

16. november 2021

Crowdsourcing orodja za spletna sodelovanja

mag. Simon Delakorda

Inštitut za elektronsko participacijo

www.inepa.si



**INŠTITUT
ZA
ELEKTRONSKO
PARTICIPACIJO**

Vsebina

- Predstavitev predavatelja
- Crowdsourcing kot metoda e-participacije
- Projekt EUCROWD
- Projekt Co-deciding Europe: Civic tech for good governance and active citizenship!
- Primer ECAS spletne platforme za crowdsourcing

Predavatelj

- mag. Simon Delakorda, direktor Inštituta za elektronsko participacijo
- politolog in nevladnik
- košarkar, šahist in ljubitelj mediteranske kuhinje :)

Inštitut za elektronsko participacijo

- zasebni zavod ustanovljen leta 2007 (<http://www.inepa.si>)
- prva nevladna in neprofitna organizacija na področju e-demokracije in e-participacije v Sloveniji
- prispevati k razvoju demokracije in sodelovanju javnosti z družbeno inovativno rabo interneta
- status nevladne organizacije v javnem interesu na področju razvoja informacijske družbe
- koordinacija zagovorništva pri vsebinski mreži NVO za vključujočo informacijsko družbo <https://www.informacijska-druzba.org>

Spletni video prenos 6. posveta: Prehod v nizkoogljično družbo



* Za nemoteno spremljanje video prenosa potrebujete flash vtičnik, ki ga lahko najdete oz. posodobite na: <http://get.adobe.com/flashplayer/>
* Če se vam spletni prenos zaustavi, pritisnite tipko F5 (oz. osvežite stran)
* Če video prenosa ne vidite, prosimo izberite katero izmed alternativnih nastavitev: [osnovna](#) | [N2](#) | [N3](#) | [N4](#)

Zadnje sporočilo:

0 minutes ago

Simon Delakorda : V panelni razpravi sodelujejo Jernej Strlihi, Služba vlade za podnebne spremembe, dr. Marta Svojsak, Petrol, d.d., Matjaž Hanžek, skupina za oblikovanje razvojne vizije Slovenije, dr. Dušan Plut, Filozofska fakulteta in Lidija Živic, Focus društvo za sonaraven razvoj. x

Simon Delakorda : Prvi del posveta je spremljajo med 20 in 30 gledalcev. x

Simon Delakorda : V kratke se bo začel drugi del posveta. x

kp : Zvok je zdaj super, hvala. x

Matej Delakorda : Med pavzo smo izboljšali tudi zvok, tako, da se bo spletni video prenos slišal še bolje. x

10.1.11

6. podnebni posvet VIDEO PRENOS

Zadnja objava

- Kje ima Slovenija za hkratno varovanje podnebja ter izboljšanje konkurentnosti?
07.01.2011 - Konrad
- Re:Prehod Slovenije v nizkoogljično družbo?
06.01.2011 - Vojko Bernard

Vse objave na forumu...

Zadnja novica

Novi osnutek zakona o podnebnih spremembah
Splošne novice

(161)

Vse novice...

Najaktivnejši

Božo Dukič (4 objave)
Boris Šuštar (4 objave)
Vesna (4 objave)
Gregor Vertačnik (4 objave)
Marko Cerar (3 objave)
Vojko Kogej (2 objave)

Facebook

Welcome | [Log In](#) | [Register](#)

PUZZLED BY POLICY?

Helping you be part of the EU

[Home](#) | [Policy Profiler](#) | [uDebate](#) | [Widget](#)

EL IT HU ES How to get involved

Influence immigration policy in just a few clicks!

Let decision makers know what immigration practises should be adopted and why! Be involved now!

Understand

Do you agree with your country's current immigration policy? Click start below to see how your views match those of your country's stakeholders.

[Start](#)

Discuss

Be part of the democratic dialogue by communicating, discussing and sharing your ideas with other citizens about immigration issues.

[Start](#)

Share

Tell your friends about Puzzled by Policy and share our unique App!

