citizens by creating a "Citizens Service Center" with modern information technology, which is now operational. Offices operate in different Prishtina neighborhoods and are connected to on-line system for issuing documentation. The municipality has still difficulties especially with the release of cadastral documentation and data on the immovable property tax, since both of these services are managed centrally, by the Kosovo Cadastral Agency and the Ministry of Finance respectively. Despite efforts by the municipality to increase the efficiency of work in these two sectors, citizens are still waiting longer than necessary because the on-line processing of this type of documentation is managed centrally.

In 2012, the GAP Institute gave a high ranking to the promise to digitalize services for citizens and businesses: “This promise is fulfilled by and large; in the first half of year 2012, the project for digitalization and modernization of the administration was concluded.”

1.5. Accessibility to public services

Based on an OSCE report, despite the increase in number of offices, insufficient financial, logistical and human resources limit the proper functioning of civil registration in Kosovo in general, and in Prishtina. In addition, the fees for registering documents are not affordable for the

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11 Municipality of Prishtina: Annual report 2011, pp.6


13 Access to civil registration in Kosovo [http://www.osce.org/kosovo/92331](http://www.osce.org/kosovo/92331)
poorest part of the population. The unlawful practice of making the issuance of civil registration documents conditional to the payment of property taxes, in Prishtina in particular, undermines the process.

Land tenure security has been weakened by conflict between land records and transaction practices. This has affected 27% of the housing sector, on a national scale. Over the last ten years, the municipalities of Prishtina have failed to provide solutions to the issue of sheltering homeless families and the families living in poor economic conditions.\textsuperscript{14}

Poor nutrition is a significant cause of health problems in Kosovo, with anemia prevailing as a pathological condition among children and pregnant women.

According to municipal sources, most public investments were made in local infrastructure and urban projects in 2010-2011 (€ 20 million dedicated); this has greatly improved the lives of citizens. The picture looks less optimistic in the sectors of medical care, public transport, solid waste management, power supply, and environmental management, all of which have inevitably contributed to further marginalization of certain groups.

\textsuperscript{14} Ombudsperson Kosovo (2011) Raporti i dhjetë vjetor 2010 Drejtuar Kuvendi të Kosovës, pp. 32
http://www.ombudspersonkosovo.org/repository/docs/55291_Raporti%202010%20anglisht.pdf
2. Summary of Focus Groups Discussions and In-Depth Interviews

The team held seven focus group meetings for participants from the following backgrounds: 1) youth, 2) elderly, 3) unemployed, 4) employed low-income, 5) employed middle-income, 6) NGOs and 7) ethnic communities. Separate meetings were organized based on gender. In the case of the ethnic community group, a separate meeting was held only with the men, as the women had requested to be integrated in the middle-income group. In the case of the low-income and unemployed categories, separate meetings were held with the men, while the women from these two categories were integrated in one group due to a low turnout.

2.1. Social Inclusion in Public Service Provision:

All FGD respondents shared a common view that services in Pristina were not affordable and that vulnerable groups lacked physical access to services. However, the majority of respondents, with the exception of the ones in the unemployed and elderly groups, expressed a willingness to pay more for better services.

All participants shared a concern that an acceptable basic level of services should be available to all citizens in Pristina. In addition, two sub-groups voiced specific concerns:

a. While the elderly appreciated the fact that they were given priority in medical examinations (although no discount), their greatest concern pertained to the cost of public transport. They found the current fare structure beyond what they could afford and stressed the fact that affordable public transport was the determining factor in their being able to access public services.

b. Employed lower-income respondents were particularly concerned with better job prospects and overall safety in the city, whilst middle-income respondents emphasized the need to improve solid waste management and child care and what they considered the unresponsiveness of the municipal administration when approached by citizens requesting information or services.

Generally, focus groups participants considered their ability to access to public services as “average”. None of the groups addressed spatial variations in the quality of services. Their rationale was that the city is still in transition and that needs are multiple. They thought that the city administration is working to provide the entire city with improved social services and physical infrastructures. All citizens, including vulnerable groups, are affected by the fact that these are still often at a very basic level: limited supply of water and electrical power, and inadequate waste management. The same can be said of access to schools, medical care, etc.

2.2. Existing Social Accountability (SA) levels

2.2.1. Views on current state of affairs at the local level

All participants were dissatisfied with the lack of response of the municipality to their opinion, complaints, or suggestions. Reportedly, the municipality chooses to either ignore the request or complaint, or indefinitely delays its response. Although the law requires transparency in local
government, it was not reported as satisfactory. According to the understanding of the participants, transparency works when there is an orderly process to solicit and respond to inputs from citizens: for example, compulsory public debates on the budget, on the approval of urban plans, on the introduction of new taxes, etc. Men from the NGO community were more self-critical: they considered that there was more transparency than people thought, but that the citizens were not actively engaging in a participatory process. Still, according to them, transparency should be improved when it came to the budget and other quantifiable issues: the resolution of complaints, for example.

2.2.2. Methods for obtaining information about service provision

All participants agreed that it was not easy to access information and that there was room for improvement. The respondents’ answers confirmed the findings that, in the majority of cases, information concerning public services was only available by word of mouth or from television or newspapers. All participants reported that the most effective way to communicate information, either formally or informally, was either through direct meetings with municipal officials or though friends or relatives. None of the respondents reported contacting their elected municipal assembly members when they were in need.

When asked about their access to information, respondents in the various groups:

- Shared a lack of satisfaction with access to information, particularly the NGO female representatives, unemployed and elderly people.
- Thought that accessibility to information was average for the employed middle-income and low-income as well as NGO male representatives.

The ethnic community (Turks) reported that they are somewhat satisfied with access to information as the Community Office within the municipality of Prishtina functions well. Young people thought that information regarding public services and other related issues were irrelevant to them as, in cases of need, they are usually assisted by their parents or older family members.

