ECA Sustainable Cities Initiative
Social Sustainability Assessment

SKOPJE
City Synthesis Report

March 11th, 2013

Report Prepared for the World Bank (Contract 7164128)
This City Synthesis Report for Skopje 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 Coalition for Sustainable Development (CSD). 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 Skopje 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/XWFMC6G 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

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 six 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.

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 Skopje. 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 Skopje on December 18, 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 Skopje 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. Introduction

The City of Skopje, the capital of the Republic of Macedonia, is the country’s economic, cultural, political and academic centre and, as the largest city, is home to approximately one third of the country’s total population. Administratively, the City of Skopje as a distinct unit of local self-government consisting of 10 municipalities; its powers are defined by the Law of Skopje. Contradicting official data set its population at between 467,257\(^1\) and 533,847\(^2\).

According to official data presented in the 2012 Statistical Yearbook of the Republic of Macedonia and the latest Census (2002), the majority of the population is Macedonian (338,358), followed by Albanians (103,891). Other ethnic groups such as Turks, Roma, Serbs, Vlachs, Bosnians, account for slightly over 10% of the city’s population. The official language is Macedonian.

In 2010, the Skopje Region had the country’s highest GDP per capita (314,809 dinars) and accounted for 43.7% of the GDP.

1.2 Vulnerable Groups & Exclusion

Segments of population that are vulnerable and experience high rates of unemployment and poverty and have poor access to public services are: the unemployed, women, the elderly, ethnic minorities, Roma Community, children without parents or parental care, and the disabled.

As of December 2011, there were 63,628 unemployed persons, out of which 28,232 were women.\(^3\) The most recent available data about the number of unemployed persons is from 31\(^{st}\) July 2012 when the total number of unemployed persons was 56,570 out of which 25,289 are women. Based on 2011 statistics, unemployed people with disabilities amount to 777, of which 255 are women.

The employment rate in vulnerable groups is low. An example worth mentioning is the fact that 78.5% of Roma are unemployed. There is a low participation rate of women in the labor market, especially of women from such ethnic minorities, as the Turkish or the Albanian community. However, it should be noted that not all unemployed persons are registered in the Agency for Employment, while some that are officially registered as unemployed are engaged in some income generating activities.

According to the State Statistics Office, Macedonia’s poverty rate from 30.9% in 2010 edged down to 30.4% in 2011, following a decreasing trend from a slightly higher 31.1% back in 2009.

The Skopje area is characterized as the area with the lowest relative poverty rate of 12.8% in 2009, which in 2010 declined to 9.2%.\(^4\) There is no more recent official on the poverty level in Skopje but, based on the review and analysis of available official data, it can be concluded that the relative poverty rate in Skopje has continued to decline.

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\(^1\) State Statistical Office and the final data from the last 2002 Census of population, households and dwellings in the Republic of Macedonia, Book IX.

\(^2\) Based on the information given at the official website of the State Statistical Office (dating 30.06.2011).

\(^3\) Data from the State Agency for Employment.

\(^4\) Source: Study on Poverty assessment and mapping of vulnerable groups, with special focus on Human Trafficking, 2011, Olgica Apostolova.
1.2. The use of ICT in social accountability

To provide better access to information and services to their citizens, the City of Skopje and most of its constituent municipalities (Municipality of Centar, Karposh, Aerodrom and Kisela Voda) utilize e-governance / ICT tools on their official websites. The remaining municipalities (Gjorce Petrov, Saraj, Chair and Butel) only have website pages while the website of Suto Orizari is not operational.
For example, the official portal of Skopje (www.skopje.gov.mk) includes: e-services, e-taxes, e-public procurements, questionnaire for the quality assessment of services. The Accountability through Transparency software application is used for citizens to communicate with members of the City Council and the city administration (e-discussions; ask the Mayor or members of the Council; municipal administration; report a problem).

The general impression gained from speaking with representatives from the vulnerable groups (unemployed, seasonal workers the, elderly, ethnic minorities, youth with disabilities) is that most of them don’t know where to get the information they need. For example, where to find information regarding finishing their secondary education, or where and how to enroll on vocational trainings or courses.

In addition, not all ICT tools on the public websites of the institutions are operational. For example, the website of the Ministry for Information has an icon saying “I Want, I Know, I Can” aimed to serve to persons with disabilities; however, the icon is not functional.

### 1.3. On social inclusion

The Constitution of the Republic of Macedonia, as well as all laws, by-laws and national strategies, there are provisions to ensure the inclusion of key stakeholders. For example, the Law on Local Self-government provides and defines procedures for the direct participation of citizens in decision-making in municipalities. Also, pursuant to Article 36, paragraph 1, item 15 of the Law on Local Self-government (Official Gazette No. 5/02), the Municipal Council is obliged to adopt rules to ensure the transparency of their work (Article 42 of the same Law).

