



PROPERTY RIGHTS PROGRAM (PRP)

FIRST ANNUAL SUMMARY REPORT
(MAY 2014 – SEPTEMBER 2015)



OCTOBER 30, 2015

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Cover Photo: Cadastral records from the Municipality of Istog being shown to visiting PRP staff.

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LIST OF ACRONYMS

ATRC	Advocacy Training & Resource Center
CCPR	European Commission Liaison Office Support to Civil Code and Property Rights Project
CoM	Courts of Merit
COP	Chief of Party
CSO	Civil Society Organization
CTG	Core Technical Group
DCM	Differentiated Case Management
DO	Development Objective
E4E	Engagement for Equity
EROL	Effective Rule of Law Project
EU	European Union
G2G	Government to Government
GCG	Gender Coordination Group
GIS	Geographic Information System
GIZ	<i>Gesellschaft für Internationale Zusammenarbeit</i>
GoK	Government of Kosovo
IQC	Indefinite Quantity Contract
IR	Intermediate Result
KAP	Knowledge, Attitudes, and Practices
KCA	Kosovo Cadastral Agency
KJC	Kosovo Judicial Council
KJI	Kosovo Judicial Institute
MCO	Municipal Cadastral Office
MoJ	Ministry of Justice
MOU	Memorandum of Understanding
PRP	Property Rights Program
RFA	Request for Applications
S&D	Strategy & Development Consulting
SBCC	Social Behavior Change Communications

SDC	Strategy & Development Consulting
STARR	Strengthening Tenure and Resource Rights
STTA	Short-Term Technical Assistance
SWG	Sector Working Group
TWG	Thematic Working Group
USAID	United States Agency for International Development

EXECUTIVE SUMMARY

The rule of law in Kosovo is constrained by poorly defined and enforced property rights, especially the property rights of women and members of minority communities. The absence of an effective property rights regime weakens democratic governance, impacts human rights, disempowers women and impedes economic growth.

The Property Rights Program (PRP) is a four-year USAID project implemented under four objectives:

Objective 1: Better Coordination and Policy Priorities

Objective 2: Improved Court Procedures Related to Property Claims

Objective 3: Enhance Women's Rights to Use Property in Practice

Objective 4: Improved Communication, Access to Information and Understanding of Property Rights

The PRP promotes sustainable solutions by building capacity within Kosovo's institutions and civil society to take ownership of and direct the reforms to strengthen property rights and the rule of law that are required for Euro-Atlantic integration and economic development. PRP facilitates effective donor and government stakeholder coordination such as supporting the Ministry of Justice (MoJ) to lead development of the National Strategy on Property Rights through an inclusive and participatory process. PRP provides technical assistance to the Kosovo Judicial Council (KJC) to develop, pilot, and test improved court procedures to efficiently adjudicate property claims and disputes.

PRP supports implementation of long-term, Local Solutions by providing capacity building support and assistance to Civil Society Organizations (CSOs) to sustainably advocate for women and change cultural attitudes and behaviors to enable women to inherit property and exercise their property rights in practice.

PRP provides capacity building support to municipalities to administer and manage direct funding from USAID that will improve the exchange of property related information between municipal agencies and the courts to assist courts to more efficiently resolve property claims and improve delivery of services to citizens to make it easier for them to transact their property rights.

HIGHLIGHTS FOR YEAR ONE

As previously agreed with USAID, the PRP project reporting schedule has been adjusted to the fiscal year calendar. The reporting period of this report covers the first 16 months of the program, from contract execution in May 2014 through the end of September 2015.

Objective 1: Better Coordination and Policy Priorities

- **Establishment of MOU with CCPR** – USAID emphasized early on the importance that PRP coordinate and collaborate closely with the European Union (EU) funded Support to the Civil Code and Property Rights (CCPR) Project, to coordinate their efforts to assist the Government of Kosovo to develop its property rights reform strategy and improve the legal framework governing property. On December 12, 2014, the USAID/Kosovo Mission Director witnessed the signing of a Memorandum of Understanding (MOU) between the PRP and the CCPR that establishes the basis for their collaboration. The MOU provides that PRP will lead donor and line ministry coordination to support development of strategy for reforming property rights and will contribute to CCPR legislative drafting by providing technical analysis of substantive property law and by developing secondary legislation to strengthen the property rights of women and members of

minority communities. The MOU also recognizes PRP's role to lead development of improved court procedures to improve efficiency of court processes and enforce property rights of all Kosovars, especially the rights of women and members of minority communities.