2.2.3. Methods for placing questions or complaints about public services

When asked how they complained about poor services, the majority of respondents reported that they filed an official complaint with the authorities. From the discussion it became evident that men generally preferred to complain in writing, whilst women opted for direct meetings with the officials. The unemployed, who were also part of the group complaining in writing, highlighted the need for a more efficient and timely examination of their complaints. All groups appeared almost certain that the municipality officials did not examine, let alone address their complaints, despite a legal timeframe of 15 day for receiving an official response.
Young men (some brought their female partners)  Young women

Men aged 60 and above  Women aged 60 and above

Low income men  Women: low income and unemployed
2.3. Opportunities and Constraints for Social Accountability

2.3.1. Perception/Awareness/Participation in SA activities

The majority of respondents seemed aware of their rights to participate in decision making as part of the effort to ensure social accountability. Nevertheless the majority of them appeared skeptical, since past experiences had consistently shown them that participatory processes were good only as far as strategies and official papers were concerned. Some NGO respondents appreciated that there were participatory processes in the city of Prishtina but thought that the municipality had failed to hold effective participatory processes or ensure transparency in the way it managed its resources, offered its services, and made budgetary decisions.

2.3.2. Perceived obstacles to participation in decision making

All respondents declared that they were willing to participate in public events organized by the city administration, if and when held. An interesting answer in the middle-income group (male) was: “Yes, only if results would be published” and/or “Yes, only if meetings are held in local communities”. However, many complained that they were never informed in a timely manner about such events, and heard about them from the media on the following day. When asked what would be a “timely notification” to allow citizens participation, the middle-income respondents suggested diverse methods: small posters attached on the main door of the municipality, door-to-door distribution of information to apartment blocks and houses.

Youth on the other hand, raised the lack of focused public discussion on youth related issues as the main reason for their lack of participation. Some young activists (female) reported having participated in several projects/debates organized by organizations such as “Rilindja” and “Rrota” in cooperation with the Municipality.

The majority of participants declared that they are unmotivated to initiate city-citizens activities at a city level. Instead, they wish to have functional local communities as the best alternative to share information and initiate city-citizen interaction.

2.3.3. Suggestions to Improve Social Accountability

- Youth, employed middle-income, and NGO representatives preferred communicating through social media.

- NGO representatives (women) said that methods should be tailored to the individual target groups – newspapers for the elderly; the internet for young people and the middle-age; also TV and radio, telephone and mass SMS since almost all can afford mobile phones.

- Men from NGOs were more self-critical and wanted to see citizens more involved in participatory processes.

- Youth, employed middle-income, and Turks declared that a local TV station would improve social accountability. Men from the middle-income group also identified the need for a Prishtina local radio (currently Radio Kosovo is the most listened to in Prishtina)
- All middle-income participants and Turks identified the need for a *Prishtina local newspaper*; Women from this group would also prefer a Prishtina electronic newspaper;

- The elderly would prefer a separate information section in the *print media* concerning pensioners (women would like to see this in daily newspapers; men would wish to have a separate bulletin)

The unemployed and those with low income did not offer solutions but only challenges:

- A lack of *public debates* and *dysfunctional local communities* – identified by low income

- A lack of *communication* with municipal officials – identified by both unemployed and low income;

- A general *disinterest*, as they saw civic engagement as secondary to their basic needs.

Elderly people identified specific challenges:

- The need to lower the cost of *municipal services*, especially for *public transport*;

- The need to be given *priority status* in accessing services;

- The need for the municipality to facilitate their need to *socialize*.

ICT was not addressed at all by elderly people, by the unemployed (except young unemployed participants still living with their parents), or by employed low-income individuals. All other participants said that ICT does not work, except for the personal registration system (birth certificates, etc), which functions well. The majority would wish to have ICT tools developed for other services, the way it is organized for personal documents, but do not believe that complaints, access to information or suggestions for new initiatives can be processed through ICT. The reasons, in general, are a lack of public will for transparency (an opinion shared by all) and the lack of human capacity (youth, middle-income, Turks).

When asked what kind of ICT would be useful, participants answered:

- Youth, employed middle-income and Turks opted for an “all-web services in the Municipal official web page”. (Turks thought that all information on the municipal web page should also be in their language, which at present it is not). The employed middle-income focus group of women specified that it would be good if separate internet-based information/service system would be introduced. For example, if a problem or need occurs in garbage collection, a citizen would access the municipal web page, section “citizen’s needs/complains – waste management” where all information such as phone numbers and persons in charge would be given (or as a blog where there could be a dialog between citizens and municipal officials).

- Youth, employed middle-income and Turks opted for a “social media - Facebook profile of the Municipality”.
The suggestion was made that the municipal web page or Facebook profile of the Municipality includes a public opinion segment.

Men from NGOs were skeptical about interactive ICT based systems due to possible frauds which would compromise systems. However, social media (especially twitter and Facebook), mass-SMS (all have mobile phones, and there are services for distributing information so far active in the private sector), short announcements on TV (for all categories) were identified by respondents as the most immediate and least costly means to be used in order for the municipality to be more transparent.

- Men employed middle-income
- Women employed middle-income
- Men unemployed
- Men from Turkish community
2.4. In-depth interview findings

Six in-depth interviews with competent individuals from the private sector and the central and local government were conducted:

- Representatives from the local government: Deputy Mayor of Prishtina, Mr. Hoti, and the Director of the Association of Municipalities of Kosovo, Mr. Ibrahimi.

- Representatives from the central government: the secretary general of the Ministry of Local Government, Mr. Osmani, and a senior official form the Institute for Spatial Planning, Mrs. Pallaska.