However, there is no legal regulation that ensures representation / guaranteed seats of marginalized groups in the local councils. On the national level, as a result of NGO initiatives, in 2003 in the Parliament of Macedonia was established the first Inter-party parliamentary lobby group of MPs to uphold and promote disability rights. Similar lobby groups were established for promotion of gender equality (Women’s Lobby) and environment protection (Green Lobby Group). There is no similar practice on a local level. In terms of inclusion and participation of marginalized groups in the Municipal Council, there is no specific mechanism that ensures / guarantees this; nonetheless according to the Rules of Procedure of the Council of the City of Skopje, all meetings of the Council are open to the general public, subject to prior approval due to venue capacity restrictions.

Representatives of marginalized groups have participated in the development of programs pertaining persons with disabilities including the preferential use of public transport in the City of Skopje area and in setting up the terms for using adapted vans for transport of people with severe physical disabilities; they were also included in determining the priority locations for the installation of accessible ramps. The City of Skopje Department for Social Issues stated that, “the administration is making serious efforts to include marginalized groups in their social projects, including [in] child and health care protection programs”; it is also including them in programs and strategies aimed to improve their quality of life, and ensure equal opportunities and non-discrimination. 2012 program activities in the fields of social, health and child care included the

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following priority action areas: the protection of persons with disabilities; programs for drug abusers; social inclusion and social services; non-discrimination and equal opportunities; the promotion and development of personal and social values; and improvement of health care.

Some of the most recent incentives were in the form of:

- Incentives for public transport for persons with disabilities in the City of Skopje
- Transport provision for persons with severe disabilities;
- Transportation of pupils and students with special needs to schools and universities in the City of Skopje;
- Group transport for pensioners and persons with disabilities;
- Support of programs of the Centers for rehabilitation and social integration of persons with drug addictions (e.g., the project "Primary prevention of drug abuse in Skopje");
- Support of activities in day-care centers for persons over 18 with intellectual disabilities;
- Support of the activities of the Shelter for Homeless Persons;
- Support of activities of the Day Care Centre for Harm Reduction from Drug Abuse;
- Promotion of equal opportunities between men and women;
- Home care service for elderly people;
- Support of the activities of the pensioners of the City of Skopje;
- Educational programs for orphans.

1.4. Accessibility to Public Services

The delivery of public services is hampered by a lack of up-to-date and accurate data to measure demand and performance. In addition, there is little cooperation between the local and national institutions responsible for provision of services to citizens in general, and to vulnerable groups in particular. Their cooperation with the civic sector is mainly related to projects where they collaborate as partners. Many of the procedures for obtaining certain services or assert the rights of members of vulnerable groups are complicated and unclear. The desk review showed a number of obstacles faced by citizens in the exercise of their rights to social protection. For example, the Law on Social Protection stipulates specific conditions for receiving financial assistance, including the applicant's household income limit. As a result members of multi-generation families who live in one household may not be able to receive financial aid. Similar problems occur in other service sectors. The people most deprived from social services, according to the Centre for Social Works, are “children, single mothers, people with special needs and the elderly.” From a public health service provision point of view, vulnerable groups are: children and adolescents, women, Roma, the rural population, persons with mental illnesses, persons with disability, people living with HIV/AIDS and persons that are not covered by any health insurance.

On an affordable housing level, the vulnerable groups include the homeless; refugees and internally displaced persons; children without parents and parental care; special needs persons; persons at the absolute poverty level; victims of family violence and the Roma ethnic community. The groups most in need of employment are: victims of domestic violence, young people without parental care, homeless people, former drug users, parents of street children, single parents, PET scrap collectors, Roma, and convicts after discharge from penitentiary institutions.
2. Summary of Focus Group Discussions and In-Depth Interviews

**Focus groups**: NGO representatives, unemployed, middle-income employed, low-income employed, ethnic minorities, youth.

### 2.1 Social Inclusion in Public Service Provision:

The ability of vulnerable groups to access information and services has improved thanks to the support of international donors and to the interventions of the municipality and civil society organizations. However, there is no measurable trend in the integration of specific marginalized groups in the existing "mainstream" services where they can get full services and care. Since these services are designed especially for disadvantaged target groups, the range of free services is always limited. When questioned whether the vulnerable groups can afford public services, the general conclusion was “No” since they are both stigmatized and not well informed as to the general availability of public services, except perhaps for the few that are specifically intended for them, such as disability welfare.

