ECA Sustainable Cities Initiative
Social Sustainability Assessment

Regional Workshop Summary
April 12, 2013

Report Prepared for the World Bank (Contract 7164128)
ECA Sustainable Cities Initiative
Social Sustainability Assessment

Study Team

<table>
<thead>
<tr>
<th>Co-Plan Institute for Habitat Development</th>
<th>Institute for International Urban Development</th>
<th>Local Experts</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Dritan Shutina</strong> Co-Project Manager</td>
<td><strong>John Driscoll</strong> Co-Project Manager</td>
<td>Skopje:</td>
</tr>
<tr>
<td><strong>Aida Ciro</strong> Strategic Communication and Research Expert</td>
<td><strong>Carolina Morgan</strong> Research Associate</td>
<td><strong>Sonja Damchevska</strong> Coalition for Sustainable Development - CSD</td>
</tr>
<tr>
<td><strong>Darina Kokona</strong> Participatory approaches specialist</td>
<td></td>
<td>Prishtina: <strong>Florina Jerliu</strong> Archis Intervention Prishtina</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Banja Luka and Sarajevo: <strong>Elma Demir and Nenad Galić</strong> US Alumni Association in Bosnia and Herzegovina</td>
</tr>
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This Report summarizes the proceedings of the Regional Dissemination Workshop held in Skopje, Macedonia, in March 2013. At the Regional Workshop, participants of the Social Accountability Assessment presented the Assessment results to each other, and showcased their proposed projects to address specific social accountability issues in their respective cities. A summary of the Assessment’s findings, desk and field research – which included focus group discussions, in-depth interviews and a participatory workshop – is also available in separate City Notes and City Syntheses. This workshop was 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/XWFMCG 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.
ECA Sustainable Cities Initiative

Social Sustainability Assessment

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Introduction

The Regional Dissemination Workshop took place in Skopje, Macedonia on March 19 and 20, 2013. The workshop brought together over 65 representatives of the five cities involved in the social sustainability assessment, World Bank staff and the researchers who conducted the assessment. This was the final event of a seven month pilot study to develop Social Sustainability Assessment in the five cities of Skopje, FYR Macedonia; Sarajevo and Banja Luka, Bosnia and Herzegovina; Prishtina, Kosovo; and Durrës, Albania.

The Assessment was part of the World Bank’s Europe and Central Asia (ECA) Sustainable Cities Initiative, financed by the Austria Partnership Program for Strengthening Local Governments in South-Eastern-Europe countries, and managed by the ECA Social Development and Urban Development departments and the World Bank Institute. For more information, refer to the ECA Sustainable Cities Website: http://bit.ly/XWFMCG.

The social assessment, undertaken between August 2012 and February 2013, was conducted by: the Institute for International Urban Development (I2UD) based in Cambridge, Massachusetts (www.i2ud.org); Co-PLAN Institute for Habitat Development, based in Tirana, Albania (www.co-plan.org); and four local expert organizations. The Assessment was structured as a participatory process that consisted of desk research, Focus Group Discussions (FGDs), In-Depth Interviews (IDIs) and a Participatory Scenario Development (PSD) workshop that brought together multiple stakeholders to discuss challenges and to design solutions in their respective cities.

The Regional Workshop provided an opportunity for the five cities to present the findings of the Assessment to each other, and to showcase their proposed projects developed as part of the assessment to address specific social accountability issues in their respective cities. The researchers and the city representatives presented the proposals, the latter having participated in scenario development activities and committed to selected initiatives. This report summarizes the presentations and discussions that took place during the workshop as reported by the city team leaders and the organizers.

Workshop participants

Representatives from each city participating in the assessment were invited to attend the two-day workshop. Invitees belonged to various stakeholder sectors including officials from regional and local

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government, the business sectors and NGOs. All participants were involved in the Assessment's previous phases, and attended to share their perspectives on the findings as well as learn from other cities' experiences.

- There were 12 participants from Skopje representing local government, institutions, business sector, NGOs and non-affiliated citizens;
- The nine representatives from Sarajevo included members of the municipal administration, the cantonal government and non-governmental organizations;
- Thirteen participants from Prishtina represented various departments of the Municipality of Prishtina; the Ministry of Local Government Administration; the NGOs active in the city; and representatives of the Association of Municipalities of Kosovo and the University of Prishtina;
- The participants from Durrës included 12 representatives from the departments of the Municipality of Durrës; the University of Durrës - Aleksandër Moisiu; and various NGOs active in the city, including a representative from the Association of Municipalities in Albania.
- The Banja Luka City team’s seven participants included the local coordinator for the City of Banja Luka; three representatives from the City Administration; and three representatives from the local CSOs Perpetuum Mobile and Transparency International Bosnia and Herzegovina.