- From the private sector: The manager of the Society of Certified Accountants and Auditors of Kosovo (SCAAK), Mrs. Bunjaku, because she is very much familiar with concerns/engagement of private businesses in Prishtina, and the manager of a private firm CACCTUS, Mr. Malazogu, who is specialized in ICT.

Except for two who were not satisfied, the other respondents consider that “inclusion,” “accountability” and “participation” in public services and administration in Prishtina is average and that there is still room for improvement. They identified the multiple challenges of the postwar period as well as the current high unemployment rate as the main obstacles in developing sustainable and affordable city services. Also, an important point made by Mr. Malazogu is that there exists no precise definition of the number and social characteristics of persons in need.

All elaborated on the need for incentives to foster citizen participation. The deputy mayor mentioned that the establishment of neighborhood councils and of housing councils in high-rise buildings in the city would have an impact in developing joint citizen-city activities; the others talked about initiatives that Prishtina is already involved with. Mrs. Pallaska’s concern in this matter is that many times incentives are based on personal affiliations (nepotism).

When asked about “forms/functions of social accountability mechanisms and processes,” the Deputy Mayor and Mr. Ibrahimi mentioned that the Municipality holds both obligatory and non-obligatory public meetings, hearings, and discussions. Mr. Osmani discussed the digital platform for dialogue that the central government is developing and which may also serve the needs of local administrations. On the other hand, Mrs. Pallaska was mainly focused on the challenges, which according to her are two: the improvement of the municipal webpage and the fulfillment of promises from past electoral campaigns. Mr. Malazogu and Mrs. Bunjaku were quite firm about the need to empower and activate the lowest municipal administration unit, that is – local communities (bashkesia lokale). The need to strengthen local communities was also addressed by many citizens that took part in focus groups and questionnaires.

When asked about who engages in “processes of collective action” Mr. Hoti was of the opinion that the municipality is fully engaged, while Mr. Ibrahimi, in addition to local authorities, identified NGOs that were also mentioned by Mr. Osmani. The opinion of Mrs. Pallaska, however, is that in most cases, those are persons with political background or those wishing to become politicians.15

An increase in the budget would allow the strengthening of the organizational system, according to Mr. Ibrahimi, and this would enable the Municipality to motivate high skilled people to apply for a job in the municipality. One more point addressed by Mr. Hoti is the benefits that would result from the full

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15 Authors’ comment: many NGO representatives have recently joined political parties).
application of the decentralization policy and the digitalization of public services. Mr. Osmani would wish to see an improved internal control system and the involvement of the judiciary in the event of non-compliance with legal obligations.

All agreed that institutions which should be strengthened to improve citizen outreach. Mr. Osmani and Mrs. Pallaska would wish to see also more empowered local self-government bodies and the decentralization of the justice systems at the municipal level. Two other issues identified by Mrs. Pallaska were a “free and independent media” and “education about citizens’ rights” starting from the primary schools.

Different dimensions of challenges for good urban governance were identified by both local and central government representatives. While Mr. Hoti concentrated on such immediate issues as urban planning and development, Mr. Osmani wished to have more synergies between central and local governments as well as improving the professional capacity in the municipal administration. Mr. Ibrahimi insisted on fostering the dialogue between the municipality and civil society, and Mrs. Pallaska wished to depoliticize the discussion of the daily needs/concerns of citizens.

All interviewees shared the opinion that citizens should take a more proactive role vis-à-vis municipality in order to increase transparency, social accountability, and participation.

Both representatives from the private sector identified the lack of support that the city administration provided in terms of the inclusion of vulnerable groups in business. However, they both consider that the Municipality could promote this inclusion if it provided a location where all stakeholders (business chambers and associations of public interests) could develop public/private partnerships (PPPs) to provide improved services to the citizens and promote social life in the city.

While SCAAK could participate in the development of urban policies by assisting the Municipality in developing policies on public financial management, tax policies (e.g. the property tax), and in preparing medium-and long-term budget plans and in establishing PPPs, CACCTUS could help in developing a sustainable ICT.

As far as ICT is concerned, all interviewed agree that ICT is functional in some issues (online extraction of civil documents, access to municipal regulations and information through official webpage). Mr. Hoti also explained that the submission of claims through the reception office is done through an IT application, and Mr. Ibrahimi mentioned that citizens can follow municipal assembly meetings thanks to recently installed web cameras. Also, Mr. Osmani said that a digital platform for dialogue has been put in place by the government. Mrs. Bunjaku recalled that ICT is relevant only to those who have access to internet, and usually, vulnerable groups do not, whereas Mr. Malazgu, the ICT specialist, thinks that for ICT to work in Prishtina, firstly, there is a need for sufficient knowledge in this field, as well as an ITC development strategy.

A challenge for developing ICT, according to Mr. Hoti is to increase efficiency and digitalization of public utility enterprises as well as full digitalization and decentralization of public services at the neighborhood level. For the other interviewees, access to internet for citizens should be encouraged and made affordable and ICT professional capacities should be improved within the municipality. Mr. Malazogu was very careful when addressing opportunities to introduce ICT-based tools; he thinks that this issue requires a thorough and complex analysis, which would be formulated as part of the development of the ICT strategy.
3. Scenario Development Workshop Outcomes and Recommendations

The Participatory Scenario Development Workshop for the city of Prishtina was organized by Archis Intervention Prishtina in cooperation with the Municipality of Prishtina. We engaged the municipal representatives in order to introduce the social accountability assessment concept and social inclusion which the deputy mayor showed willingness to incorporate in the forthcoming revised Development Strategy.