### 2.2 Existing Social Accountability Levels

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

Regarding the accountability and transparency of the city administration and its services, the ratings of the focus group participants ranged between:

- ‘*Not at all*’ – Comments include: “I don’t know how they are spending my money”; “the two notions of transparency and accountability are long-forgotten categories in our country”; “everything in our country is politicized, there is no real decentralization, all depends on the ruling political parties, who rules with the municipality”.

- ‘*Partially satisfied*’ – Comments include: “They speak about transparency when it comes to their projects, and especially before any elections, but they are not so open when it comes to reporting how they spend citizens’ money”.

Participants also pointed out that it is necessary “to work on establishing a system that will be independent and by which the operation of local governments can be controlled;” “it is important to have institutions that are functional. Our authorities spend on luxury, and do not think much of, for example, people with disabilities;” “It is important to know that these problems cannot be solved by putting people in certain positions because of their political orientations;” and “it is important to establish institutions that will work to serve the citizens, regardless of who is in power.”

In addition, it was noted that “transparency should not mean public advertising of completed projects; what is needed is real involvement of citizens in the consultation process, not superficial and procedural participation.”
2.2.2 Methods for obtaining information about public services

With regards to the most common channels of information, answers varied depending on the age, education level and income status of the participants. Younger participants and those with higher education levels and incomes ranked the official web portals and social networks on the Internet as the primary source of information on the provision of public services. When asked how those who do not use computers and Internet could get access to information, they suggested that, besides modern ICT tools, authorities should also use traditional channels to inform citizens about the services they provide. Many of the participants said that, in addition to the Internet, they also used TV, newspapers, phones and consulted friends to get information about services and programs offered by the national and local governments.

Participants believed that one reason that access to information is perhaps problematic is because the education system does not inform students where they can go for different services, or about their rights as citizens. Furthermore, vulnerable and marginalized groups are much less informed. It was also noted that the lack of information and knowledge occurs on both sides: the providers (administration employees) who should be better informed to perform tasks well; and the users of services (the citizens), who need to be more aware of their rights.

2.2.3 Channels for Filing Complaints

Regarding the mechanisms to ensure direct communication, for example how to complain about municipal-related issues or how to encourage citizen participation, one participant claimed that municipal websites do not have a transparent system of questions and answers and that the websites of other institutions are the same. For example, you can send a question, but you don’t have the opportunity to see what other questions have asked and the answer given to other citizens: “If you need to make a complaint, you do not know if the complaint has previously been made or if there has been a response.”

Asked about what they did when having problems with getting certain services, most of the participants pointed out that they feel that, individually, they can do very little or close to nothing to improve the efficiency of the complaint mechanism. Some were familiar with the mechanisms available to citizens to make inquiries when having problems with certain services; but almost all of them said that “if you want to finish the job, it is quicker / easier to ask a friend (or a friend of friend) who works there. If you complain, not only will it take you ages to finish the job, but you may end up waiting longer than usual because of your complaints.”

2.3 Opportunities and Constraints for Social Accountability

2.3.1 Perception/Awareness of participation in SA activities

The participants were asked their opinion regarding the “smile / sad face” ICT tool installed by several institutions (for example the Social Security Fund and the Cadastre) to measure citizen satisfaction with state administrations and their provision of services. Many of the participants said that, for one thing, most of these applications only functioned the first few days and that, moreover, they were not sure that their opinion mattered. As noted by one respondent: "There is no way for me to check if my complaint produced sanctions for those who do not perform their job, or that my positive experience provided recognition and award for those who are kind and
helpful and perform their job well. There has to be a system of penalties and rewards. Money is the biggest motivation, but also the harshest punishment. As long as our level of awareness is low, we will have an unkind administration and unhappy citizens.”

There were examples where citizens’ complaints were successful. One participant stated: “As we learn democracy, we also slowly learn some things. For example the Law on Housing gives us opportunities for complaints. As House Councils we failed but now, as an Association of Homeowners, we succeeded in exercising our rights. In front of my building, a few months ago first Telekabel [an internet provider] dug a trench to put in their installations and, only two months later, Cabletel [another internet provider] started to dig for their installation. We complained and succeeded in making Cabletel compensate us for the damage.”

2.3.2 Perceived obstacles to participation in decision making

The conclusion was that “in our situation it is not whether we should have the best ICT tools, but whether there is a legal system and a political will by the authorities to fulfill their obligations towards the citizens. Free access to information is not at the level it should be. There are many examples where the administration does not answer or only partially answers citizen questions. In fact, information is like a one-way-street.” Regarding the web site www.uslugi.gov.mk, participants stated that there was “a direct order from the government for this website to succeed.”