Annex 1 presents the full list of participants.

**Opening session**

Sabine Palmreuther, from Urban Development Practice at the World Bank Institute, opened the workshop with a presentation on The Austria World Bank Urban Partnership and its goal of strengthening local government capacity in South-Eastern-Europe. Sandra Schlossar, from the ECA Social Development Department, introduced the ECA Sustainable Cities Initiative, setting the background for the Social Sustainability Assessment.

Project co-managers John Driscoll of the I2UD and Dritan Shutina of Co-PLAN presented the objective of the Assessment and set the theme of the workshop around the study team’s **Social Accountability Framework**. The three pillars of participation, transparency, and feedback/monitoring anchored the challenges and solutions. Three stakeholder groups – local authorities, citizens and intermediaries such as NGOs – were considered key actors in the development and implementation of the proposals, leading to a evident sense of ownership. They also presented general findings, the Index for Social Accountability,
and overarching reflections drawn from the five cities. They concluded by highlighting the potential for transferability in the Assessment’s participatory process.

**Reflections on the ICT Best Practices presentation**

The World Bank invited four guest speakers to present cases of ICT use for Social Accountability in the Region. Irina Tisacova, Open Government Coordinator in the E-Government Center/CIO Office of the Government of Moldova, described the multiple initiatives taken by the central government to digitize and improve administrative services procedures. She emphasized the importance of an Open Data policy and the different applications that independent IT developers have created to make the data useful and accessible. She also mentioned the challenge in motivating citizens to use these tools.

Ms. Lovorka Hajdić Golja from the city of Pula, Croatia, described the city's local e-governance project, led by the Mayor. The institutionalization of e-documents and e-signatures was highlighted, as well as the benefits of digitalizing records to improve the management of services and in the case of Pula, assigning students to kindergartens. Mr. Mile Bodrožić of Indija in Serbia and Exgenija Grammatikova of Strumica in Macedonia presented their implementation of "System 48". This system institutes a two-day requirement for response to citizen grievances. An important aspect is the adoption of better management practices at the administrative and institutional level, as well as the integration of regular performance reviews and monitoring of services.

The presentation of these cases raised the important issue of the digital divide, and whether ICT-based initiatives really address social inclusion or further marginalize groups that lack access to technology. The guest speakers indicated that additional efforts are needed to overcome this challenge, especially in cases where residents of informal communities are not viewed as part of the municipality. Despite these concerns, the city teams saw value in the cases presented and discussed how to apply some of the components in their cities and/or as part of their proposals.

The group from **Skopje** considered the case of Indija the most interesting because of the well-developed mechanisms of monitoring and control. The Pula case also exemplified a dedicated local government that improved transparency and accountability with ICT tools. The Moldova case was seen as a good example of a national-to-local approach and a demonstration of political will to implement it.
Participants from Sarajevo suggested a modification to their project by introducing elements of the System 48 utilized in Indija Municipality in Serbia. Since the Municipality has already developed an internal IT system, the introduction of System 48 would entail only minor modifications. The primary requirement would be service provision standards that oblige local government units to conduct more efficient communication with citizens/users. Municipal representatives indicated their support for the project and willingness to formally propose it to the Mayor and Municipal Council for adoption.

The participants from Prishtina were impressed by the Pula example which successfully integrated public and private services while improving efficiency from the perspective of the citizens, who in certain cases are less concerned about whether the provider is private or public. Indija’s System 48 was considered less applicable by the Prishtina participants due to the size difference between the Prishtina, as a capital city with over 200,000 inhabitants, and Indija with a population of 20,000. Prishtina participants felt that the citizens would appreciate the two-day deadline for official responses to grievances. In the end, the team wanted to pursue the example of the “Naga Citizen Charter” for adoption in Prishtina.

The participants from Durrës were most impressed by the System 48 in Indija, which boosted social accountability and monitoring mechanisms at an institutional level. Given the modest investment required to implement and run System 48, and the highly visible results it yields, the participants representing the municipality remarked that it was an inspiring case, especially the component which reinforces deadlines for official responses to requests/complaints. In addition, the Pula case triggered a discussion of the wide array of ICT options municipalities have when deciding on how to liaise with their community.

The Banja Luka team found the Pula and Indija ICT practices to be particularly beneficial for evaluating Banja Luka’s e-government model. Indija’s institutionally-enabled ‘control module’ was viewed as especially important as a method for linking different service providers with local government. The potential for its replication was discussed and more research was suggested. Similarly, the interface and high functionality of the City of Pula website was recognized as a model that could be followed in the event of a re-design of the Banja Luka website.