The event, which was held on December 17, 2012 in the premises of Sirius hotel, gathered 43 participants representing:
- central and local government, all engaged in emerging ICT platforms (Ministry of Local Government Administration, Kosovo Council for Cultural Heritage, and the Municipality of Prishtina);
- academia, users of ICT platforms (University of Prishtina - both students and professors, Kosovo Center for Education);
- associations (Association of Municipalities of Kosovo, Association of Kosovo Architects)
- NGOs (IKS, FES, GAP Institute, HANDICOS, FLOSSK/Free Libre Open Source Software Kosova);
- Business sector (SCAAC and private business owners/employees).

The workshop agenda included a number of presentations. Opening speeches were combined with presentations related to social accountability aspects and the use of ICT. Besnik Osmani, Secretary General of the Ministry of Local Government Administration, delivered a presentation on e-governance state of play and future projects and plans. Arsim Osmani, representative of the Association of Municipalities of Kosovo, informed about the concept of social accountability and the engagement of AMK in this respect, and Edon Myftari, Director of Administration of the Municipality of Prishtina, informed about their efforts in delivering services and information to citizens. ICT use was further elaborated through a number of examples offered from international best practices. The presentations were delivered by AI Prishtina experts, who were directly involved in the desk research, and focus groups discussions held during October 2012, namely Florina Jerliu and Vlora Navakazi. The speakers covered the following topics:

a. Overall findings from preceding stages;

b. The identification of three main issues building upon these findings;

c. Use of ICT for increased participation, transparency and overall accountability; and

d. Examples of how ICT has been used at an international level for increased social accountability.

The second session involved participatory scenario development in three groups that addressed the major topics of the workshop: Information Asymmetry; Inaccessible Social Accountability Practices, and Feedback and Monitoring. The approach adopted by the team was that of ‘problem (red)-solution (green)’ cards, and the general recommendations (white) cards. Both problem and solution cards were rated by relevance, on the basis of which the recommendation cards (visioning) were drafted.
A report of the presentations, issues raised, and all the scenarios that were developed during the workshop is available as a separate document. The following summary outlines the proposals considered the strongest and most realistic initiatives that could catalyze a wider social accountability push in the city of Prishtina.

3.1. Information asymmetry between all three actors vis-à-vis one another’s rights and responsibilities.

Similarly to all three groups, this group comprised of municipality officials, intermediaries (civil society representatives) and citizens, mainly employed by the private sector, but not exclusively. The group identified a number of problems and corresponding solutions, rated them by relevance and finally agreed to three general recommendations for the situation at hand.

3.1.1. Existing problems and corresponding potential solutions

<table>
<thead>
<tr>
<th>Problem</th>
<th>Potential solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insufficient information on municipal/public services by the local institutions and civil society.</td>
<td>Awareness raising campaign on public services by the Municipality through all sources of information (brochure, media, web page)</td>
</tr>
<tr>
<td></td>
<td>Awareness raising in form of education (in schools)</td>
</tr>
<tr>
<td></td>
<td>The municipality should reorganize its information office and should prepare guidelines/information for citizens on &quot;how to fill in a complaint/request&quot;</td>
</tr>
<tr>
<td>Citizens are not sufficiently aware of their rights, responsibilities and functions of local institutions (service providers)</td>
<td>The municipality should directly and publicly inform citizens about activities, eg. official responses to requests/complaints and response rate; about meetings and outcomes eg. At the neighborhood level - all in its web page.</td>
</tr>
<tr>
<td></td>
<td>The municipality - in cooperation with NGOs - should inform citizens about rights and responsibilities through all forms (SMS, TV, radio, social media)</td>
</tr>
<tr>
<td>Lack of official response to citizen complaints/requests/inquiries</td>
<td>Citizen requests/complaints/enquiries should be dealt with/within the time frame foreseen by law. The Municipality performance on responding to requests should be reported online.</td>
</tr>
<tr>
<td>Insufficient promotion and utilization of existing sources of information by the Municipality and other service providers</td>
<td>Municipality should promote existing and new information resources through media (take advantage of the right to free of charge public benefit announcements by public broadcasters)</td>
</tr>
<tr>
<td></td>
<td>New information resources should be integrative of all services available regardless of the service provider (be it public or private)</td>
</tr>
<tr>
<td>Existence of informal channels of communication and information on public services</td>
<td>The Municipality should make functional the formal channels of communication and information (as per adopted/existing legislation)</td>
</tr>
<tr>
<td></td>
<td>The Municipality should publicize the map of offices with functions/mandate</td>
</tr>
<tr>
<td></td>
<td>The Municipality should make available complaints/requests online and through SMS</td>
</tr>
</tbody>
</table>
3.1.2. **Vision (desired situation)**

**Improved information exchange by enhancing the City’s online presence and instituting interactive features that collect and publish relevant data.**

Under this scenario, a user friendly and highly functional city website provides the platform for efficient information sharing between the local government and Prishtina’s citizens. The website becomes a reliable source of timely information that citizens consult with confidence. It also includes interactive features that allow citizens to submit questions or complaints and receive responses through the same channel. Citizens and intermediaries such as NGOs are given the opportunity to provide grassroots-level information. These data input systems can support crowdsourcing-type initiatives such as geo-referenced reporting of problems in service delivery that alert the Municipality of specific needs at the community or individual level. Furthermore, the website can be used to elicit information of citizens’ satisfaction on the city’s performance (such as through online citizen satisfaction surveys). City projects can then include survey methodologies that are made available online, incorporating monitoring and feedback into the city’s *modus operandi*.