Participants from all FGDs were unanimous in their conclusions that there is a general feeling of apathy and passivity of citizens and that they need to be more proactive in demanding that governments and institutions provide services and information to allow citizens to become more responsible and accountable in their work.

2.3.3 Suggestions to improve SA

The women’s groups in all FGDs had practical recommendations and suggestions regarding how to “push” those responsible for provision of services (local governments and relevant institutions / agencies) to act more responsively for the citizens in general, and vulnerable groups in particular. For example, they suggested that citizens must organize themselves and maybe to consider learning from the example of “mystery shopping” used by various companies to measure customers’ satisfaction. They explained that “we are aware that if we don’t ask, we won’t be given anything. We need to get more organized. Here, a great help will be the NGO sector and the media”.

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Photos of Focus Group Discussions
2.4 Views of IDI respondents

2 IDIs with Business managers

Name: Marijana Perkovska
Role or position: Executive manager / founder of “Ist Komerc” (textile production company)
Length of service at this role: Since 1991

Name: Marjan Trajkovski
Role or position: Coordinator for implementation of ISO standards in “Rade Konchar – kontaktori i relei” (low voltage equipment production company)
Length of service at this role: 6 years

2 IDIs with Local government officials

Name: City of Skopje *
Role or position:
Length of service at this role:
*Note: This interview was presented in a written format, prepared by the civil servants from the Department of Public Affairs and the Public Relations Sector.

Name: Penka Nikolovska
Role or position: Head of the Department of Social Affairs - branch of the City of Skopje
Length of service at this role: 7 years

2 IDIs with Local government officials

Name: Zakllina Velichkovska
Role or position: Head of the Public Relations Department in the Ministry of Labour and Social Policy
Length of service at this role: 6 years

Name: Violeta Dimitrova
Role or position: Head of Department for active policy measures for employment in the State Employment Agency
Length of service at this role: 3 years

Regarding the perception of how inclusive, accountable, and participatory is the Skopje administration one of the interviewees stated that these public service institutions had a growing understanding that they are, in essence, providers of service to the citizens. Yet, in practice, it still does not work that way. He noted that there are still barriers, mostly rooted in the lack of awareness of ordinary citizens about their rights and obligations. Additionally, there are not many people who work in public administration that are ready to help the citizens or who want to work properly and earn their salary. Many of them take their positions for granted, as if jobs may be held indefinitely. This can be overcome by educating ordinary citizens about their rights and holding civil servants accountable.
As for transparency and accountability, most of the government officials stated that it is on a very high level. The Ministry of Labor and Social Policy (MLSP) believes that citizens, including vulnerable groups, have adequate access to information and services that are provided by institutions under the jurisdiction of the Ministry. MLSP also has its own web page which is updated daily with information related to the areas covered by the Ministry, and that its doors are open to citizens and CSOs who have a need for direct communication with professional services in the Ministry. MLSP claimed to use all the potentials of ICT, including a website on which citizens and associations can give their opinion on laws and projects that are in the preparation phase. In addition, ministries are implementing a project called Civic Diary, which covers all institutions that perform public work, and through which citizens can make complaints and suggestions related to their work.

With regards to access to information and services to citizens in general, the major challenges detected by some of the interviewees were: a non-computerized administration; outdated forms and processes for filling them; manual archiving; and no electronic connection with other institutions to facilitate automated changes replicated across agencies or departments.

As for the vulnerable groups in particular, it was stated that “in this regard, we are still weak, because it seems a bit illogical to ask economically weak and vulnerable groups to pay for information... First we need to see who the really vulnerable groups are, and to organize a system that will truly support and include these groups in the society.”

The State Employment Agency sees itself as public servants with a transparent "action plan that precisely sets out the activities that the Agency must perform." The representative stated that vulnerable groups have access to information, and always have priority in receiving certain subsidies. With regards to the Roma population as a vulnerable group, for example, information centers have been established for them, but the representative could not speak of their effectiveness. Regarding the usage of ICT to increase and encourage direct access to information about the services that the Agency provides to citizens, it was noted that they have “excellent software, database, and a website that is constantly updated and is of immense help” and that they are equipped with the necessary hardware. About the handling of citizen complaints, the answer was that “every day there are such situations, and we immediately provide answers to the questions asked by the citizens, except in cases when we need to get additional information. But the answer is never delayed more than two or three days.”

According to the administration of the City of Skopje “All relevant documents, information and services provided by the City of Skopje are available on the official website of the City, which is updated daily with new data. Public procurement calls and other announcements are published in the print media. Vulnerable groups, who do not use these channels of information, are approached by NGOs that have developed services and field work activities. Citizens can also get information at any time through direct contact with administration officials.”