- **GoK Authorizes MOU to Lead Development of National Strategy on Property Rights** – The MOU with the CCPR originally envisioned that PRP would facilitate coordination between government entities and donor partners to assist the Ministry of Justice (MoJ) to lead development of the National Strategy on Property Rights (Strategy). In response to a change in the CCPR's scope, PRP and USAID agreed PRP would take the lead in providing substantive technical assistance to the MoJ to develop the Strategy. On May 20, 2015, after extensive advocacy by PRP, the Government of Kosovo (GoK) issued its decision authorizing the Ministry of Justice (MoJ) to draft the Strategy and include it on the Government's Annual Work Plan. The GoK decision also provided the MoJ with the authorization to form the Property Rights Sector Working Group (SWG). The SWG is chaired by the Ministry of Justice and is comprised of over 80 government and donor stakeholders. The SWG monitors the development of the Strategy, and will validate its contents and officially present the Strategy to the Government when ready.
- **Establishment of Structures for the National Strategy: CTG and TWGs** – With the GoK authorization in place, PRP assisted the MoJ to identify and secure membership of stakeholders to the Core Technical Group (CTG), which is responsible for leading the development of the Strategy. The CTG is comprised of representatives from key line ministries and the CCPR and PRP projects. The CTG has appointed Thematic Working Groups (TWGs) on an ad hoc basis to provide guidance for drafting specific components of the Strategy.
- **Two-Day National Stakeholder Workshop on Property Rights** – PRP worked closely with the MoJ's Director of the Department for European Integration and Policy Coordination and a team of MoJ staff to plan and organize a two-day national stakeholder workshop to launch the development of the Strategy. The workshop, which was entitled "Kosovo's National Strategy on Property Rights: Identifying Key Thematic Pillars Clustering a Wide Range of Property Rights Challenges," was held on June 22-23, 2015. The workshop also served as the initial session of the SWG. The workshop successfully obtained stakeholder consensus on the topics and issues to be addressed in the Strategy. The Minister of Justice stated that his top priorities are the development of the National Strategy on Property Rights, along with a clear action plan for its implementation, and the development a new Civil Code. He expressed his gratitude to the participants, noting that the high rate of diverse participation set a high standard for an inclusive process over the coming months to develop the Strategy. The USAID Mission Director was also present at this event.
- **Development of an Issues Document on Property Rights** – In advance of the workshop, PRP and MoJ developed an Issues Document that was distributed to workshop participants. The document clustered the property rights challenges into five (5) Thematic Pillars. Under each Pillar, key challenges were summarized, implications discussed and strategic considerations listed to guide stakeholder discussion during the workshop. These pillars support three aspirational objectives: to strengthen the rule of law, promote economic development, and support Euro-Atlantic integration.
- **Commenced Development of Concept Notes for National Strategy** – PRP conducted a tender and awarded a sub-contract to Strategy & Development Consulting (S&D) to develop five analytical Concept Notes, aligned with the five technical clusters presented in the Issues Document, to inform the drafting of the National Strategy. The Concept Notes will present research and analysis and provide detailed recommendations on the specific actions that need to be taken to change property rights policy, law, and practice to achieve the National Strategy's reform objectives.

Objective 2: Improved Court Procedures Related to Property Claims

- **Selection of Four Courts of Merit** – PRP facilitated a participatory process with the Kosovo Judicial Council (KJC) to select four Courts of Merit to work with the PRP to develop, pilot, and test court procedures to enable the courts to adjudicate property claims and disputes more efficiently and ensure that women’s rights to inherit property are fully enforced. In consultation with the KJC, the presiding judges of the seven basic courts, and the presiding judge of the court of appeals, the Basic Courts of Peja, Gjilan, and Ferizaj and the Branch Court in Sterpce were selected as the Courts of Merit.
- **Development of a Court Strengthening Action Plan** – In May 2015, PRP developed a Court Strengthening Action Plan to guide development of activities under Objective 2. The Action Plan was built on a strategy to reduce the number of property-related claims that are resolved under the Law on Contested Procedure. A number of procedural requirements have been identified in this law that create case flow bottlenecks that contribute to case backlogs. Additionally, a significant number of all properties recorded in the cadastre are registered in the name of deceased persons and, therefore, do not convey clear title to land. Because inheritance proceedings are required to convey rights from the deceased to living heirs, the Action Plan also provides for a strategic approach to develop more streamlined inheritance procedures to address this inter-generational inheritance issue. To begin to implement the Action Plan, PRP engaged a Differentiated Case Management (DCM) expert to conduct a closed-case study of property related cases in the four PRP supported Courts of Merit to produce accurate, empirical data of the specific substantive and procedural caseflow issues that constrain efficient resolution of property claims in the courts.
- **Comprehensive Analysis of Caseflow Management for Property Rights Cases in Basic Courts** – PRP completed a comprehensive analysis of caseflow management for property cases in the four Courts of Merit and presented its findings to USAID in its Report entitled “Caseflow Management for Property Rights Cases in the Basic Courts.” PRP designed and applied the DCM methodology mentioned above to develop substantive and procedural data elements with which to disaggregate and analyze court procedures to process and resolve property cases in order to formulate recommendations to improve efficiency and court performance. PRP applied this analysis to a total of 1,276 property rights cases that were filed and disposed within a 30-month period (2013-2015). The Report served as the basis for further analysis that has produced an action plan to improve caseflow management in Kosovo courts.
- **Judicial Training Needs Assessment** – PRP commissioned an assessment of the Kosovo Judicial Institute’s (KJI) judicial training curricula on property rights. PRP and the KJI held a working session with a focus group of 8 judges to identify and discuss judges’ and lawyers’ professional needs with respect to substantive knowledge of property law and practical skills. The discussion also covered possible ways to meet those needs, e.g., through training, developing a bench guide and other strategies. The assessment confirmed that the legal framework governing property rights is contradictory and confusing for judges; and that the judges lack guidance on adjudicating property cases owing to a lack of a bench book providing guidance on best practices, a lack of published case law, and a lack of continuing professional training. The assessment also noted the need to change judges’ attitudes and behaviors with respect to gender-related matters. PRP is working closely with the KJI to agree and begin implementing the assessment’s recommendations, prioritizing the development of training modules on property rights, improving judges’ understanding of gender issues and the constraints women face in implementing their rights in practice, training on improved case management practices when developed, and the development of a bench book to provide guidance to judges on property rights cases.