**Presentations of the Social Accountability Assessment’s and Action Plans**

At the conclusion of the Assessment's research and field activities, the findings and the three proposals addressing the scenarios developed by each city were summarized in a City Report, as well as a condensed City Note prepared for city stakeholders. During the workshop, each city presented the City Note as well as one proposal selected by the city representatives prior to the workshop for more in-depth development; the other two proposals remain for future consideration. On the second day of the workshop the city teams had a chance to regroup and revise their proposal based on the other cities' experiences and ideas and the ICT cases presented by the World Bank. Each city's presentation and action plan is summarized below.
City Note - presentation of findings and discussion
The presentation of Skopje's findings included socio-economic and demographic information and the current institutional and legal framework for delivering services. The city team highlighted local governance challenges, current social accountability practices and the key issues considered during the participatory scenario development workshop held in Skopje in December 2012.

An observation from the Skopje team is that the city has existing social accountability practices in place. However, considering the next steps proposed by the team as well as findings from the social accountability index, it was evident that improvements are needed. The scenarios developed during the PSD workshops recommended better coordination between the local governments and service providers and a system to make them operational. While local authorities are responsible for implementing a number of the suggested interventions, intermediaries and the community alike are also important actors that need to take active ownership of the interventions and actions, as everyone has a personal stake in improving civic life.

Project Proposal
Through group discussions of the three proposals, the Skopje team decided that the main proposed intervention will focus on improving access to information, services and improved feedback mechanisms. The broad objective of the proposal is to improve services at the local level and to overcome the information gap that exists in reaching vulnerable groups. Specifically, the project includes research and fieldwork to give a more in-depth picture of the current situation including the scope and quality of e-services provided by local governments. Additionally, a pilot action to improve access to services and information for the elderly - one of the largest vulnerable groups in Skopje - is planned. Through this proposal, the team expects to obtain in 12-18 months an understanding of current ICT practices and to provide recommendations for authorities on how to improve services and access to information for other vulnerable groups through ICT tools.
Sarajevo

City Note - presentation of findings and discussion
The presentation of the Assessment results in Sarajevo focused on the complex system of local governance and its repercussions on public service delivery. The unclear division of jurisdictions between municipalities, the City and the Canton present challenges for social accountability initiatives, since implementation of good solutions in one municipality cannot guarantee overall public service provision in the City of Sarajevo. The participants agreed that the adoption of the Law of Self-Governance in the Sarajevo Canton has to be addressed to clarify the division of the jurisdictions and the competencies of the local units of government and provide a basis for legislation on public funding.

Unemployment and poorly maintained infrastructure were highlighted as the most pressing issues in the city; the Assessment indicated that overall citizens were dissatisfied with the institutions providing services, although they were satisfied with the Municipal administration. Furthermore, corruption and a lack of digitalization of public service information were seen as the biggest obstacles to service delivery.

A representative from the Center for Promotion of Civil Society (CPCD) presented their “ulice.ba” project that is in its final stage of implementation. This project will provide a website where citizens will be able to make complaints in regards to communal services such as roads, garbage and housing among other public issues. These queries will be directed to relevant public authorities for a reply and proposed solution. The CPCD made an agreement with all municipalities in Sarajevo and is currently negotiating with the Canton Government to include them in the project as well.

Project Proposal
Information Centers: this proposal will improve the organization of public consultation meetings and events in mjesne zajednice (local communities) in the Municipality of Ilidza. While the Municipality has established 16 mjesne zajednice with staff and office spaces, a majority of these centers are mostly inactive. The project seeks to strengthen this level of government by creating opportunities for citizens to meet their elected local leaders (mayor, councilors) and public administrators to discuss various policy issues, programs and services. At the same time, citizens would be able to retrieve official documentation and information from these units. A Center for Citizen Information already exists in the Municipality. The proposed project will connect this Center to local communities by integrating them into a single network.
with the municipal center at the core. Ilidza representatives stipulated their support and willingness to formally propose the project to the Mayor and Municipal Council for adoption.

Another proposal developed during the workshop focuses on housing policy. Management of housing units (80% of housing units in Sarajevo are apartments) has been contracted to private companies by the Sarajevo Canton Government. Citizens have been largely dissatisfied with their services: the monthly costs are quite high and maintenance of buildings is modest at best and in many instances insufficient. Currently, thousands of dispute cases are open in local courts. During the regional workshop group discussion, an interactive website tracking system was proposed through which citizens can learn about their housing managers including contact information and information on filed complaints. The Director of the Center for Public Interest Advocacy (CPI) and the Secretary General of the Ministry of Housing Affairs of Sarajevo Canton made an agreement to implement this project jointly and to start project planning immediately.

Prishtina

City Note - presentation of findings and discussion
The presentation of Prishtina's profile emphasized the city's transformation in recent years including images of revitalization projects and improvements to public spaces that had community support. The spatial distribution of vulnerable groups was presented, along with service delivery challenges faced by these groups that were highlighted during the FGDs.