In response to the question, “What do you think are the main difficulties for your city ensuring access to public services and city-citizen interactions?” participants indentified the lack of databases, research and official statistics at the central and local levels. The City of Skopje, with the start of the decentralization process, conducted research and established its own databases. In addition to providing this information to the media, the City uses these databases for information

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6 www.mtsp.gov.mk
directly or calling for the involvement of citizens in policy-making and decision-making processes.

The city also uses the resources of civil society organizations and organizes public debates, panel discussions, forums, roundtables, public awareness campaigns and other activities in which citizens directly participate in decision-making on issues of local importance. A coordinated approach is needed, as well as institutions and NGOs at the local and central levels to monitor the needs of the community. Regarding the technical gaps and opportunities to develop ICT-based tools for increased transparency and participation for municipal services, the City of Skopje mentioned that it has been working hard for the development and full use of ICT tools in its daily work. It intends to establish full e-services in the future, with complete access to information and forms, so that they can be completed and submitted online.

According to the Inter-municipality Centre for Social Work, citizens, especially the vulnerable groups, have adequate access to information and services in the field of social protection. The representative stated that all who are in need of their services contact them directly and also have communication with MLSP. In addition, all information is presented on the website of the Ministry, and anyone can read about their rights. The center has some cooperation with the municipalities, although it is at a very low level.

On the question about information communication technology used in Skopje to encourage direct access to information regarding municipal services and complaints about municipal related issues: it was stated that, “Yes, there are ICT tools, used at the official municipal websites, through which citizens may at any moment see all the information on specific requirements, as well as all the services, but also to complain. Accessibility is satisfactory. However, their development and application can be increased only with greater computer literacy of the employees in the municipal administration, as currently it is insufficient.”
3. Scenario Development Workshop Outcomes and Recommendations

The Participatory Scenario Development Workshop (PSD) for the city of Skopje was organized by the Coalition for Sustainable Development – CSD engaged in the study as a local team for Skopje.

Participants at the workshop, which was held on December 18, 2012 in the premises of the Republic of Macedonia Army Hall (Dom na ARM), gathered 45 participants, including representatives from diverse stakeholder groups: NGOs, private businesses, non-affiliated citizens (including persons from socially excluded/disadvantaged groups, such as youth, ethnic minorities, women, elderly, unemployed, low-income, etc.), media, central and local government officials and local government association representatives. Invitation to take part in the event was sent also to the Mayor of Skopje, Mr. Koce Trajanovski. However, although the team made efforts to ensure his presence and participation at the event, the Mayor did not attend the event.

The workshop agenda included presentation of findings of the social assessment for Skopje, related social accountability aspects and the use of ICT; these were further elaborated through examples from international as well as from Macedonia. (the case of the Municipality of Aerodrom “Answers within 48 hours”, presented by a representative from the municipality administration, and validated by one of the participants at the workshop; “The right to know” (www.pravodaznaes.mk ) – presented by a representative of the NGO MOST, recently launched by as a sub-page at their web site www.pravo.org.mk ). The presentation of findings was delivered by the CSD team, directly involved in the desk research, and focus groups discussions held during September and October 2012. The presentation covered the following topics:

- Overall findings from preceding stages;
- The identification of three main issues building upon these findings;
- Social accountability aspects, mechanisms, and main actors involved;
- Use of ICT for increased participation, transparency and overall accountability;
- Examples of how ICT has been used on an international and domestic level for increased social accountability;

A substantial part of the event went towards participatory scenario development in three groups that addressed the major topics of the workshop: Information Asymmetry; Participation and Feedback and Monitoring. These group sessions were followed by a plenary presentation. The approach adopted by the team was that of blank ‘problem (red)-solution (yellow)’ cards. The team considered this blank cards approach in order to ensure an opportunity to hear from the participants what issues they perceive as important or as problems that need interventions. That gave us a unique opportunity to encourage deeper engagement of the group in the discussions, and at the same time to motivate participants to express their concerns and to envision possible solutions / ways how to resolve these issues. This offered valuable insights about their perception of social accountability.
The closing part included presentation of the proposed solutions on a plenary session. It was agreed to continue the process of refinement of the proposed solutions by sending the final drafts to all participants for feedback and comments. All received comments were incorporated in the final PSD report for Skopje.