Objective 3: Enhance Women’s Rights to Use Property in Practice

- **Publication of Major Gender Assessment** – On April 22, 2015, PRP presented to stakeholders the “Gender, Property, and Economic Opportunity in Kosovo” report produced by expert consultant, Dr. Sandra Joireman. The report identified and discussed cultural attitudes and behaviors that result in women being pressured to renounce their rights to inherit property; administrative constraints that prevent women from exercising their rights in practice; and how

the frustration of these rights negatively impacts economic development in Kosovo. In response to the report's findings, the Minister of Justice created a legislative working group and publically stated his commitment to supporting development of legal safeguards to protect women from being pressured to renounce their rights to inherit property.

- **Publication of a National Baseline Survey for Property Rights in Kosovo** – On June 10, 2015, PRP organized an event to present empirical baseline data from the Knowledge, Attitudes and Practices (KAP) survey it conducted to facilitate discussion among relevant stakeholders about the public's knowledge and cultural attitudes and behaviors surrounding women's rights to inherit property. The meeting was attended by over 50 stakeholders, including representatives from local CSOs, government agencies, and donor projects. The meeting validated the findings of the KAP survey and helped inform PRP's development of further activities to put in place legal safeguards that will afford women the opportunity to exercise their property rights on an informed and deliberate basis. Furthermore, the data were repurposed and presented as trigger messages that have been periodically posted on USAID/Kosovo's website and social media to reach a wider audience with empirical data on citizens' perceptions and the ability of women to exercise their property rights in practice.
- **Establishment of the Gender Coordination Group** – To improve coordination among government agencies and civil society organizations implementing activities that promote equality for women, PRP established the Gender Coordination Group (GCG). The first GCG meeting was held on June 2, 2015 that saw the development of its Mission Statement, Coordination Action Plan and Learning Agenda. The group has prioritized legislative changes needed to strengthen women's ability to exercise their property rights. PRP also worked closely with the Agency for Gender Equality to develop administration instructions (AIs) creating financial incentives for joint registration of property.
- **Support to Engagement for Equity Implementing Partner** – Since February 2015, PRP has been providing capacity assessment and capacity building support to the USAID Engagement for Equity (E4E) implementing partner, Advocacy Training & Resource Center (ATRC), to assist ATRC to begin issuing and administering grants under the E4E mechanism. PRP provided training to ATRC on USAID grant making procedures, systems, and planning processes throughout the entire grants cycle. Additionally, ATRC received assistance to develop RFA topics that were designed to support PRP's program objectives related to public education, outreach, and advocacy activities to improve women's access to property rights in practice. With PRP support, ATRC has successfully executed its first round of grant making, has set up its rapid response grant mechanism, and is preparing its second round of grant-making. PRP is providing continued support to ATRC by recommending specific improvements to their current organizational policy manual and incorporating USAID-specific requirements in managing a Cooperative Agreement.

Objective 4: Improved Communication, Access to Information and Understanding of Property Rights

- **Proposal for G2G Activity** – PRP has designed a detailed proposal for government-to-government (G2G) support to select municipalities. The initiative is designed to address the problem that land records in Kosovo are often incomplete and outdated (as noted above in regards to inter-generational cases), which means that many citizens lack clear title to their land. This situation often impedes the smooth handling of inheritance matters and makes it difficult for courts to adjudicate land rights claims. These factors in turn seriously impair the development of a healthy private land market and the effective use of public land. PRP's proposal builds upon and further develops the GIS applications developed by the EU-funded 'Implementation and Enforcement of Rural Spatial Planning (IRuSP) project to link archived land records to parcel maps to provide information required by courts to adjudicate rights and municipal offices to improve their data sharing practices.

- **Municipal Selection Process Completed** – PRP designed and carried out a multi-phased and transparent selection process for identifying the municipalities most eligible to receive USAID Forward G2G assistance. The project used objective performance criteria, including the collection of performance data on Own Source Revenue; the number and type of regulations produced by the municipality to provide citizens with property-related services; the publication of audit reports and the publication of transactions involving municipal property assets as required by law. Through these and other criteria, including their participation in informational workshops held by PRP, the project evaluated proposals from the 11 top-scoring municipalities and provided its recommendations to USAID.

CHALLENGES AND OPPORTUNITIES FOR YEAR TWO

CHALLENGES

PRP anticipates the following political, financial, and technical challenges which will confront the Project, stakeholders, and the Government of Kosovo in Year Two of the Project:

- Political stability remains a potential challenge to carrying out comprehensive reforms in policy and law. The first two and a half quarters of the project saw a constitutional crisis over the formation of a government following the most recent Parliamentary elections, with the result that a caretaker government remained in place for several months. During that time it was not possible to secure GoK commitment to launching key property reform initiatives, including development of the Strategy, resulting in delays in the implementation of donor programs. The Kosovo Parliament again is currently locked in a bitter political struggle that has brought Parliament to a standstill. It remains to be seen when and how this situation will be resolved.
- A persisting challenge to developing and carrying out comprehensive reforms in Kosovo is the difficulty to achieve consistency and uniformity in policymaking and legislative drafting across ministries. The issues that PRP is addressing in the area of property rights implicate many different laws and governmental bodies. For a new law or policy to be effective, it is essential that all laws touching on the same issues be harmonized with the new law or policy in a timely way. This, however, is rarely done. Ministries develop their own legislative agendas independently and then are compelled to carry them out. PRP is addressing this challenge by identifying all the legal acts related to issues to be addressed, along with the corresponding responsible institutions, and adopting inclusive mechanisms and modalities in reform initiatives to encourage consensus among the institutions and direct their energies to common goals.
- It is important for land records to be open and accessible– for general transparency, improved spatial planning and efficient and open land markets. Kosovo officials and institutions often express their inability to make the land records of the Kosovo Cadastral Agency publicly available owing to the requirements of the Law on the Protection of Personal Data that is currently in force. It remains to be seen whether the political will can be mustered to address this issue.
- Kosovo governmental institutions do not share official information easily or effectively, such as the Municipal Cadastral Offices, the Civil Status Office, and courts and notaries. A lack of integrated processes constrains efficient resolution of court claims and delivery of services to citizens. Strengthened processes and procedures alone are not sufficient; they must be complemented with incentives and training to change attitudes and behaviors about the public sector’s duty to improve its performance and its delivery of services to Kosovo’s citizens. Entrenched cultural and traditional attitudes, beliefs and behaviors about the rights of women to inherit, own and use property constrain women from exercising their rights in practice, effectively preventing half of Kosovo’s population from pursuing economic opportunities and slowing overall economic growth in Kosovo.