The administrative, legal and institutional framework for social accountability at various levels was explored with the conclusion that the legislative provisions that promote participation and transparency are not fully implemented at the local level. The team concluded by presenting its proposals for a new interactive website; improving the ‘terms of reference’ for service providers to include regular monitoring activities; and an online charter and calendar of activities.

Project Proposal
Before and during the workshop, the Prishtina team developed the proposal for the Prishtina Citizen Charter and the Calendar of Activities of the Municipality of Prishtina. The ICT examples introduced by the guest speakers during the regional workshop, together with the ICT cases presented in the Prishtina workshop in late 2012 strongly influenced the design of and support for this proposal. The Charter and
the Calendar were considered highly innovative and important, not only for the citizens, but also as a tool for internal reform of the Municipality of Prishtina. The Charter would clarify the role of departments and the Calendar would urge the departments to plan ahead. The team decided to combine both components into a single project: “Prishtina Citizens’ Charter & Calendar of Activities.”

The municipality of Prishtina intends to enhance communication and participation of all stakeholders in the city. Language and disability considerations as well as appropriate communication methods were considered important to increasing information access to marginalized groups. Both the Charter and the Calendar are intended to use different communication media, and will be made available to all groups through channels such as SMS, TV, Web, sign language, Braille, audio. The municipality’s website would provide the aforementioned communications (text, audio, visual) and also make clearly available the rights and responsibilities of both the city and citizens. The municipality would use its access to TV broadcasting and would also consider a partnership with the Kosovo Post Telecommunication Company for the SMS service.

**Durrës**

**City Note - presentation of findings and discussion**

In the presentation of the Social Sustainability Audit findings, the Durrës team emphasized the strategic location of the city “as a prime maritime gateway into the country,” as well as to the wider region. Furthermore, the presentation highlighted elements of the legislative framework and institutional structure that provide the legal basis for social accountability practices, including policy documents, laws, and other provisions at the local, regional, and national level.

The presentation provided examples of social accountability practices that the city has been introducing, however, engagement by residents remains low as a result of limited promotion of these opportunities as well as the perceived absence of visible outcomes. The presentation also shared the results of the Social Accountability Index and explained how the index could be viewed as a model or methodology to more thoroughly evaluate social accountability in each city.

**Project Proposal**

The Municipality of Durrës, in close cooperation with the University of Durrës - Aleksandër Moisiu intends to promote a more collaborative governance approach with a newly conceptualized and designed website that facilitates direct engagement with residents and departments within the municipality. Better
functionality and interactive features can improve information and communication exchanges and increase accountability in service delivery and local governance. This improved website also fits within a larger initiative to increase the number of online services in response to feedback from citizens and other interest groups. Additionally, the new website will be a starting point for improved monitoring mechanisms.

The team noted that the improved web site is relevant and oriented to future demographic trends given that the young median age of the population, a cohort well acquainted with the use of the internet. The improved website would create an opportunity for the Municipality to appeal to youth, as well as offer adults the ability to acquire information online, access certain services (such as paying taxes), post a complaint, send a request, and download important documents and forms.

**Banja Luka**

*City Note - presentation of findings and discussion*

The presentation by the City of Banja Luka team focused on: challenges in public service delivery identified through the assessment; and elements of social accountability practices in regards to the three pillars of social accountability defined under this assessment.

Similar to other city presentations, the introductory presentation provided basic indicators for Banja Luka together with an overview of the institutional framework regulating social inclusion practices. The main findings from the assessment were presented including examples of good social accountability practices, as well as problems in the functioning of local communities as these are seen as the most important mechanisms for direct citizen participation in local decision-making.²

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² The importance of local communities to provide a direct mechanism for increased participation was reflected in a discussion among the workshop delegates regarding the work and competencies of local councils in comparison with the previous political system, and the differences between the two governing entities in Bosnia and Herzegovina (i.e. Federation of BiH and Republika Srpska) in terms of legal position and jurisdiction of local councils.
Opportunities and constraints vis-á-vis social accountability were presented from the standpoint of engagement and activities of the main actors (citizens, local government and intermediaries - local community councils and CSOs). For example, in terms of participation, citizens do not have a functional channel to voice their concerns to improve public service delivery while in general service providers do not act in a transparent manner. A gap between information availability and access to information by citizens characterizes government transparency. Moreover, lack of access by vulnerable groups to channels of information; poor utilization of existing information channels; and vulnerable groups’ passive attitudes diminish local government’s transparency efforts, which in turn hinders social accountability practices. Finally, poorly maintained and promoted feedback and monitoring mechanisms with low institutional response rates to citizen queries and the absence of third party monitoring practices contributes to feelings of citizen apathy and skepticism. Additionally, current IT solutions, which could solicit engagement and encourage participatory governance are not perceived as collaborative tools that strengthen dialogue.