All issues raised during the workshop showed that participants recognize the close interrelation between the key features of accountability, which explains how and why the proposed scenarios although targeting one specific topic (for example Feedback and monitoring) yet address possible resolving of increased transparency, interaction, etc. Therefore, although workshop findings were numerous, they have been organized into three main categories for optimal representation of the interests of the involved parties, optimal ownership when it comes to its implementation, and optimal harmonization of all interventions, as part of a major endeavor to increase social accountability and sustainability in the city of Skopje.

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 as realistic initiatives that could catalyze a wider social accountability push in the city of Skopje.

**Summary of groups’ work**

In order to save time, but also to ensure balanced representation of all groups of stakeholders for each of the 3 identified key topics, the participants were assigned in advance to one of the three groups. When assigning participants, two general principles were taken into consideration: their occupation/position and expertise/experience.
3.1 Information asymmetry between all three actors vis-à-vis one another’s rights and responsibilities

3.1.1 Existing problems and corresponding potential solutions

a. Lack of horizontal coordination / network between all stakeholders (local, state, public, NGOs, business sector)

   Solution: To establish coordination departments within and between municipalities (comprised of representatives of all groups concerned)

b. Lack of participatory approach in building local strategies and development programs.

   Solution: Mandatory consultation process and greater accountability. Here NGOs should play a greater role, to clarify things to citizens.

c. Usage of ICT tools and technologies at the local level is on a very low level. Municipalities do not have electronic archives.

   Solution: Each unit of local self-government to develop an electronic archive of all documents. Municipalities to have access to the central archive, and the documents to be scanned and indexed. This will facilitate both local administration and citizens’ access to documents and information.

d. Most municipalities have neither the capacity nor trained staff to use ICT tools.

   Solution: To map best practices of ICT use; more successful municipalities to transfer their knowledge and experiences how to use the benefits of the ICT. Shared assistance between municipalities has to be established.

3.1.2 Vision: (desired situation)

A revised City Development Strategy with integrated Communication Channels and methods tailored for all target groups.

3.1.3 Specific Proposal: Development of central database software tailored to the needs of citizens

WHAT

Development of central database software tailored to the needs of citizens. Institutions: analysis and strategy of how to improve access to information and transparency; preparation of development programs. Citizens: pro-active involvement. Greater engagement of the NGOs and the business sectors.

WHY

In order to overcome the information gap, networking of key stakeholders (and officials) has to be “in real time and space”. Analysis and strategies have to be supported by local action plans and programs that are workable. Deeper involvement of the media is one of the important factors for better
information. Also, it takes encouragement and support to overcome the fear of citizens to speak openly about problems. The responsible party is the municipal administration. The state should provide financial support to municipalities to solve real problems in the community. For better vertical communication and dissemination of information it is necessary to reinvigorate the urban communities and associations of homeowners, who are in direct contact with the citizens.

**HOW**

1. Institutions: Appointing responsible persons; connecting various stakeholders.

2. Citizens: Reactivation of urban (local) communities; Associations of homeowners (tenants); Civil Liability - raising social awareness

3. NGOs and the business sector (intermediates): Strengthening civil society; motivating the business sector

**WHO**

Institutions, Citizens, NGO + business sector (intermediaries)

**WHEN**

1-2 years

**INDICATORS**

The Central database software itself, increased exposure and visibility, Performance and quality assessment by beneficiaries; number of users; etc.

**HOW MUCH**

Central database software/ Maintenance of the software (database)/ Media support / campaign/ Tentative estimate: 3,500,000 USD
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

a. Lack of services that will communicate directly with vulnerable groups at the local level (needs, information, their inclusion), i.e., elderly population.

   Solution: Development of services at the local level (municipalities, city, institutions) for assistance and information to vulnerable groups (exercise of rights, their inclusion in detecting needs, access to services). On community level (urban communities) to organise patronage groups and young people to get involved as volunteers.

b. Delayed information for specific / ongoing actions. People (citizens) are called to engage post festum, and this is only pro forma (their opinions are not taken into account).

   Solution: More reliable channels of information and responsible media – to perform their duty as a public service that will promptly inform the public. To establish a mechanism that will ensure participation (access and inclusion) and pre festum (on time) involvement of people (citizens).

c. Lack of open offices in the municipalities for direct contact with citizens.

   Solution: First precondition: willingness of the local authorities for opening and maintaining such open offices. Also, civil society pressure for opening of such offices, and for local government transparency.