3.1.3. **Specific proposals**

A) **An interactive municipal web site that is maintained and updated on a daily basis.**

<table>
<thead>
<tr>
<th>WHY</th>
<th>The existing official web site does not provide updated and sufficient information, and is not interactive.</th>
</tr>
</thead>
<tbody>
<tr>
<td>HOW</td>
<td>ICT features to be included in the existing website include guidelines/information for citizens on &quot;how to fill in a complain/request&quot;, make complain/request system available for citizens online and links to SMS modalities, citizen feedback-related information to be made public, and Frequently Asked Questions. Municipal service providers should also have dedicated websites visibly linked to the main municipal site. The website should also support survey platforms to collect citizen input and publish result.</td>
</tr>
<tr>
<td>WHO</td>
<td>The Municipality</td>
</tr>
<tr>
<td>WHEN</td>
<td>2 years</td>
</tr>
<tr>
<td>INDICATORS</td>
<td>Increases in exposure and visibility, improved city-citizen communication.</td>
</tr>
<tr>
<td>COST</td>
<td>Municipal web site adjustment (market price); Design web sites for two municipal POEs(^{16}) and one inter-municipal cultural institution(^{17}) - release and</td>
</tr>
</tbody>
</table>

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\(^{16}\) Public Housing Enterprise, Waste Management Company “Pastrimi”

\(^{17}\) Municipal Archive Prishtina
link to the municipal web site: (market price); link 2 inter-municipal cultural institution\(^{18}\) to the municipal web site (market price).

**B) The Municipality taking the lead in raising citizen awareness on available online services and their rights.**

**WHY**  
After fulfilling recommendation A of this section, the enhanced municipal web site and the web sites of public services (municipal POEs) must become fully functional and used by citizens.

**HOW**  
The enhanced municipal web site and the newly created public services (municipal POEs) web sites provide structured information for citizens (including features fit for vulnerable groups) and their rights; and some online services. Information on such technology-based tools to be disseminated through all kinds of media and information sources (through public campaign). The Municipality would also provide training for best use of new technologies as well as a dedicated desk and qualified staff to assist citizens.

**WHO**  
Municipality; municipal SOEs, private sector

**WHEN**  
2 years

**INDICATORS**  
Increased transparency on public services, increased awareness on available services and online services.

**COST**  
Information dissemination, trainings on the use of online services – cca 2,000.00 Euro/event – cca 20 events /year (to cover all neighborhoods and key public institutions). Setting up of the assistance desk at the municipality - two IT personnel fully employed for two years, average wage as per municipal administration criteria.

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\(^{18}\) Cultural Kinds Centre, Dodona theatre
3.2. Current, one-size fit social accountability practices further marginalize certain groups because they are not tailored to the special needs and circumstances of different community groups.

3.2.1. Existing problems and corresponding potential solutions

<table>
<thead>
<tr>
<th>Problem</th>
<th>Potential solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical barriers deny access to information and services</td>
<td>Ensure access and mobility of persons with physical disabilities (street lights, sidewalks, ramps, public toilets, etc.) and assign personnel to assist them.</td>
</tr>
<tr>
<td></td>
<td>Interactive map showing points of assistance should be published in the Municipality's web site.</td>
</tr>
<tr>
<td>Lack of direct assistance for people with special needs</td>
<td>Application of adequate alphabet/language for people with special needs (e.g., blind) in municipality service counters.</td>
</tr>
<tr>
<td></td>
<td>Training on respecting diversity and social inclusion delivered to all municipal staff.</td>
</tr>
<tr>
<td>Inadequate and insufficient information to marginalized groups on public services</td>
<td>Increased use of social media and diversification of information (visual, audio, etc.)</td>
</tr>
<tr>
<td></td>
<td>Available information should be diversified in terms of languages, techniques, as per the needs of excluded groups.</td>
</tr>
<tr>
<td>One-size fits all social accountability practices ensure integration of marginalized groups only in theory</td>
<td>Citizen Chart model should be adopted by the Municipality</td>
</tr>
<tr>
<td></td>
<td>Structured cooperation between local and central government to ensure adequate forms of communication with marginalized groups (to avoid digital divide)</td>
</tr>
<tr>
<td></td>
<td>Disaggregated financial reporting by marginalized groups.</td>
</tr>
<tr>
<td>No official definition of marginalized groups in Prishtina</td>
<td>Marginalized groups should be defined as per the findings of this assessment</td>
</tr>
<tr>
<td></td>
<td>The Municipality should develop a social inclusion strategy</td>
</tr>
<tr>
<td></td>
<td>The Municipality should identify groups that need special services through a social inclusion strategy.</td>
</tr>
<tr>
<td>Lack of promotion of existing services provided by non public institutions</td>
<td>Publication of a periodic integrated calendar of activities/services</td>
</tr>
<tr>
<td></td>
<td>Public events to promote new services offered by non public institutions (under media and internet coverage)</td>
</tr>
</tbody>
</table>

3.2.2. Vision (desired situation)

Implementation of national-level legislation on social inclusion at the local level.

Although national law in Kosovo contains provisions that aim to ensure the inclusion of vulnerable groups in access to information, implementation of this legislation at the local level is
deficient. The City of Prishtina can expand its communication initiatives in medium and method to ensure that relevant information is available to vulnerable groups. Language and disability considerations, for example, can increase the access to information by marginalized groups. In particular, appropriate communication methods to ensure all citizens are aware of opportunities for participation and their civic rights and responsibilities can have positive effects that reverberate across sectors and improve service satisfaction levels.

3.2.3. **Specific Proposal: Publishing a calendar of activities/services using different means and forms of communication/dissemination.**

**WHY**  
A vast majority of citizens are not aware of activities of the municipality and/or public service providers, hence, public participation is poor. As a result, citizens are not able to evaluate performance and elicit necessary changes in public and private service provision.

**HOW**  
The Municipality and public service providers make available information about rights and responsibilities (such as a Citizen Charter) and publish an annual calendar of activities. Both the Charter and the calendar are made available to all groups by using multiple forms of media (SMS, TV, Web, sign language, Braille, audio, visual) for dissemination.