The research findings for Banja Luka revealed a potential for improvement among all the pillars of social accountability. Numerous social accountability practices in the City of Banja Luka already have a basis in regards to institutional regulations, but – according to the social accountability index – they are not fully and effectively utilized. In order to enhance the city's social accountability processes, it was concluded that the local government requires visionary leadership that calls for citizen input; citizens too must more actively demand good governance, and intermediaries need to practice approaches based on partnership relationships.

**Project Proposal**

The Banja Luka City Administration’s Section of Development, EU Integration and Investment presented the proposal and action plan. The pilot project, entitled “+ E dignity for the elderly in the rural area of City of Banja Luka” aims to:

- Increase IT literacy among the city’s rural population;
- Strengthen IT capacities of rural councils;
- Improve information access in rural areas; and
- Enhance rural citizen participation and feedback.

The project is estimated to require 11 months to implement and the city administration is willing to co-finance 56% of its budget. During the workshop, participants envisioned broadening the partnership by including representatives of the Association of Local Authorities of Republika Srpska, aiming to achieve greater sustainability and dissemination of good practices.
Conclusion

The Regional Workshop highlighted the similarities and differences among the five cities, and generated discussions on how social accountability practices can be adopted to solve common problems. It underscored that social accountability is a challenge in all five cities, and that it takes commitment and engagement of the local government, intermediaries, and citizens in order to have effective communication channels and mechanisms that guarantee participation, transparency and feedback. The workshop highlighted a concern that improved social accountability practices such as improving ICT capacities or a 48 hour response time to citizen complaints, do not necessarily align with social inclusion policies, especially for vulnerable communities that are outside the ‘formal’ municipality either in terms of location such as in informal communities or legal status in terms of individuals.

Workshop participants were especially enthusiastic about bringing Social Accountability practices to their cities – something they said had not been done before except for isolated projects. They indicated the need to make social accountability initiatives part of the cities’ overall development strategy, and were inspired by other cities’ proposals and the best practices presented at the workshop.

The workshop materials are available for download at the I2UD website.
### Annex 1 - Full List of Participants