[Start](#)

All non-EU immigrant workers who reside and work legally in the EU should enjoy the right to bring their spouse and children without any additional conditions.
Immigration for reasons of family reunification

Follow us:

Z mojim predlogi do boljšega življenja v Evropski uniji

Evropske razprave.si

Državljanski forum
Evropskega parlamenta

eParticipation
Editor's Choice 2007

INSTITUT ZA ELEKTRONSKO PARTICIPACIJO

Domov | **Forum Evropske razprave** | **Registracija / Prijava** | **Obvestila** | **Video / Prenosi** | **Poročila / Odzivi** | **Povezave** | **Arhiv** | **Pomoč**

Zadnji prispevek
Re: Kako zmanjšati brezposelnost med mladimi? - Vabilo k posvetu
Delakorda
* Vsi prispevki na forumu >>
* Želim sodelovati na forumu >>

Posreduje predlog
Kako zmanjšati brezposelnost med mladimi? - Vabilo k posvetu
Čet 03 Mar 2011, 02:28
* Želim posredovati predlog >>
(registracija ni potrebna)

Poglej video
Kako zmanjšati brezposelnost med mladimi?
Kaj je to orodje?
Pomoč, navodila

Analiziraj forum
* Održi analitiška orodja!
* Napredno iskanje

Pridruži se
RSS novice
RSS forum
f t y p

PRIJAVA • REGISTRIRAJ SE

Uporabniško ime: Geslo: [Prijava](#)

AKTUALNA POSVETOVANJA	TEME	PRISPEVKOV/ODZIVNI PRISPEVEK
Kako ravnati z radioaktivnimi odpadki v EU? Vaša mnenja za evropsko poslanko dr. Romano Jordan Cizelj o predlogu direktive o ravnanju z izrabljenimi gorivi in radioaktivnimi odpadki.	1	40
Kako zmanjšati brezposelnost med mladimi? Vaši predlogi evropskemu poslancu dr. Milanu Zveru za izboljšanje evropskega izobraževalnega sistema, mobilnosti in zaposljivosti mladih v EU.	2	15
Nasilje nad ženskami - do kdaj še? Vaša stališča in predlogi evropski poslanci mag. Tanji Fajon za izkoreninjenje neenakosti med spoloma na evropski ravni.	3	33

ARHIV POSVETOVANJ

TEME	PRISPEVKOV/ODZIVNI PRISPEVEK	
Arhiv posvetovanj na Državljanem forumu Tukaj so arhivirana zaključena spletna posvetovanja na Državljanem forumu s slovenskimi poslankami na poslano v Evropskem parlamentu (2009).	8	116

Podforumi: Kako bomo premagali podnebne spremembe? Naj EU pozitivno diskriminira pri zaposlovanju?

OSTALI ODZIVI (16) >>

1. Vmesno poročilo spletnega posvetovanja
"Kako zmanjšati brezposelnost med mladimi v EU?"
(03.03.2011)

Odzivi poslancevk

Tanja Fajon (5) >>
Romana Jordan Cizelj (4) >>
Jelko Kacin (3) >>
Lojze Peterle (1) >>

OSTALI ODZIVI (16) >>

EVROPSKI PARLAMENT

E-peticije

NALOŽBA V VAŠO PRIHODNOST
OPRACIO DELNO FINANCIRA EVROPSKA UNIJA
Evropski socialni sklad

NVO varujejo naše zdravje

Domov | **Besedilo peticije** | **Posreduje peticijo** | **Novice** | **Učinki peticije** | **Mediji o peticiji** | **O projektu** | **Pogoji uporabe**

Podpiši peticijo (posameznik)
št. podpisov: **2037**
[seznam >>](#)

Podpri peticijo (organizacija)
št. podpisov: **20**
[seznam >>](#)

Zakonske pobude za permanentno sofinanciranje nevladnih organizacij, ki delujejo na področju zdravja 305.26 Kb
Zbiranje podpisov se je končalo 14.01.2010, ko so bile zakonske pobude za sofinanciranje nevladnih organizacij na področju zdravja predane Ministrstvu za zdravje RS, direktorici Direktorata za javno zdravje, Mojci Gruntar Činč, dr.med.
Kontakt: nvo.zdravje@tobak-zveza.si

Nalpepše se zahvaljujemo vsem posameznikom in organizacijam za izraženo podporo Peticiji za tobačni evro!

Slovenska zveza za tobačno kontrolo s 30 organizacijami v vsebinski mreži vabi k podpisu podpore za

NVO PETICIJA ZA TOBAČNI EVRO SOFINANCIRANJE NEVLADNIH ORGANIZACIJ NA PODROČJU ZDRAVJA

Za kaj se potegujemo:

Del sredstev, ki jih država že dobi z davkom na prodane tobačne izdelke, bi se namenil za sofinanciranje programov in akcij, ki jih izvajajo nevladne organizacije na področju varovanja zdravja.