3.2.2 Vision (Desired Situation)

A system that will ensure involvement of vulnerable groups

Problems associated with citizens’ participation in general, and vulnerable groups in particular, in the process of creating programs and policies aimed to improve access to local services and information are related to a number of factors including: inaccurate or untimely information (delayed information for specific / ongoing planning activities), people (citizens) are called to engage post-festum and it is only a pro forma activity (their opinions are not taken into account), non-existence of departments to communicate directly with vulnerable groups at the local level, overlapping or conflicting responsibilities between the competent institutions (local / central) for certain issues. Although the regulations provide for the involvement of citizens, in practice there are obstacles. This proposal aims to develop a system that will deliver concrete results for citizens’ involvement and in getting information and answers to their questions / complaints.

3.2.3 Specific Proposal: Establishment of a system that will ensure involvement of and care for elderly people and other vulnerable groups.

WHAT To establish a system that will ensure involvement of and care for elderly people and other vulnerable groups by organizing patronage groups of volunteers (citizens, youth, civic sector) and relevant local service
providing departments that would facilitate participation and access to information and services.

**WHY**
A priority problem identified and agreed on by the group was that ICT is not accessible to elderly citizens and other vulnerable groups. However, ICT tools are a simpler, cheaper and quicker way to provide services to citizens.

**HOW**
A citizens' initiative to present the idea to the competent authorities. The inclusion of educational institutions (colleges, schools) and young people (university and high school students) as a link for active volunteerism and to support learning-by-doing with vulnerable groups. Certain preconditions must be met, including the development of social service offices within the municipalities for coordination. This should be organized as part of the system and included in the municipal annual budgets and programs (not incidentally as ad-hoc interventions). Also, changes in legislation to motivate the business sector to support initiatives in the social sphere (tax incentives, better scoring on tendering procedures, etc.).

**WHO**
Local authorities, Civil society (NGOs, CSOs, citizens), Business sector

**WHEN**
Period to set up and become functional: 1-2 years

**INDICATORS**
Performance and quality assessment by beneficiaries, number of people involved as providers and as beneficiaries

**HOW MUCH**
Difficult to calculate given it is a wide-ranging, medium-term intervention. Given that this is an institutional process, the municipalities could be covering this through own funds, and seek assistance for parts they cannot cover themselves. Tentative estimate per municipality: 35,000 USD.
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

a. Insufficient and untimely information of citizens

   Solution: More efficient system for information and interventions on complaints of citizens through better organized internal control.

b. Poor delivery of services of public servants (for example: unkind when asked to explain, provide information).

   Solution: More strict internal control.

c. Tracking procedure. The syndrome of “documents travelling from drawer to drawer and getting lost in administration labyrinths.”

   Solution: Electronic system. Mechanisms that will prevent such practices and a good will at all levels in order these mechanisms to be functional. (Positive example: "48 hours" service system, operational in some municipalities, like Aerodrom in Skopje, or in Gevgelija)

d. The citizens do not know their rights.

   Solution: Municipalities to use different ways/channels to inform citizens on their rights and obligations. (Positive example: online service “Report a problem” available on the websites of many municipalities in Macedonia).

e. Citizens do not know where to go / whom to address their complains (example – for fast driving near the schools)

   Solution: Public announcement of competencies (example: who is responsible for installment of speed-moderators? municipality? police?).

3.3.2 Vision ( Desired Situation)

Efficient system for feedback of information and monitoring

The city of Skopje and each of its 10 municipalities increases the number and efficiency of communication channels with the community, including all vulnerable groups, based on the particular needs and specifics of each group, making monitoring an inseparable part of their practice, particularly concerning service provision and communication with the citizens/intermediaries through functional and highly interactive website.
3.3.3 Specific Proposal: "48 hours system - Right now and accurate."

**WHAT**

Efficient implementation of "48 hours system - Right now and accurate". Accurate and on time provision of information through internet information desk (web site with complete information and inclusion of "48 hours response" on the websites of all municipalities).

**WHY**

Mechanisms for feedback of information are often not functional and effective. An efficient system for getting answers to citizens’ questions and complaints needs to be established. In addition, the administration staff is not adequately trained to respond to the demands of the citizens. Hence, it is necessary to provide additional trainings for local administrative staff working in different departments (communal sector, urban planning, social protection, health, education, etc.), who will be in direct communication (in person at the reception desks or through the Internet) with those who need information or service. This will create environment for efficient implementation of the "48 hours - Right now and accurate" program.

**HOW**

Trainings for the administration to answer citizens’ questions and meet their needs; a system for communication within and between institutions; a system of rewards and penalties to encourage timely responses; a strong internal communications ethos between employees in municipalities and institutions; up-to-date and functional municipalities that engage with citizens through a variety of media, including in–person, written, and electronically; as well as engage with urban communities and NGOs for dissemination of important information.

**WHO**

Institutions (local government, urban communities), "Intermediaries" - NGOs, experts

**WHEN**

1-2 years

**INDICATORS**

Number of municipalities in the city installing the system; Number of users / complaints addressed; Performance and quality assessment by beneficiaries etc.