OPPORTUNITIES

While the challenges of promoting better defined and enforceable property rights in Kosovo are daunting, the opportunities for achieving reform efforts to strengthen rights to property for all Kosovars, including women and members of non-majority communities are also numerous. More specifically:

- The vocal support provided by the Minister of Justice for the development of an actionable National Strategy on Property Rights provides a very strong basis achieving the range of reforms required to implement the Strategy's three aspirational objectives in support of Kosovo's continued Euro-Atlantic integration and prosperity as a nation. In addition to supporting development of the Strategy, the MoJ has engaged in frank discussions and analysis of gender-related issues that PRP expects will continue in the coming year.
- PRP's close and constructive working relations with CCPR will ensure that PRP's work to improve the legal framework governing property rights, and the CCPR's support to drafting the Civil Code will be harmonious and mutually reinforcing. These efforts, complemented by the work on the comprehensive National Strategy, will significantly reduce the number of contradictions and inconsistencies that characterize the property rights regime in Kosovo today and will provide significant impetus and actionable information for creating a unified and modern property rights regime in Kosovo.
- PRP's work to date on caseload management for property cases in Kosovo courts has generated a lot of goodwill and support from civil judges. PRP expects the courts to support and carry out the action plan of concrete steps to improve the courts' management of property cases and civil cases generally. PRP expects that this will produce significant improvements in the caseload management of property cases in the four Courts of Merit and will establish practices that can be adopted in the other courts. These first reforms will also produce essential, basic data that will enable PRP to design further initiatives to improve the adjudication of property cases in Kosovo.
- Traditional social attitudes are important factors in shaping the situation surrounding property rights in Kosovo today. Kosovo, however, has a very young population with a modern approach to social media. This creates conditions for PRP to develop public outreach campaigns on gender and other issues to generate support and resonance among youthful segments of Kosovo society, which are more likely to be receptive to modern values and attitudes about gender equality, and to engage them in helping change the traditional social attitudes and behaviors that currently impede social equity and inhibit the development of a better property rights regime in Kosovo.

KEY ACTIVITIES CARRIED OUT IN YEAR ONE

ESTABLISHMENT OF CONSTRUCTIVE COOPERATION WITH CCPR

Under Objective 1, the PRP program is charged with ensuring effective coordination and policy priorities, particularly with regard to the EU Civil Code and Property Rights Project (CCPR). CCPR is cognizant of PRP's Scope to Work and is not duplicating efforts. The two projects have agreed to an allocation of work between them, with CCPR taking lead on the development of the substantive law that will ultimately constitute the Civil Code (i.e., inheritance, family law, property and obligations), and PRP taking the lead in supporting the development of the National Strategy on Property Rights and in bringing the procedural laws into a unified whole that reflects solutions to identified problems and gaps and that is also in harmony with the Civil Code.

An MOU between PRP and CCPR (and PRP was signed in December 2014 and witnessed by the USAID Mission Director. The MoJ holds monthly coordination meetings with the two projects, and they often meet on an informal basis as well.

MOJ AUTHORIZED TO LEAD DEVELOPMENT OF NATIONAL STRATEGY ON PROPERTY RIGHTS

In May 2015, after extensive advocacy by PRP, the Government of Kosovo (GoK) issued its decision authorizing the Ministry of Justice (MoJ) to draft the National Strategy on Property Rights and include the strategy in the Government's Annual Work Plan. The GoK decision also provided the MoJ with the authorization to form the Property Rights Sector Working Group (SWG). The SWG is being chaired by the MoJ and consists of government and donor stakeholders. It is monitoring the development of the National Strategy, and will validate its contents and officially present the National Strategy to the Government.

With the GoK authorization in place, PRP assisted the MoJ to identify and obtain membership from line ministries to appoint representatives to the Core Technical Group (CTG) that is responsible to lead the Strategy's drafting. The CTG is comprised of representatives from key line ministries and the CCPR and PRP projects. The CTG has appointed Thematic Working Groups (TWGs) to draft specific components of the Strategy. TWGs report to the CTG. PRP is coordinating technical inputs from donor funded projects in addition to the CCPR.

TWO-DAY NATIONAL STAKEHOLDER WORKSHOP ON PROPERTY RIGHTS

Subsequent to these decisions, PRP worked closely with the MoJ's Director of the Department for European Integration and Policy Coordination and a team of MoJ staff to plan and organize a two-day national stakeholder workshop to kick off development of the Strategy. The workshop entitled "Kosovo's National Strategy on Property Rights: Identifying Key Thematic Pillars Clustering a Wide Range of Property Rights Challenges" was held on June 22-23, 2015. The workshop also served as the initial meeting of the SWG, whose purpose was to obtain stakeholder consensus on the topics and issues addressed in the Strategy.