#### Regional Workshop Cities Participants List - Skopje, Macedonia - March 18-20, 2013

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<tr>
<th>Rank</th>
<th>Name</th>
<th>Email</th>
<th>Position/Department</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>Edon Myftari</td>
<td><a href="mailto:Edon.Myftari@rks.gov.net">Edon.Myftari@rks.gov.net</a></td>
<td>Drejtor i Administrates (Director of Administration)</td>
</tr>
<tr>
<td>2</td>
<td>Hysen Hyseni</td>
<td><a href="mailto:Hysen.Hyseni@rks.gov.net">Hysen.Hyseni@rks.gov.net</a></td>
<td>Administrator i TI-se (IT Administrator)</td>
</tr>
<tr>
<td>3</td>
<td>Nefi Krasniqi</td>
<td><a href="mailto:Nefi.Krasniqi@rks.gov.net">Nefi.Krasniqi@rks.gov.net</a></td>
<td>Shef i Qendres per Sherbim me Qytetar (Head of Citizen Service Center)</td>
</tr>
<tr>
<td>4</td>
<td>Lulzim Vrapca</td>
<td><a href="mailto:lulzim.vrapca@rks.gov.net">lulzim.vrapca@rks.gov.net</a></td>
<td>Shef i Zyres per Kthim dhe Komunitete (Head of the Office for Returns and Communities)</td>
</tr>
<tr>
<td>5</td>
<td>Mehdi Retkoceri</td>
<td><a href="mailto:Mehdi.Retkoceri@rks.gov.net">Mehdi.Retkoceri@rks.gov.net</a></td>
<td>Udhëheqës i Divizionit për zhvill.rajonal dhe koord.donor (Division Head, Regional Development and Donor Coordination, Dept. for Regional Development and European Integration)</td>
</tr>
<tr>
<td>6</td>
<td>Blerim Hasani</td>
<td></td>
<td>Udhëheqës i Zyrës së Sekretarit të Për gjithshëm (Head of the Office of the Secretary General)</td>
</tr>
<tr>
<td>7</td>
<td>Arsim Osmani</td>
<td><a href="mailto:Arsimosmani@komunat-ks.net">Arsimosmani@komunat-ks.net</a></td>
<td>Communication Manager</td>
</tr>
<tr>
<td>8</td>
<td>Hana Zyliu Haziri</td>
<td><a href="mailto:hzylfiu@kec.org">hzylfiu@kec.org</a></td>
<td>Senior manager KEC</td>
</tr>
<tr>
<td>9</td>
<td>Mentor Haziri</td>
<td><a href="mailto:torhaz@gmail.com">torhaz@gmail.com</a></td>
<td>Architect</td>
</tr>
<tr>
<td>10</td>
<td>Florina Duli</td>
<td><a href="mailto:florina_duli@iksweb.org">florina_duli@iksweb.org</a></td>
<td>IKS / NGO</td>
</tr>
<tr>
<td>11</td>
<td>Vlora Navakazi</td>
<td><a href="mailto:vlorani@gmail.com">vlorani@gmail.com</a></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Florina Jerliu</td>
<td><a href="mailto:florinajerliu@gmail.com">florinajerliu@gmail.com</a></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Dukagjin Hasimja</td>
<td><a href="mailto:dugihas@gmail.com">dugihas@gmail.com</a></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Dritan Shutina</td>
<td><a href="mailto:dritan_shutina@co-plan.org">dritan_shutina@co-plan.org</a></td>
<td>Executive Director</td>
</tr>
<tr>
<td>15</td>
<td>Darina Kokona</td>
<td><a href="mailto:darina_kokona@co-plan.org">darina_kokona@co-plan.org</a></td>
<td>Community Participation Expert</td>
</tr>
<tr>
<td>16</td>
<td>Aida Ciro</td>
<td><a href="mailto:aida_ciro@co-plan.org">aida_ciro@co-plan.org</a></td>
<td>Strategic Communication Expert</td>
</tr>
<tr>
<td>17</td>
<td>Sokol Kokomani</td>
<td><a href="mailto:skokomani@durres.gov.al">skokomani@durres.gov.al</a></td>
<td>Head of Development Policies at the Municipality</td>
</tr>
<tr>
<td>18</td>
<td>Ina Xhakoni</td>
<td><a href="mailto:i.xhakoni@durres.gov.al">i.xhakoni@durres.gov.al</a></td>
<td>Project Management Unit at the Municipality</td>
</tr>
<tr>
<td>19</td>
<td>Pranvera Gagani</td>
<td><a href="mailto:p.gagani@durres.gov.al">p.gagani@durres.gov.al</a></td>
<td>Project Management Unit at the Municipality</td>
</tr>
<tr>
<td>20</td>
<td>Romario Shkurti</td>
<td><a href="mailto:rshkurti@durres.gov.al">rshkurti@durres.gov.al</a></td>
<td>IT Unit at the Municipality</td>
</tr>
<tr>
<td>21</td>
<td>Etleva Voci</td>
<td><a href="mailto:etlevavoci@gmail.com">etlevavoci@gmail.com</a></td>
<td>Municipality of Durres - Bulletin Publication Responsible</td>
</tr>
<tr>
<td>22</td>
<td>Didika Ziu</td>
<td><a href="mailto:dziu@durres.gov.al">dziu@durres.gov.al</a></td>
<td>Municipality of Durres - Bulletin Publication Responsible</td>
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<td>23</td>
<td>Ngadhnjim Avdiu</td>
<td><a href="mailto:navdiu@durres.gov.al">navdiu@durres.gov.al</a></td>
<td>Procurement Unit - Municipality of Durres</td>
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<td>Ardian Gurra</td>
<td><a href="mailto:adrian.gurra@durres.gov.al">adrian.gurra@durres.gov.al</a></td>
<td>Municipality of Durres</td>
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<td>25</td>
<td>Jonida Gashi</td>
<td><a href="mailto:g_jonida@hotmail.com">g_jonida@hotmail.com</a></td>
<td>University of Durres - Aleksander Moisiu</td>
</tr>
<tr>
<td>26</td>
<td>Ermira Kalaj</td>
<td><a href="mailto:e_kalaj@yahoo.it">e_kalaj@yahoo.it</a></td>
<td>University of Durres - Aleksander Moisiu</td>
</tr>
<tr>
<td>27</td>
<td>Andrea Xhavara</td>
<td><a href="mailto:cc1durres@yahoo.com">cc1durres@yahoo.com</a></td>
<td>Durres Chamber of Commerce</td>
</tr>
<tr>
<td>28</td>
<td>Vasilika Tuni</td>
<td><a href="mailto:vtuni28@gmail.com">vtuni28@gmail.com</a></td>
<td>Albanian Municipality Association</td>
</tr>
<tr>
<td>29</td>
<td>Penka Nikolovska</td>
<td><a href="mailto:jumcsrskopje@mtsp.gov.mk">jumcsrskopje@mtsp.gov.mk</a></td>
<td>Head of the Department for Social Care for the City of Skopje at the Inter-municipal Social Work Centre</td>
</tr>
<tr>
<td>30</td>
<td>Ana Karevska</td>
<td><a href="mailto:ana.kareska@aerodrom.gov.mk">ana.kareska@aerodrom.gov.mk</a></td>
<td>Department for Information society, Municipality of Aerodrom</td>
</tr>
</tbody>
</table>
31 Eleonora Nikolovska  
Email: eleonoran@skopje.gov.mk  
Head of the Department for Social, Children and Health Protection, City of Skopje