NVO, ki delujejo na področju zdravja, delujejo v smislu:

- preventive rabe tobaka, alkohola, preprečevanih drog;
- preventive srčno žilnih in drugih kroničnih bolezni, sladkorne bolezni tipa II, preventive nevarnosti in nesreč;
- promocije zdravega življenjskega sloga na področju prehrane, vzdrževanja zdrave telesne teže in telesne aktivnosti;
- osveščanje javnosti o zdravem načinu življenja in dejavnosti; in
- zagotavljanje boljšega dostopa prebivalcev do ustreznih informacij;
- zdravstvenovzgojne dejavnosti in spodbujanje take kakovosti življenjskega sloga, ki varuje in krepi zdravje;
- skrb za duševno zdravje.

NVO varujejo našo zdravje, podpirajo pa o svojih podpornih

Novice o peticiji

- 24.6.10 Odgovor Ministrstva za zdravje na pobudo ZOUTI
- 14.1.10 Predaja podpisov peticije in pobud za dopolnitev ZOUTI in sofinanciranje NVO na področju zdravja
- 13.1.10 Več kot 2000 podpisov spletne peticije za Tobaki evro

Video nagovor k peticiji

Zadnji komentarji

- I hope that this information can be usef...
- Pozdravljeni, tobačni evro za NVO? Nika...
- Zanimivo, kako kadiči šele zdaj povzdi...



- Za internet ljudi
- Digitalizacija NVO
- Zagovorništvo
- Partnerstva
- Mreža NVO-VID
- Dan VID
- English
- Kontakt



ČLANICE NVO-VID



IZBRANO

Digitalne tehnologije v službi človeka

IZPOSTAVLJAMO



Delovne skupine nevladnih organizacij na področju informacijske družbe in digitalizacije.

Crowdsourcing kot metoda e-participacije

»Crowdsourcing se nanaša na odprt poziv množici, da s posredovanjem idej, znanja ali mnenj sodeluje v procesih oblikovanja politik« (T. Aitamurto, 2016).

- množično zunanje izvajanje, moč množic, iskanje s pomočjo spletne množice, množičenje (Evroterm),...
- crowdsourcing kot metoda e-participacije pomeni proces reševanja javnega problema (opredelitev problema, ideje za rešitev, izbor idej, oblikovanje predlogov,...)

Projekt EUCROWD

- Ugotoviti pogoje in demokratični potencial množičnega sodelovanja (crowdsourcing – “množičenje”) kot metode e-participacije za potrebe demokratične razprave o prihodnosti Evropske unije (<https://www.inepa.si/eucrowd/>).
- Časovni okvir: 1. september 2016 – 28. februar 2018
- Vrednost: 147.750 EUR
- Program Evropa za državljane Sklop 2: Demokratično delovanje in državljanska udeležba – projekti civilne družbe (prioriteta Razprava o prihodnosti Evrope)

Photos from EUCROWD events.



Ljubljana, 26/10/2016

[More photos](#)



London, 9/2/2017

[More photos](#)



Amsterdam, 14-15/3/2017

[More photos](#)



Athens, 9/5/2017

[More photos](#)



Paris, 20/6/2017

[More photos](#)



Helsinki, 11/10/2017

[More photos](#)



Riga, 23/11/2017

[More photos](#)



Brussels, 27/2/2018

[More photos](#)

Množično sodelovanje ljudi pri odločanju koristno, a ne sme postati nadomestek učinkovite politike

Ljubljana, 26. oktobra - Množično sodelovanje ljudi oz. crowdsourcing je lahko na različnih področjih uporabno in koristno, saj omogoča neposredno vključevanje v odločanje. Ne sme pa postati mehanizem, na katerega bi politika prevalila del odgovornosti, so poudarili sodelujoči na panelu o množičnem sodelovanju in demokraciji. Izpostavili so pomen dobre informiranosti.