In advance of the workshop event, PRP and MoJ developed an Issues Document that was sent to participants. The document clustered the property rights challenges into five Thematic Pillars. Under

each Pillar, key challenges were summarized, implications discussed and strategic considerations listed to guide stakeholder discussion during the workshop.

MoJ and PRP also met with key stakeholders prior to the event to identify members of panels that would lead discussions under each Thematic Pillar. Each panel was moderated by and included panelists from both representatives of relevant local institutions and donor projects. This approach enabled discussions to be informed by international and local expertise. It also promoted local ownership of the process as well as effective donor coordination. This in turn supported sustainability by securing buy-in from relevant stakeholders through an inclusive and participatory process.

The event also demonstrated the MoJ's commitment to lead development of the National Strategy. The workshop was opened by MoJ's Secretary General, who serves as Chair of the Working Group for Drafting the Strategy as well as the MoJ's Director for European Integration and Policy Coordination. Additionally, MoJ officials comprising the Secretariat of the Working Group for Drafting the Strategy were present throughout the event to ensure that all input from participants was recorded and used to enrich the Issues Document. The Minister of Justice participated in the event at the end of the first day, together with the USAID Mission Director. They thanked all stakeholders in attendance for their participation and answered questions. The Minister stated that development of the National Strategy on Property Rights, accompanied by a clearly defined action plan to guide its implementation, along with a new Civil Code, are his top priorities. He also expressed his gratitude to the participants, noting that the diversity among participants set a high standard for an inclusive process over the coming months to develop the Strategy.



Participation in the event was robust. Over 80 stakeholders from government line ministries and agencies, the courts, civil society and donor funded projects participated. The workshop also received significant media coverage. Statements by both the Minister and Mission Director were reported in all major media outlets.

In addition to promoting a sustainable, participatory, and inclusive process, the workshop produced consensus on the main topics to be included in the Strategy document.

SELECTION OF FOUR COURTS OF MERIT

In collaboration with the Kosovo Judicial Council (KJC), the PRP facilitated a participatory round table during February 2015 with the presiding judges of the seven basic courts, the presiding judge of the court of appeals, and court administrators of Supreme Court to discuss issues raised by the court assessment report and propose a transparent mechanism for selecting four Courts of Merit (CoM). The purpose of the CoM is to develop, pilot and test procedures and standardized processes to improve judicial performance in the adjudication of property rights claims and disputes. On February 20, 2015, the Director KJC, Director of the KJC Secretariat and the President of the Court of Appeals agreed with the PRP the criteria for selecting the CoM.

Selection criteria included:

- Basic Courts located in municipalities with diverse population and higher minority representation;
- Case workload;
- Commitment of the court leadership to support reform;

- Capacities of judges and staff to accept PRP assistance and collaborate with the project to achieve reform;
- Commitment to develop a court action plan that will address steps for improving the adjudication process for property rights claims;
- Agreement of the court to provide PRP full access to court data;
- Agreement to allow judicial and administrative personnel to attend and provide trainings to other court personnel to implement specific reform measures.

The President of the Court of Appeals and the KJC, in consultation with Presidents of the Basic Courts and PRP, selected the Basic Courts of Peja, Gjilan, and Ferizaj with the Branch Court in Sterpce as the CoM.

Additionally, the President of the Court of Appeals and Basic Court Presidents highly recommended establishment of an Advisory Committee comprised of thought leaders and agents of change within the court system to assist the KJC and PRP in developing procedures and processes to increase court efficiency. The following judges were appointed as members of the Advisory Committee: Judge Hasan Shala, Court of Appeals; Judge Beshir Islami, Mitrovica Basic Court; Judge Valon Totaj, Prizren Basic Court; Judge Ahmet Idrizaj, Gjakova Basic Court; Judge Rrustem Thaqi, Peja Basic Court; Judge Berat Spahiu, Gjilan Basic Court; Judge Fejzullah Rexhepi, Ferizaj Basic Court; and Judge Hasim Sogojeva, Pristina basic Court.

DEVELOPMENT OF A COURT-STRENGTHENING ACTION PLAN

In May 2015, PRP submitted to USAID its Court Strengthening Action Plan for the period May 2015 through April 2016.

The Action Plan is based on the statement that the ultimate objective of the PRP is to clearly define, legally recognize and effectively implement and enforce property rights in Kosovo. A highly significant issue constraining clear property rights and clouding title to property in Kosovo is the “inheritance problem” manifested by a large number of property rights registered in Municipal Cadastral Office (MCO) records in the name of deceased persons. Additionally, the PRP participatory court assessment activity shed light on other categories of problematic cases that share similar fact patterns preventing registration of clear rights to property and that are not being adjudicated efficiently by the courts.

The Action Plan provided the framework for implementing an overarching court strengthening strategy that will assist the four Courts of Merit (CoM) to develop and pilot more uniform, consistent and streamlined court procedures and practices to resolve and adjudicate problematic categories of property claims and disputes. Through this approach, PRP will assist the CoM to increase efficiency, improve the quality and predictability of court decisions, help to reduce case backlog and contribute towards increasing the percentage of clear title registered in Kosovo.

Success of this strategy is measured according to the following metrics:

- Reduction in the number of categories of cases adjudicated through contested claims procedures and adjudicated instead through more streamlined administrative procedures. A number of institutional constraints endemic to contested claims that impede court efficiency and contribute to case backlog have been well documented by several USAID funded rule of law projects over the years. Rather than initially attempting to address intransigent constraints, a more pragmatic approach to achieving quick wins and demonstrable successful outcomes is to reduce the number of contested claims by ensuring that claims and disputes that need not be resolved through a contested procedure are not tracked and processed as such.