32 Ancica Kalkova  
Email: kancica@yahoo.com  
Dept for Social, Children and Health protection, Karposh Municipality

33 Irena Todorovska  
Email: itodoroska@mtsp.gov.mk  
Ministry of Labour and Social Policy

34 Sarter Ramo  
Email: dario-west@hotmail.com  
Economist, unemployed

35 Zarko Vasilevski  
Email: zvasilevski@gmail.com  
Journalist, daily newspaper Nova Makedonija

36 Snezhana Domazetovska  
Email: snezhanadomazetovska@gmail.com  
Student of architecture

37 Tänja Josifovska  
Email: josifovski@partner.com.mk  
Agency for temporary employments “Partner”

38 Mimoza Gugulovska  
Email: mimozag@fzo.org.mk  
PR, Health Insurance Fund

39 Maja Gaber  
Email: maja_gaber@yahoo.it  
Support Officer, Dutch-Macedonian chamber of commerce

40 Elena Ignatova  
Email: elena@metamorphosis.org.mk  
Metamorfozis

41 Stefan Aleksp  
Email: stefan_aleksp@live.com  
Youth Educational Forum

42 Elizabeta Bozinovska  
Email: elizabeta.bozinovska@hera.org.mk  
HERA

43 Irena Nikolov  
Email: irena.nikolov@zels.org.mk  
Association of units of local self-government, Macedonia

44 Mileva Zlatanovic  
Email: mizkizlat@yahoo.com  
Coalition for Sustainable Development

45 Divna Zmejkovska  
Email: divna.zmejkovska@yahoo.com  
Union of Independent and Autonomous Trade Unions, Macedonia

46 Sonja Damchevska  
Email: kor_csd@yahoo.com  
Coalition for Sustainable Development

47 Ljubinka Dragojevic  
Email: ljubinka.dragojevic@banjaluka.rs.ba  
City Administration, Department of Social Affairs

48 Nevena Predojevic  
Email: nevenapredojevic@banjaluka.rs.ba  
City Administration, Section of Development, European Integration and Investments

49 Nebojsa Novakovic  
Email: nebojasonovakovic@banjaluka.rs.ba  
City Administration, IT section

50 Pedja Galic  
Email: pgalic@ti-bih.org  
Transparency Int. BiH

51 Ena Kljačić Grgić  
Email: enakljacic@hotmail.com  
Transparency Int. BiH

52 Srdjan Ostojić  
Email: ostojic.srdjan224@gmail.com  
Perpetuum Mobile Banja Luka

53 Vanja Rujević  
Email: rujевич.vanj4@gmail.com  
Women Can Do It Banja Luka

54 Nenad Galić  
Email: nenad.galic@yahoo.com  
Consultant

55 Elma Demir  
Email: elma.demir@gmail.com  
Consultant

56 Aida Lušnikić  
Email: aida.lusnicki@opcinalidza.ba  
Assistant to Mayor for Education, Culture, Sport and Communications, Municipality Ilidža Sarajevo

57 Almasa Zubović  
Email: a.zubovic@hotmail.com  
Secretary General, Ministry of Housing Affairs, Sarajevo Canton

58 Damir Mehmedbašić  
Email: damir.mehmedbasic@gmail.com  
Executive Director, Center for Public Interest Advocacy (CPI)

59 Ernad Deni Čomaga  
Email: ernad.deni.comaga@gmail.com  
President, Youth Council of Novo Sarajevo Municipality / President, Democratic Youth Movement

60 Slavisa Prorok  
Email: slavisa.prorok@cpcd.ba  
Project Manager, Center for Promotion of Civil Society (CPCD)

61 Zdenka Boričić  
Email: zdenkaj@bih.net.ba  
Assistant to Municipal Mayor for Administration and Social Issues, Municipality Vogošća

62 Zlata Hašimbegović  
Email: uk@uk.ks.gov.ba  
Head of Office for Quality Control of Sarajevo Canton

63 Elvir Kavazović  
Email: kazazovice@yahoo.com  
Councilor, Municipality Council, Municipality Ilidža Sarajevo

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219 Sarajevo, Bosnia and Herzegovina