**WHO**  
Municipality and public service providers, special needs related NGOs, media.

**WHEN**  
2013-2014

**INDICATORS**  
Enhanced information/service quality for vulnerable groups; etc.

**COST**  
Citizen Charter (preparation, publishing – soft/hard copies, including audio, Bright, etc format) – tentative 25 - 30,000.00 Euro. Calendar of activities (setting up: preparation of template, publishing as above, maintenance) – tentative 5,000.00 Euro first year.
3.3. Poorly maintained and promoted current feedback and monitoring mechanisms with low institutional responsiveness rates to citizens’ requests and complaints.

3.3.1. Existing problems and corresponding potential solutions

<table>
<thead>
<tr>
<th>Problem</th>
<th>Potential solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information available on the municipality web site is overly technical and/or inaccurate</td>
<td>Make information comprehensible for all citizens regardless of their educational background/age.</td>
</tr>
<tr>
<td></td>
<td>Sanction officials in cases when they publish incomplete and/or false information</td>
</tr>
<tr>
<td></td>
<td>Greater implementation of the law on access to official documents</td>
</tr>
<tr>
<td>Lack of transparency (online) on service contracts, building permits, etc. awarded</td>
<td>Greater transparency (online) on service contracts, building permits, etc. awarded</td>
</tr>
<tr>
<td></td>
<td>Monitoring of the procurement services by the municipality</td>
</tr>
<tr>
<td>Lack of transparency on internal monitoring / audit</td>
<td>Municipality should make internal monitoring reports available to the public</td>
</tr>
<tr>
<td></td>
<td>Internal monitoring should include quantitative/ qualitative assessment of the municipality’s performance in responding to citizens requests/complaints</td>
</tr>
<tr>
<td>Insufficient and limited remit of external monitoring</td>
<td>External monitoring should include quantitative/ qualitative assessment of the municipality’s performance in responding to citizens requests/complaints</td>
</tr>
<tr>
<td></td>
<td>The Municipality should commission third parties for evaluations.</td>
</tr>
<tr>
<td>Insufficient reporting</td>
<td>Municipality should publish the calendar of activities and this should be visible in the cover page of the Web site.</td>
</tr>
<tr>
<td>Inefficiency in responding to citizens requests/complaints/enquiries</td>
<td>Greater political commitment towards interaction with the citizens</td>
</tr>
<tr>
<td></td>
<td>Frequently Asked Questions section to be included in the Municipal Web site</td>
</tr>
<tr>
<td></td>
<td>ToR of municipal officials should include an objective related to responding to citizen requests/complaints, and their performance assessment should take account of their performance in this regard.</td>
</tr>
</tbody>
</table>

3.3.2. Vision (desired situation)

A more transparent and interactive city administration that prioritizes feedback and monitoring to promote continuous growth.

There is expressed political will for transparency and against corruption. However, actions towards these goals are far from satisfactory in Kosovo, both at the local and central levels of governance. Under this scenario, electoral programs, and concurrently the municipal strategy, include concrete projects and actions related to feedback and monitoring mechanisms, and
institutional responsiveness to citizens’ needs to ensure compliance with the stated political objectives on accountability.

3.3.3. **Specific Proposal: Instituting internal and external monitoring and auditing procedures.**

**WHY**
Current feedback and monitoring mechanisms are underused by both institutions and citizens. Citizens generally find them too complicated and the low response rate further discourages them.

**HOW**
Internal reform (internal monitoring/auditing): Adjust the Terms of Reference of Municipality and public service providers’ officials to make them accountable for their performance related to responding to citizen requests/complaints. Fostering internal and external evaluation: better structured, more and diversified public educational events (hearings/debates/lectures, etc.) as per the published/annual calendar of activities - in order to enable feedback/external monitoring by citizens and intermediaries.

**WHO**
The municipality and public service providers, civil society, education institutions, media.

**WHEN**
Two years

**INDICATORS**
Enhanced comprehension on citizens’ rights and responsibilities, concurrently, enhanced public participation, hence increased accountability

**COST**
Internal reform (difficult to estimate); external evaluation 100,000 Euro/first year.
4. Key Considerations for Next Steps

While the problems addressed by the groups during the workshops were easily identified and in most cases followed by practical solutions, it was noted that there was a tendency for the scenario to remain at a “wish-list” level as assigning or determining ownership of such suggested scenarios was not as clear as the problem-solution identification. Some of the most prevalent and emerging issues identified during the scenario development were the following:

1. Scenarios have to be part on an integrated action plan. Whilst the Municipality is responsible for implementing a number of the suggested interventions, the intermediaries and the community also need to play an active part and take ownership of the interventions/actions directly connected to the community and vulnerable groups. During the workshop, we tried to engage all three groups and highlight the fact that such changes are not one institution’s or one individual’s responsibility.

2. There is a clear need for a Communication Strategy at a municipal level in order to plan and ensure implementation of all the information-based interventions. An important component are monitoring mechanisms, as most ideas/investments lack sustainability upon implementation due to poor maintenance or lack of functionality, visibility, and utility. In addition, the strategy should reflect approaches particularly tailored to various vulnerable groups and various age-groups in the city and the best way to reach out to them.

The PSD workshop and the scenarios developed by the participants representing civil society and the public sector in Prishtina address many of the issues raised during the first two phases of the social assessment. This engagement across a broad group of participants in a solution-based process offers a number of specific scenarios and actions where more open communication and social accountability practices can make a significant impact in addressing the gaps in urban service delivery and accountability identified in the early phases of the process.

Prishtina municipality has an excellent opportunity to incorporate these findings into its city policies and practices. By creating opportunities for residents to have an input and provide feedback to issues and programs that impact their communities, the level of meaningful engagement can increase.
Annex 1: Social Sustainability Index

Concept note

The objective is to assist the municipalities, civic groups and NGOs to develop indicators that gauge progress towards increasing social accountability and access to services by marginalized communities or vulnerable groups.