- Reduction of the reported baseline average of 1250 days (as determined by PRP based on statistics provided by the USAID EROL project and the Kosovo Judicial Council (KJC)) to resolve a property claim.
- Increase the percentage of property claims resolved within 2 years from filing from the current baseline of 32% (determined by PRP as above).
- The number of backlog property cases (those pending for more than 2 years) adjudicated.
- Ultimately, an increase in the percentage of properties registered in MCOs with clear property title. It is noted that PRP has not been able to obtain accurate figures from the KCA on this metric. It will continue to engage with the KCA to do so.

PRP's court strengthening strategy is implemented through an Action Plan built on four conceptual pillars:

1. Identify, describe and define the categories of property related claims and disputes in the courts to assist the CoM to determine the scope and scale of problematic cases that constrain court efficiency and performance and adjudication of clear property rights that can be registered in MCOs.
2. Develop court procedures and practices, policy and legislation to efficiently and effectively adjudicate problematic property claims and disputes and protect the property rights of women and members of minority communities.
3. Identify categories of property claims and disputes referred to courts appropriate for mediation or adjudication through streamlined administrative procedures rather than through contested claim procedures.
4. Strengthen judicial capacity to effectively implement improved procedures and practices.

ANALYSIS OF CASEFLOW MANAGEMENT FOR PROPERTY RIGHTS CASES IN THE BASIC COURTS

PRP designed and implemented Differentiated Case Management (DCM) an assessment to identify and capture substantive and procedural data elements with which to disaggregate and analyze court procedures to process and resolve property cases in order to formulate recommendations to improve efficiency and court performance. The assessment is intended to identify case flow and case management bottlenecks arising in the adjudication of property cases, with the ultimate aim of designing and introducing improvements to courts' processes and to procedural law in order to enable courts to adjudicate property claims more efficiently.

In the first phase of analysis, PRP's DCM expert consultant assessed a total of 1,276 property rights cases that were filed and disposed within a 30-month period (2013-2015) in the four Courts of Merit. The DCM expert also conducted on-site visits at the Courts of Merit and interviews with judges on their caseflow management practice. At the conclusion of these visits, PRP and the expert consultant made an oral presentation of findings and recommendations to USAID. Subsequent to the presentation, PRP delivered to USAID its report *Caseflow Management for Property Rights Cases in the Basic Courts*.

PRP's principal findings are that (1) the courts are not employing basic caseflow management techniques to manage their case flow; (2) average case disposition times far exceed international standards; (3) there are no apparent differences between different types of property cases, or among civil cases generally; (4) although few cases were referred to mediation, those that went to mediation were resolved successfully; and (5) the current framework of rules and regulations governing judicial performance and case management do not support effective case management. Based on these

findings, PRP has developed detailed recommendations of immediate actions the KJC could consider to improve case management and facilitate the efficient adjudication of property cases.

PRP facilitated a workshop in October with the KJC, judges from the Civil Divisions of all Basic Courts and the PRP supported Advisory Council comprising Court of Merit judges. The DCM expert who conducted the assessment presented the findings and suggested options for reform initiatives. The workshop produced consensus on reform and the development of an action plan to be ratified that are defining activities to be piloted and tested in the Courts of Merit to improve caseflow management.

JUDICIAL TRAINING NEEDS ASSESSMENT

PRP engaged an STTA Judicial Training Expert to conduct an assessment of the Kosovo Judicial Institute's (KJI) judicial training curricula on property rights PRP. The assessment was conducted in close cooperation with Mr. Besim Morina, KJI Acting Director.

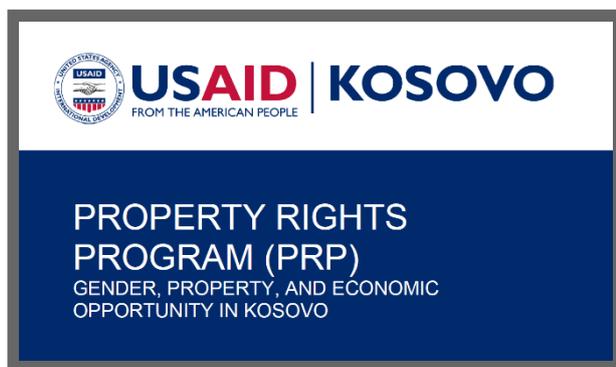
PRP and the KJI held a working session with a focus group of 8 judges to identify and discuss judges' and lawyers' professional needs with respect to substantive knowledge of property law and practical skills. The discussion also covered possible ways to meet those needs, e.g., through training, a bench guide and other strategies. It is envisioned that this inaugural meeting will form the basis of an ongoing working group that will be tasked over the next 9 months with designing a curriculum, and overseeing the design and implementation of a judicial bench guide. Judges attending the focus group session participated very actively in the discussions and provided thoughtful insights into the most pressing problems arising from property rights cases, structural and legal challenges, and weaknesses in the current delivery of education on property rights through KJI. The judges also expressed enthusiastic support for USAID/PRP efforts in this area.

The assessment confirmed that the legal framework governing property rights is contradictory and confusing for judges; and that the judges lack guidance on adjudicating property cases owing to a lack of a bench guide on best practices, a lack of published case law, and a lack of continuing professional training. The assessment also noted the need to change judges' attitudes and behaviors with respect to gender-related matters.