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<table>
<thead>
<tr>
<th>No.</th>
<th>Name</th>
<th>Email</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>64</td>
<td>John Driscoll</td>
<td><a href="mailto:driscoll@i2ud.org">driscoll@i2ud.org</a></td>
<td>Vice-President at I2UD</td>
</tr>
<tr>
<td>65</td>
<td>Carolina Morgan</td>
<td><a href="mailto:morgan@i2ud.org">morgan@i2ud.org</a></td>
<td>Research Associate at I2UD</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>66</td>
<td>Sabine Palmreuther</td>
<td><a href="mailto:spalmreuther@worldbank.org">spalmreuther@worldbank.org</a></td>
<td>Senior Operations Officer, Urban Development Practice, World Bank Institute</td>
</tr>
<tr>
<td>67</td>
<td>Sandra Schlossar</td>
<td><a href="mailto:sschlossar@worldbank.org">sschlossar@worldbank.org</a></td>
<td>Social Development Department, Europe &amp; Central Asia, World Bank</td>
</tr>
<tr>
<td>68</td>
<td>Tamara Nikolic</td>
<td><a href="mailto:tnikolic@worldbank.org">tnikolic@worldbank.org</a></td>
<td>Operations Officer, Urban Development Practice, World Bank Institute</td>
</tr>
</tbody>
</table>
### Annex 2 - Workshop Agenda

#### Monday, March 18, 2013

<table>
<thead>
<tr>
<th>Time</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evening</td>
<td>Welcome Dinner (location TBD) &amp; Introduction of participants</td>
</tr>
</tbody>
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#### Tuesday, March 19, 2013

<table>
<thead>
<tr>
<th>Time</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30 – 9:00</td>
<td>Registration</td>
</tr>
<tr>
<td>9:00 – 9:30</td>
<td>Opening</td>
</tr>
<tr>
<td>9:30 – 10:00</td>
<td>Presentation of Audit Findings</td>
</tr>
<tr>
<td>10:00 – 10:30</td>
<td>Presentation of Indices &amp; City Comparison/ followed by discussion</td>
</tr>
<tr>
<td>10:30 – 11:00</td>
<td>Coffee break</td>
</tr>
<tr>
<td>11:00 – 13:00</td>
<td>Exchange on existing best practice of ICT tools for Social Accountability in the region</td>
</tr>
<tr>
<td></td>
<td>- ICT Note</td>
</tr>
<tr>
<td></td>
<td>- Presentation: Moldova (e-Government by Ms. Irina Tisacova), Croatia (Pula e-Government- by Ms. Lovorka Hajdij Golja), Serbia (Sistem 48 – by Mr. Mile Bodrožic); Strumica (by Exgenija Grammatikova) followed by discussion</td>
</tr>
<tr>
<td>13:00 – 14:00</td>
<td>Lunch Buffet</td>
</tr>
<tr>
<td>14:00 – 14:45</td>
<td>Skopje presentation of City Note &amp; Action Plan by Sonja Damchevska and Mimoza Mimoza Gugulovska and Penka Nikolovska followed by discussion</td>
</tr>
<tr>
<td>14:45 – 15:30</td>
<td>Sarajevo presentation of City Note &amp; Action Plan by Elma Demir and Damir Mehmedbašić followed by discussion</td>
</tr>
<tr>
<td>15:30 – 16:00</td>
<td>Coffee break</td>
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<tr>
<td>16:00 – 16:45</td>
<td>Prishtina presentation of City Note &amp; Action Plan by Ms. Florina Jerliu and Mr. Edon Myftari/ followed by discussion</td>
</tr>
<tr>
<td>16:45 – 17:30</td>
<td>Durres presentation of City Note &amp; Action Plan/ by Aida Ciro, Darina Kokona and Ina Xhakoni followed by discussion</td>
</tr>
<tr>
<td>17:30 – 18:00</td>
<td>Conclusion &amp; Closing Day 1</td>
</tr>
<tr>
<td>19:30</td>
<td>Dinner at the hotel</td>
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#### Wednesday, March 20, 2013

<table>
<thead>
<tr>
<th>Time</th>
<th>Activities</th>
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<tbody>
<tr>
<td>9:00 – 9:45</td>
<td>Banja Luka presentation of City Note &amp; Action Plan by Nenad Galić and Ms. Nevena Predojevic followed by discussion</td>
</tr>
<tr>
<td>9:45 – 11:30</td>
<td>Break Out Groups (discussing one specific action plan per city for small grant &amp; capacity support)</td>
</tr>
<tr>
<td>11:30 – 12:00</td>
<td>Coffee break</td>
</tr>
<tr>
<td>12:00 – 12:30</td>
<td>Break Out Groups - continued (discussing one specific action plan per city for small grant &amp; capacity support)</td>
</tr>
<tr>
<td>12:30 – 13:15</td>
<td>Plenary to present findings/ conclusions of Break-Out-Groups</td>
</tr>
<tr>
<td>13:15 – 13:30</td>
<td>Closing Workshop: Next Steps</td>
</tr>
<tr>
<td>13:30</td>
<td>Lunch (Holiday Inn)</td>
</tr>
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