Based on the three-phase process undertaken by the project teams in the five municipalities--Municipal Profile, Focus Group Discussions and Participatory Scenario Workshops--the study team intends to outline parameters for selecting (a) indicators that could be tailored to each municipality; and (b) indicators that can be applied across all the municipalities. The indicators should reflect the priority issues within each municipality and how key actors involved in the Participatory Scenario Workshops can use these indicators to further action.

Assumptions

The preference is to identify indicators and any possible index deriving from these indicators that are in the domain or competency of the local authorities. This means that the indicator measures activities that the municipality can influence through its policies, programs and specific projects or by designated representatives of civil society such as intermediary NGOs or community-based organizations.

The selection of indicators should reflect the ‘four pillars’ of social accountability as outlined in the study methodology, these include:

   a) Participation—defined as implementing mechanisms that enable citizens to become part of the decision-making process.

   b) Transparency—defined as making city stakeholder information and operations publicly available and useful.

   c) Feedback (Response) — defined as ensuring citizen-government communication goes in both directions, that expressed citizen needs are matched with responsive action.

   d) Monitoring — defined as the ability to track performance and evaluate effectiveness.19

Participation and Transparency are the primary focus when selecting indicators with Feedback and Monitoring combined as feedback mechanisms. The index also needs to capture the role of different stakeholders in strengthening each pillar. The responsibility and opportunities of promoting city accountability acknowledges the role played by the local authorities, citizens, and intermediaries (NGOs, CBOs, businesses).

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19 Adapted from Social Accountability in Palestinian Local Governance and Service Provision
Framing the Index

Within this framework of the ‘four pillars’ that has guided the Assessment's process, it is suggested that the index is organized around the five suggested dimensions outlined below. The choices of questions to address within each pillar reflect the issues that arose across the five municipalities during the course of the assessment.

1. **Participation – Opportunities**: an indicator of the local government’s openness to citizen engagement and inputs into decisions that affect them. Measures could include the city's provision of various forms of consultation such as open door days and interactive Q/A sections of the website, as well as measures of democracy such as publicly elected city councils.

2. **Participation – Engagement**: as a complement to opportunities that are available, this indicator takes into account the level of initiative taken by citizens, individually or in representative groups, to take part in civic life. An important indicator is the degree to which local councils are representative of the community (in particular marginalized groups). Measures of attendance to city-sponsored participatory activities and use of the interactive city website features are also descriptive of citizen self-driven involvement.

3. **Transparency – Information Availability**: the disclosure of information related to local decisions. In particular, budgets, plans and formal proceedings should be made available to the public. Both virtual and physical sources - information centers and the city website, for example - are necessary components of a transparent local government.

4. **Transparency – Information Access**: the city's readiness to make productive use of open government data. The use of communication methods that reach multiple sectors of society, ICT capabilities, and the production and publication of clear documents that present city processes and functions in an accessible way are steps towards ensuring socially-inclusive accountability.

5. **Feedback**: the effectiveness of two-way communication between citizens and their local governments. The reach of redress mechanisms, the response rate to complaints, and the existence and acceptance of evaluation and monitoring ensure that accountability practices result in positive change.
A cross cutting theme within these five dimensions is the use of information technologies. The simplest form can be the selection of 25 indicators/issues organized into the five dimensions measured only using a 1/0 format (1: yes, 0: no), giving each dimension (or sub-index) a score of 0 to 5. This index, using yes or no responses, provides an easy to use measure of the effectiveness of existing social accountability practices and identifies areas that can benefit from improvement. It is important to note that the index does not intend to measure each city against an ideal. Rather, it was designed to compare cities with a common history and some shared characteristics. The format allows for the index to grow as do the cities and their social accountably practices. Although in their current form they are somewhat tied to the evaluator's judgment of the availability and functionality of social accountability tools, these measures can be made more complex and precise over time.

The present index can be a valuable tool throughout a social assessment process. Firstly, given the lack of city and community-level data, this format provides an alternative way to assess social accountability levels. Secondly, the specific indicators and definitions can be adapted to each city or target group and used during the Focus Group Discussions and In-Depth Interviews and the responses averaged to gauge the key social accountability issues. The results can then be used during the Scenario Development Workshop as a diagnostic tool to help the participants identify opportunities and challenges. In this way, the index becomes an integrated component of the Assessment process.

Furthermore, the index provides a monitoring tool that can be applied by a city’s stakeholders to regularly evaluate progress over time. City authorities, or intermediaries such as universities, can potentially carry out an annual update of the index independently, thus building a track record of the city’s work on social accountability. All cities highlighted the need for monitoring social accountability activities. The yearly index results can become a powerful tool in recognizing the efforts of city stakeholders every year and motivating all actors to contribute to strengthening social accountability in their city.

The tables below contain the proposed 5 indicators for each dimension.
## Index Results for Prishtina

### Participation - Opportunities

<table>
<thead>
<tr>
<th>Rationale</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Does the city hold consultation meetings with the public? Face-to-face interaction with city leaders was considered valuable in an environment plagued by bureaucratic blocks. These consultation meetings could be anything from open door mayor days to public hearings.</td>
<td>1</td>
</tr>
<tr>
<td>2. Are there elected neighborhood councils or equivalent structures? Local Community Council, Local Administrative Units, etc. were widely recognized as key intermediaries, yet not currently operating to meet this potential. Public election of members could make them more accountable to their constituents and lead to more efficient councils.</td>
<td>1</td>
</tr>
<tr>
<td>3. Does the city administration present municipal budgets to neighborhoods as part of the formal fiscal preparation cycle? The city should have an adopted mechanism to obtain citizen input on budget allocations in relation to service provision, infrastructure and neighborhood facilities. Making presentations to neighborhood councils and community groups provides opportunities for gathering neighborhood priorities that are not often possible in larger Council public hearings.</td>
<td>1</td>
</tr>
<tr>
<td>4. Are vulnerable groups consulted when devising strategic policy documents? To determine whether marginalized groups are part of the city’s decision-making process for city-wide policies such as the City Development Strategy.</td>
<td>0</td>
</tr>
<tr>
<td>5. Does the city have a program to engage with CSOs when reaching out to vulnerable groups? To assess the city-intermediary relationship in working to increase visibility and outreach to these groups to vulnerable groups. &quot;City&quot; meaning the municipality or other local authority.</td>
<td>1</td>
</tr>
</tbody>
</table>