**HOW MUCH**

The cost for adjustment, maintenance and regular updating of the site, promotional costs. Tentative estimate per municipality: 15,000 USD.
4. Key Considerations for Next Steps

Whereas the groups were quite successful in identifying major problems related to the three key issues – transparency, participation and accountability, and on the whole in proposing solutions, the general impression for most of the scenarios is that they tend to be at “pie-in-the-sky” level as determining step-by-step real-time actions for the suggested scenarios was not as clear as the problem-solution identification.

Issues that emerged during the scenario development process:

1. **Responsibility:** Whilst the local authorities are responsible for implementing a number of the suggested interventions, the intermediaries, and the community alike were clearly pointed out as actors that need to play an active part and take ownership of the interventions/actions directly connected to the community and vulnerable groups. (Everyone has a personal stake in fixing the situation)

2. **Participation:** There is a clear need for a Strategy at a municipal level in order to ensure the involvement / participation of vulnerable groups. 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. An important component is the establishment of social service offices within the local governments where this would be solved as part of the system and included in the municipal budgets and programs, and not incidentally as an ad-hoc intervention,

3. **Efficiency and functionality:** Although certain practices are already part of the municipal agendas, they lack efficiency. What the scenarios highlighted was better coordination between the local governments and institutions as service providers and a system to make them operational. For example, to address information and communication, networking of key stakeholders (and officials) has to be “in real time and space”. Analysis and strategies have to be supported by local action plans and programs that are workable and efficient.

Similar to the other four cities included in this study, the PSD workshop and the scenarios developed by the participants representing civil society and the public sector in Skopje 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.
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.\(^7\)

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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\(^7\) 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 Skopje

### Participation - Opportunities

<table>
<thead>
<tr>
<th></th>
<th>Rationale</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Does the city hold consultation meetings with the public?</td>
<td>1</td>
</tr>
<tr>
<td>2.</td>
<td>Are there elected neighborhood councils or equivalent structures?</td>
<td>0</td>
</tr>
<tr>
<td>3.</td>
<td>Does the city administration present municipal budgets to neighborhoods as part of the formal fiscal preparation cycle?</td>
<td>0</td>
</tr>
<tr>
<td>4.</td>
<td>Are vulnerable groups consulted when devising strategic policy documents?</td>
<td>0</td>
</tr>
<tr>
<td>5.</td>
<td>Does the city have a program to engage with CSOs when reaching out to vulnerable groups?</td>
<td>1</td>
</tr>
</tbody>
</table>

**Participation - Opportunities total score**: 2/5

### Participation - Engagement

<table>
<thead>
<tr>
<th></th>
<th>Rationale</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Are minorities or vulnerable communities represented in the current city council?</td>
<td>0</td>
</tr>
<tr>
<td>2.</td>
<td>Are NGOs actively engaged in representing the interest of vulnerable groups?</td>
<td>1</td>
</tr>
<tr>
<td>3.</td>
<td>Are neighborhood councils (or similar structures) effectively linking the citizens to the city (or municipality)?</td>
<td>0</td>
</tr>
<tr>
<td>4.</td>
<td>Are there youth-based outreach programs for civic engagement?</td>
<td>0</td>
</tr>
<tr>
<td>5.</td>
<td>Is the website considered to be a reliable source of information?</td>
<td>1</td>
</tr>
</tbody>
</table>

**Participation - Engagement total score**: 2/5
<table>
<thead>
<tr>
<th><strong>Transparency - Info Availability</strong></th>
<th><strong>Rationale</strong></th>
<th><strong>yes =1</strong>&lt;br&gt;<strong>no = 0</strong></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**

<table>
<thead>
<tr>
<th><strong>Transparency - Information Access</strong></th>
<th><strong>Rationale</strong></th>
<th><strong>yes =1</strong>&lt;br&gt;<strong>no = 0</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Is there an active information desk available for citizen information?</td>
<td>Other 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>0</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>0</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>1</td>
</tr>
</tbody>
</table>

**Transparency - Access total score 1/5**
## Feedback/Monitoring

<table>
<thead>
<tr>
<th></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>0</td>
<td></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>1</td>
<td></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>0</td>
<td></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>0</td>
<td></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>0</td>
<td></td>
</tr>
</tbody>
</table>

**Feedback/monitoring total score**: 1/5

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**Visualization:**

![Social Accountability Index - Skopje](image-url)
Comparison to Other Cities

**Durres**

**Sarajevo**

**Banka Luka**

**Prishtina**