European Citizens
Crowdsourcing
@evropske.razprave

Domov

Vizitka

Dogodki

Fotografije

Zapiski

Objave

Skupnost



Workshop report from the EUCROWD event in London



Institute for Electronic
Participation

27/02/2017

Reports

cases, considerations,
crowdsourcing, Demsoc,
digital democracy, ECAS,
findings, INePA, London,
Manaballs, meetup,
politics, report, SCIFY,
workshop



The second EUCROWD public event took place in London on 9 February 2017. The international workshop and meetup "Taking control of politics: can digital democracy help?" brought together **35 citizens from 15 different countries**. Event focused on discussing social, political and technical aspects of citizens crowdsourcing in policy-making in different European countries and at the EU level.



Towards a Crowdsourcing Pilot for
EU Citizens: Recommendations
from the EUCROWD Project
ECAS Brussels, March 2018



Vir: <https://www.inepa.si/eucrowd/results/>

Priporočila projekta EUCROWD

- Uporaba crowdsourcing-a kot metode e-participacije je smiselna pri naslednjih segmentih sodelovanja javnosti na ravni EU:
 - **javno politična področja** (varovanje zdravja, okoljska vprašanja, državljanska vzgoja, ustavni okvir EU);
 - **stopnja demokratičnega odločanja** (opredelitev problema in oblikovanje rešitev);
 - **načela množičenja prek spleta** (preglednost, dostopnost, soustvarjanje, deliberacija, odprti standardi, varnost, upoštevanje rezultatov).

Policy recommendations

Recommended issues and policies that could be crowdsourced at European level in relation to the Future of the European Union:

- **Healthcare** (Common safety concerns in public health);
- **Environmental issues** (Climate change);
- **Citizenship education** (Active participation);
- **Constitutional design of the EU.**

The first two topics are both shared competences of the EU suitable for a first crowdsourcing pilot project at EU level.

In addition, the following policy-cycle phases and democratic debate steps are recommended for piloting the EU level crowdsourcing:

- **issue identification** by collecting ideas;
- **policy formulation** through solutions identified by citizens.

More detailed recommendations are available at <http://ecas.org/projects/eucrowd/>.



Call for action

Interested in e-participation of citizens in politics and policy with a focus on the application of crowdsourcing in fostering a democratic debate on the future of the European Union?

Join the network of civil society organizations in European citizens crowdsourcing!

INePA



ECAS



Network Democratie



Science For You



ManaBalss



Open Ministry



Démocratie Ouverte



Democratic Society



Contact

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e simon.delakorda@inepa.si

m +386 41 365 529



EUCROWD

EUROPEAN CITIZENS CROWDSOURCING

Towards crowdsourcing the future of the European Union

<http://www.inepa.si/eucrowd/>

The EUCROWD project has been co-funded with the support of the Europe for Citizens programme 2016 under activity Democratic engagement and civic participation and sub-activity Civil society projects.



Co-funded by the
Europe for Citizens Programme
of the European Union

Closing Event for the Europe for Citizens Programme 2014–2020

CITIZENS FOR EUROPE



THE SUCCESS STORIES...



EUCROWD project recognized as the success story

Crowdsourcing, English / By INePA / 3. februarja, 2021 / digital democracy, e-participation

At the closing event for the Europe for Citizens Programme 2014–2020 »Citizens For Europe: The Success Stories«, the **European Citizens Crowdsourcing (EUCROWD)** project coordinated by **Institute for Electronic Participation during** 2016-2018 gained recognition as **the success story** of the Europe for Citizens Programme. The closing event looked at lessons learnt and invited funded projects who took part in EfC activities to close and celebrate their success.

Projekt Co-deciding Europe

- Razviti nadnacionalno e-participativno platformo za množično sodelovanje (crowdsourcing) pri oblikovanju predlogov za izboljšanje kakovosti zraka v petih evropskih mestih Atene, Riga, Talin, Lizbona in Burgas (<https://codecidingeurope.eu/>).
- Časovni okvir: 1. januar 2021 – 31. december 2023
- Vrednost: 1.253.331,00 EUR
- Norveški sklad za regionalno sodelovanje.

Activity 1: Crowdsourcing on 'Air Quality'

CODE Europe is a project about empowering citizens to co-create policies with decision makers through Crowdsourcing. Crowdsourcing is a participatory democracy mechanism that takes advantage of the availability of technological solutions to solicit and analyse "the wisdom of the crowd". We want to empower citizens by giving them the opportunity to learn from each other, collaborate and participate in the decision-making.