PRP is working closely with the KJI in the next quarter to agree and begin implementing the assessment's recommendations. Priority training recommendations for PRP support include the development of training modules on property rights; improving judges' understanding of gender issues and constraints women face to implement their rights in practice, training on improved case management practices when developed and development of a bench book to provide guidance to judges on property rights cases.

PUBLICATION OF COMPREHENSIVE GENDER ASSESSMENT

PRP commissioned Dr. Sandra Joireman to research and develop an assessment of the legislative gaps and problems related to women's rights to property (Gender Report). The Minister of Justice expressed support for the recommendations in this report and requested PRP to facilitate an event jointly with the MoJ to discuss the Ministry's support for reform based on the report's recommendations to strengthen the property rights of women.



In April 2015, PRP hosted and facilitated a discussion on the Gender Report with key stakeholders. The USAID Mission Director and the Minister of Justice delivered remarks to participants, emphasizing the role that strengthening the property rights of women plays in promoting the rule of law in Kosovo and its contribution to economic growth. The Minister of Justice also confirmed the commitment of the Ministry to develop legal safeguards to protect women against being coerced to renounce their rights to inherit property. Discussion with stakeholders highlighted a range of issues preventing women from effectively exercising their property rights, and constraining opportunities to engage in business activities. The event was widely covered by the media. PRP also produced a summary of comments, suggestions and recommendations provided by stakeholders at the event that was then disseminated to all participants.

Main issues/recommendations from the report include:

- **Exclusion of female heirs in inheritance processes/coerced renunciation of rights**

Many men and women do not know that women have the right to inherit property. Women and men should be fully informed that women have a legal right to inheritance of property. Women have the rights to renounce an inheritance right to property, but any renunciation of inheritance must be entirely voluntary and without duress.

- **Judicial proceedings relating to women's property and inheritance rights need to be handled in a legal, timely, and fair manner**

A renunciation of inheritance must be voluntary after full disclosure of the inheritance right, there must be an opportunity of legal representation, full financial disclosure, and documentation in conspicuous, plain language of the financial impact of the renunciation.

- **Exclusion of minor children from inheritance**

Minor children in Kosovo have insufficient property protections. The Inheritance Law of Kosovo allows for the renunciation of the rights of minor children with no custodial oversight. The rights of minor children, particularly female children, need to be protected, given the cultural norm of exclusion. These are concerns for the minor children of heirs who are excluded from inheritance processes, as well as for children whose parents or guardians are included in the inheritance proceedings, but choose to renounce the rights of their children. Legislation should provide custodial oversight of renunciation cases involving minor children. Any renunciation of inheritance rights of minors should be heard before a court and not a notary to allow for oversight.

- **Informal property rights**

Families choose not to formalize their property holdings because of culture, expense, or a lack of awareness of the benefits. This can prevent any formal transition of property between generations upon the death of a property owner. If a family does not engage in any process of formally transferring property from one generation to the next then there will effectively be no recognized heirs which impacts the ability of both male and female heirs to access capital.

- **The role of notaries in inheritance processes**

Notaries play an important role in Kosovo in uncontested inheritance cases. Currently there is variation in how uncontested inheritance cases are handled in different parts of the country. Legislation should clarify and unify the process for handling uncontested inheritance cases.

- **Inconsistencies in law regarding marriages**

The Inheritance Law and the Family Law have very different provisions regarding their recognition of 'factual' marriages. The differences have a potentially significant negative impact on surviving 'factual' spouses, male and female, as well as surviving children. Legislation is needed to harmonize the Law on Inheritance and the Family Law and registration of marriages should be incentivized.

PUBLICATION OF NATIONAL BASELINE SURVEY FOR PROPERTY RIGHTS IN KOSOVO

On June 10, 2015, PRP organized an event to present empirical baseline data from the Knowledge, Attitudes and Practices (KAP) survey it conducted to facilitate discussion among relevant stakeholders about public knowledge and cultural attitudes and behaviors about women's rights to inherit property. The meeting was attended by over 50 stakeholders including representatives from local CSOs, government agencies, and donor projects. The meeting served to validate the findings of the KAP survey and help inform development of PRP activities to strengthen legal safeguards to ensure women are not pressured to renounce their rights.

Furthermore, the data presented were re-purposed as trigger messages that have been periodically posted on USAID/Kosovo's website and social media to provide the wider audience with empirical data about citizens' perceptions and the ability of women to exercise their property rights in practice.



Only 3.8% of women say they have inherited property that is registered in their names. This comes from a recent survey carried out by our #PropertyRightsProgram, which supports the enhancement of women's rights to property in Kosovo. Let's make women's inheritance rights a reality! Për Të Mirën Tonë!

Click here for the report
<https://goo.gl/0Glx9m>

<https://www.facebook.com/usaidkosovo>
Published on August 20, 2015

ESTABLISHMENT OF THE GENDER COORDINATION GROUP

To ensure the inheritance issue as mentioned in the Gender Report is fully addressed with a wide range of stakeholders, PRP, with assistance from its international partner Landesa, established the Gender Coordination Group on Property Rights (GCG). During the first week of June 2015, PRP facilitated the first GCG workshop during which the members developed the GCG Mission Statement, Coordination Action Plan and Learning Agenda. The purpose of the GCG is to establish a well-defined forum for coordinating activities of government agencies, CSOs and donor funded projects to strengthen women's property rights. The technical focus of the first workshop was on issue of women's renouncement of their rights to inherit property.



Mr. Brian Kemple, PRP Chief of Party presenting at the quarterly meeting of the Gender Coordination Group (GCG) on Property Rights in September 2015.