**Participation - Opportunities total score** 4/5

### Participation - Engagement

<table>
<thead>
<tr>
<th>Rationale</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Are minority or vulnerable communities represented in the current city council? Within multi-ethnic context of the ECA region, to gage the level of diversity and participation of minority community on the city council.</td>
<td>1</td>
</tr>
<tr>
<td>2. Are NGOs actively engaged in representing the interest of vulnerable groups? To determine whether vulnerable groups have a go-to organization to provide support as well as pursue their interests in the public arena.</td>
<td>1</td>
</tr>
<tr>
<td>3. Are neighborhood councils (or similar structures) effectively linking the citizens to the city (or municipality)? To evaluate the degree to which citizens consider their interests taken into account in neighborhood level governance/projects.</td>
<td>1</td>
</tr>
<tr>
<td>4. Are there youth-based outreach programs for civic engagement? To determine the level of engagement and civic education of the youth as a strategic cohort.</td>
<td>0</td>
</tr>
<tr>
<td>5. Is the website considered to be a reliable source of information? To measure the effectiveness of the city’s main ICT portal/communication channel.</td>
<td>0</td>
</tr>
</tbody>
</table>

**Participation - Engagement total score** 3/5
### Transparency - Info Availability

<table>
<thead>
<tr>
<th>Question</th>
<th>Rationale</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Are citizens given sufficient notice about upcoming city council meetings?</td>
<td>To determine whether city council meetings are open not only in theory but also in practice, since a common finding was that citizens cannot attend meetings because they find out about them too late.</td>
<td>0</td>
</tr>
<tr>
<td>2. Are municipal council decisions posted online in a timely matter?</td>
<td>To determine whether the outcomes of council meetings are made available even to those who cannot attend.</td>
<td>1</td>
</tr>
<tr>
<td>3. Are city budgets available online?</td>
<td>Budget transparency as part of open government practices.</td>
<td>1</td>
</tr>
<tr>
<td>4. Does the municipality have an open data policy?</td>
<td>Meant to gage how open the municipality is to making data public from different sectoral programs (such as schools, hospitals)</td>
<td>0</td>
</tr>
<tr>
<td>5. Are CSOs required to have open data practices?</td>
<td>To determine whether there are transparency stipulations for intermediaries.</td>
<td>1</td>
</tr>
</tbody>
</table>

**Transparency - info availability total score** 3/5

### Transparency - Information Access

<table>
<thead>
<tr>
<th>Question</th>
<th>Rationale</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Is there an active information desk available for citizen information?</td>
<td>Another common suggestions during the field activities: a physical information booth with helpful staff to help citizens find the information they need without having to navigate complex city administration structures.</td>
<td>1</td>
</tr>
<tr>
<td>2. Is there a document (charter) outlining the responsibilities of both government and citizens that is publicly accessible?</td>
<td>Citizen charters have been a successful tool for eliminating information asymmetries and misunderstandings.</td>
<td>0</td>
</tr>
<tr>
<td>3. Does the municipality provide support to citizens regarding access or navigation of its ICT tools?</td>
<td>To maximize the impact of using ICTs, citizens should be able to manage at a basic level the technology from the user end, thus addressing the digital divide.</td>
<td>0</td>
</tr>
<tr>
<td>4. Are there ICT training opportunities for public employees?</td>
<td>To maximize the impact of e-government and other such tools, government employees should be able to manage at a basic level the technology.</td>
<td>1</td>
</tr>
<tr>
<td>5. Does the city utilize the various forms of media to disseminate information?</td>
<td>Throughout the workshops, solutions included using the available slots in TV, radio and print media to disseminate city information. Local governments should take advantage of this possibility given that citizens embrace the media option.</td>
<td>0</td>
</tr>
</tbody>
</table>

**Transparency - Access total score** 2/5
<table>
<thead>
<tr>
<th>Feedback/Monitoring</th>
<th>Rationale</th>
<th>yes =1</th>
<th>no = 0</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Is the time limit for grievance response abided by?</td>
<td>The effectiveness of grievance redress mechanisms depends on a mandatory response time that is satisfactory to the users and implemented.</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>2. Do grievance/complaint systems use multiple types of technology?</td>
<td>ICTs can be very valuable in extending engagement opportunities, but there need to be a set of options to accommodate the varying levels of technology access among groups.</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>3. Is there a system for tracking the responsiveness to grievances of various departments/service providers?</td>
<td>To determine whether the departments responsible for redress mechanisms are functioning effectively.</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>4. Is there an annual citizen service satisfaction survey?</td>
<td>Regular evaluations of city wide or specific department's functioning in terms of service provision.</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>5. Is the city website updated regularly?</td>
<td>To determine whether the city website can be part of a fluid communication system, information needs to be kept relevant, especially the Frequently Asked Questions section.</td>
<td></td>
<td>0</td>
</tr>
</tbody>
</table>

Feedback/monitoring total score 1/5

Visualization:

Social Sustainability Index - Prishtina

![Social Sustainability Index - Prishtina](image-url)
Comparison to Other Cities

**Durres**

**Sarajevo**

**Banka Luka**

**Skopje**