The CODE Europe project will be piloting a Crowdsourcing activity in five European countries on the subject of 'air quality'. We have chosen this specific topic because of its transnational nature and the problems associated with it, as it has been estimated to be responsible for more than 400.000 premature deaths each year.



The consortium has four technological partners (ManaBalss.lv, Citizens Foundation, OneSource, SciFY) who will design and develop a unique platform which will be used for the implementation of four crowdsourcing phases:

1. Phase 'Problem Mapping' – Citizens will identify problems related to 'air quality' that they encounter in their daily life.
2. Phase 'Problem Solving' – Citizens will propose solutions to the 'air quality' problems they have mapped in Phase 1.
3. Phase 'Ideas Selection' – Citizens will evaluate the solutions proposed in Phase 2 in order to highlight the most popular ideas and priorities for European policy-makers
4. Phase 'Policy Formulation' – Based on the previous phases, citizens will formulate policy proposals on 'air quality' with experts in the field and guided by the European Environmental Bureau.

The Crowdsourcing on 'air quality' will run from 1 January 2022 to 31 December 2022 in 5 cities across Europe: Athens (Greece), Riga (Latvia), Tallinn (Estonia), Lisbon (Portugal), Burgas (Bulgaria) and Budapest (Hungary)



Activity 3: E-Participation Assessment Framework and Ethical Guidelines for Social Listening

CODE Europe's ambition is to answer two major research questions: 1. How can we define the success of an e-participation project? and 2. How can we make sure we are doing online social listening in an ethical way?

1. We will develop a universally applicable methodology for assessment of e-participation experiences. The E-Participation Assessment Framework will allow objective comparison of the impact of e-participation projects across time and geographical space ensuring systematic and impactful knowledge-sharing, exchange of good practices and capacity building. The partners, led by e-Governance Academy, will implement a comparative analysis of cases on the basis of a jointly developed assessment framework with the goal of creating a final "check list" of success factors for e-participation initiatives. The Assessment Framework will be applied to the project's Crowdsourcing pilots in order to collect feedback, validate and improve the methodology.
2. We will ensure that the social listening of the project will be carried out in compliance with strictly defined Ethical Guidelines. These Guidelines will ensure that the project will perform social listening with integrity and a sense of responsibility when dealing with personal data, in line with the expectations of European citizens and current legislations.

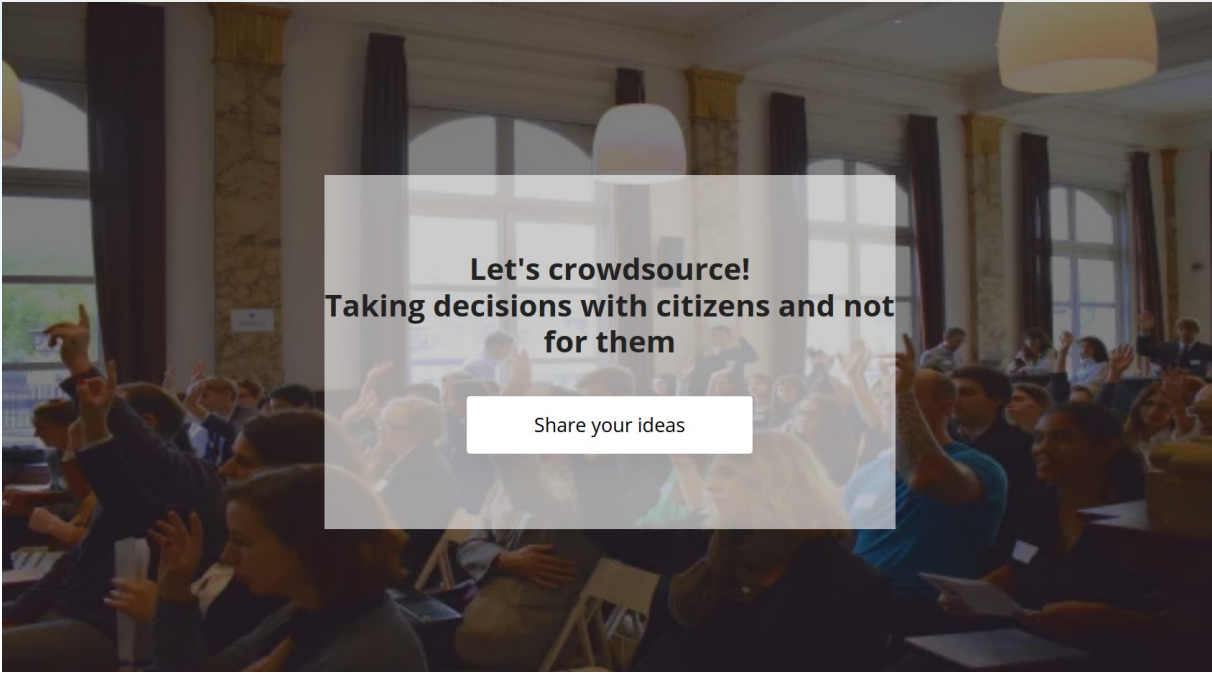
Once ready, the E-Participation Assessment Framework and the Ethical Guidelines for Social Listening will be published here.

Dejavniki uspeha spletnega sodelovanja

- **E-participacija** (spletno sodelovanje) je demokratični postopek sodelovanja državljanov s pomočjo informacijsko-komunikacijskih tehnologij, ki jim omogoča vplivanje na sprejemanja političnih odločitev.
- **Dejavniki uspeha**
 - pozitivna uporabniška izkušnja s spletnim orodjem,
 - vključenost v formalni proces sprejemanja odločitev,
 - prepletanje digitalnega in fizičnega sodelovanja,
 - jasnost procesa sodelovanja in njegovih ciljev,
 - možnost učinkovite interakcije med uporabniki spletnega orodja,
 - odgovarjanje na predloge udeležencev / povratna informacija o njihovem upoštevanju,
 - javna promocija in vključevanje / pozornost javnosti tekom procesom sodelovanja;
 - javni interes za vsebino, še preden se začne proces spletnega sodelovanja,
 - trajnost spletnega orodja.

ECAS spletna platforma za crowdsourcing

[ABOUT US](#)[FEATURES](#)[WHAT ARE WE CROWDSOURCING?](#)[LOGIN](#)[REGISTER](#)



Let's crowdsource!
Taking decisions with citizens and not for them

Share your ideas

Horizon2020
European Union Funding
for Research & Innovation

This crowdsourcing activity will collect the opinion and recommendations of citizens on three main topics related to populism: (1)

Contribute



Civil Society Convention
for the Conference on the
Future of Europe



30 ECAS
Years of empowering citizens

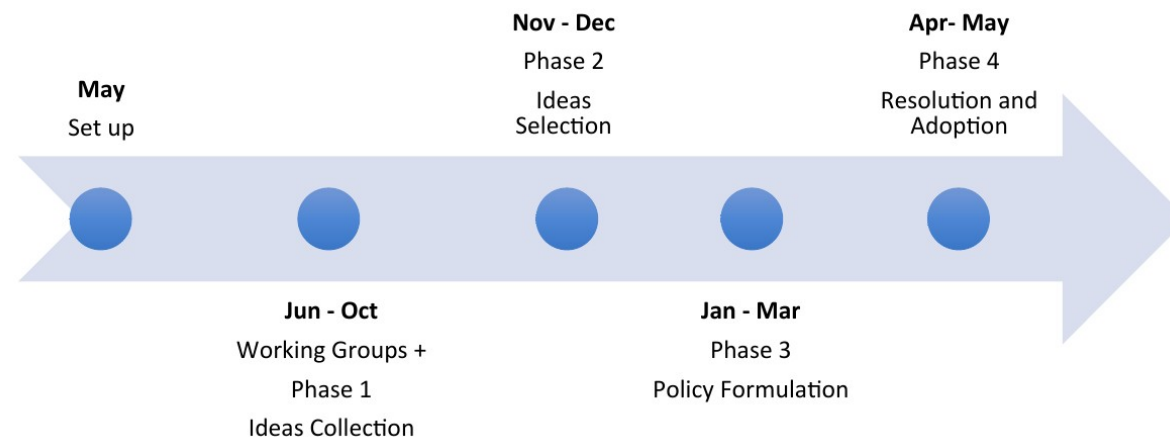
This cluster will contribute to bringing proposals that will feed into the EU's priority of "A Europe fit for the digital age". The amb

Contribute

Vir: <https://crowdsourcing.ecas.org/>

Welcome to the Digital Transformation Cluster of the Civil Society Convention for the Future of Europe!

Answer the questionnaire



- **Questionnaire one: Digital Democracy**[Click here to start!](#)

This questionnaire covers the following sub-topics: E-Government, E-Transparency, E-Participation, E-voting/E-elections. If you want to check out what the previous respondents answered, you can find their contributions[here](#).

- **Questionnaire two: Digital Education** [Click here to start!](#)

This questionnaire covers the following sub-topics: Digital Competencies, Digital Skills, Digital Learning, Media Literacy, Awareness Raising.

If you want to check out what the previous respondents answered, you can find their contributions[here](#).

- **Questionnaire three: Digital Safeguards**[Click here to start!](#)

This questionnaire covers the following subtopics: Cybersecurity, Artificial Intelligence, Algorithms, Online Disinformation, Audiovisual Media Services, Integrity of Elections, Terrorist Content, Online Hate Speech, Illegal Content Online.

If you want to check out what the previous respondents answered, you can find their contributions[here](#).

- **Questionnaire four: Defending rights and freedoms online**[Click here to start!](#)

This questionnaire covers the following subtopics: Secure and sustainable digital infrastructures, Digital citizenship, Digital Services, Online Privacy, E-Information, Net Neutrality, Data (Protection and Retention), Copyright, Online safety of journalists and ensuring plurality of voices in digital media, Protecting fundamental rights in the online environment.

If you want to check out what the previous respondents answered, you can find their contributions[here](#).

- **Questionnaire five: Digital economy**[Click here to start!](#)

This questionnaire covers the following topics: Digital Industry 4.0 (e.g. Internet of Things, Cloud Computing, etc.), Digital Finance, Data Economy, Supporting Green Digital Solutions, Social welfare in the Digital Age, Digital Business/Companies.

If you want to check out what the previous respondents answered, you can find their contributions[here](#).

Digital Democracy - The use of Information and Communication Technology (ICT) in political and governance processes.



REGISTER

The aim of this survey is to collect your proposals/policy ideas that you would like to see implemented as priorities by the EU in 4 sub-realms of Digital Democracy, namely: E-Government, E-Transparency, E-Participation and E-Voting/E-Elections. Please indicate your policy ideas/proposals in max 2 sentences under each of the areas that are relevant to you. You will also find a text box 'Other' at the end where you can indicate any other other policy idea/priority that does not fall under any of the existing subtopics.

Select language

English



Before answering to the questionnaire, check what the other respondents have said by clicking [here](#).

1. E-Government - The use of ICT to enhance public administration or public services.

ecds

MAIN NAVIGATION

My Dashboard

My Account

My History

44 answers left to reach our goal

Civil Society Convention for the Conference on the Future of Europe

30 years of empowering citizens

0%

View Statistics

Invite your friends to answer, and get the "Communicator" badge!

Share the Questionnaire:

Twitter

You have 1 badge so far

Contributor

Level: 6

You have answered 6

Communicator

Influencer

ecds

MAIN NAVIGATION

My Dashboard

My Account

My History

My Contributions

You have contributed to 6 questionnaires

Project	Questionnaire title	Questionnaire description	Responded	Actions
Digital Transformation Cluster - Civil Society Convention for the Future of Europe Civil Society Convention for the Conference on the Future of Europe 30 years of empowering citizens	Digital Education - Resetting education and training for the digital age	The aim of this survey is to collect your proposals/policy ideas that you would like to see implemented as priorities by the EU in the field of Digital Education and in its 5 sub-realms, namely: Digital Competencies, Digital Skills, Digital Learning, Media Literacy and Awareness Raising. Please indicate your policy ideas/proposals in	2 months ago	View response

Projects you can contribute to



445 answers left to reach our goal

Horizon2020
European Union Funding
for Research & Innovation

0%

DEMOS Crowdsourcing on
Populism

Invite your friends to answer, and
get the "Communicator" badge!



Share the Questionnaire:

Twitter



Civil Society Convention
for the Conference on the
Future of Europe

44 answers left to reach our goal



0%

Digital Transformation Cluster
- Civil Society Convention for
the Future of Europe

View Statistics

Invite your friends to answer, and
get the "Communicator" badge!



Share the Questionnaire:

Twitter

Hvala za pozornost!

simon.delakorda@inepa.si



www.inepa.si / www.inepa.eu



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twitter.com/Institut_INePA



si.linkedin.com/in/simondelakorda



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ZA
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