PRP and Landesa also assisted establishment of a legislative sub-group within the GCG comprised of PRP, CCPR, GIZ Cadastre, Agency for Gender Equality, MoJ, Kosovo Women's Network, the Chamber of Notaries and a Member of Parliament. PRP mobilized the legislative sub-group to assist development of a comparative study of renunciation practices internationally and regionally and produce legal analysis which was presented to a MoJ working group on implementing the inheritance law.

Additionally, PRP and Landesa assisted the legislative sub-group to develop a broader legislative agenda to strengthen the property rights of women. The agenda will largely define coordination with the CCPR project on priority

legislation.

SUPPORT TO ENGAGEMENT FOR EQUITY IMPLEMENTING PARTNER

Since February 2015, PRP has been providing capacity assessment and capacity building support to the USAID Engagement for Equity (E4E) implementing partner, Advocacy Training & Resource Center (ATRC) in order for ATRC to begin issuing and administering grants under the E4E mechanism. PRP has trained ATRC on USAID grant making procedures, systems, and planning processes throughout the entire grants cycle. Additionally, ATRC was provided assistance to develop RFA topics that were designed to assist PRP achieve its own program objectives related to public education, outreach, and advocacy activities to improve women's access to property rights in practice. With PRP support, ATRC has successfully executed its first round of grant making, has set up its rapid response grant mechanism, and is preparing its second round of grant making. PRP is providing continued support to ATRC by recommending specific improvements to their current organizational policy manual and incorporating USAID-specific requirements in managing a Cooperative Agreement.



PRP has also been providing a series of trainings on Social Behavior Change Communications (SBCC) to ATRC so that together with PRP they can begin to build civil society organization capacity to implement awareness campaigns to change cultural attitudes and behaviors regarding the rights of women to inherit property. E4E sub-grantees are seen as instrumental to executing a coordinated SBCC campaign and provide significant support to the grassroots aspects of the approach.

PROPOSAL FOR G2G ACTIVITY

PRP has designed a detailed proposal for government to government (G2G) support to select municipalities. The initiative is designed to address the problem that land records in Kosovo are often incomplete and outdated. As a result, many citizens lack clear title to their land. This situation often impedes the smooth handling of inheritance matters and makes it difficult for courts to adjudicate land rights claims. These factors in turn seriously impair the development of a healthy private land market and the effective use of public land. The proposal builds upon and further develops the GIS applications developed by the EU funded 'Implementation and Enforcement of Rural Spatial Planning (IRuSP) project to serve as a searchable geospatial database that links archived land records to parcels.

The application was developed in consultation with and has been approved by both the Ministries for Environment and Spatial Planning and Agriculture, Forestry and Rural Development. These applications provide technical solutions to advance PRP objectives, have institutional grounding, are national in scope, and are currently used by every municipality in Kosovo.

In summary, the proposal envisions USAID would provide funding to municipalities to scan and digitize property related documents (contracts, allocation decisions, building permits, maps, etc.) contained in municipal archives. Then, by adding scanning and indexing and related searching functions to the IRuSP applications, municipalities will be able to upload scanned property documents indexed according to parcel number into the already functional GIS application. The application would then enable courts to click on a parcel on the KCA issued parcel map to pull up all scanned documents from the municipal archives related to that parcel.

Additionally, the applications would be modified to include a court-municipality connecting application that will provide courts immediate access to the cadaster map and relevant documents.

The application is both simple and inexpensive; requiring that courts only need a desktop computer and a large monitor to access data. The applications, including scanned documents linked to cadastral maps, would be stored in the Public Administration Data Center server located in the Ministry for Public Administration as provided for in the Government of Kosovo's "E-government" strategy. The court's computer will be linked to the module through the government's optical cable connection that links all ministries and municipalities to the Data Center.

PRP would ensure the technical specifications for the scanning, digitizing and indexing of documents that will be contracted by municipalities with USAID funds are fully compatible with the scanned cadastral documents to be returned from Serbia in the near future. This would enable full integration of property documents into Kosovo's cadastral system and provide courts with all available documents linked to Kosovo's cadastral maps to more efficiently resolve property claims.

Also, the proposal also suggests direct assistance to municipalities to tender the services of a licensed survey firm to prepare surveys and required documents for the municipality to formally and finally register its municipal property rights in Kosovo's cadastral system. Once registered, the municipality can then safely invest in the land to promote opportunities for Public Private Partnerships. Opportunities include investment in irrigation or construction of collection facilities.

MUNICIPAL SELECTION PROCESS COMPLETED

PRP designed a detailed and transparent selection process for determining viable municipalities to receive USAID Forward G2G assistance. The project used objective performance criteria including collection of performance data on Own Source Revenue, number and type of regulations produced by the municipality to provide citizens with property-related services, publication of audit reports and publication of transactions involving municipal property assets as required by law. Through these and other criteria, such as participating in informational workshops held by PRP, the project evaluated proposals from the 11 top scoring municipalities. The selection process was seen by USAID to be objective, transparent, and efficient.

YEAR ONE ACHIEVEMENTS AND PROPOSED KEY YEAR TWO ACTIVITIES

OBJECTIVE 1: Better Coordination and Policy Priorities

YEAR ONE ACHIEVEMENTS

PRP has succeeded in helping the MoJ identify the salient problems within the property rights regime in Kosovo today; gain approval for developing a National Strategy on Property Rights that will address the problems identified; create the structures necessary to develop the National Strategy in an inclusive way; and to launch the process.

PROPOSED KEY YEAR TWO ACTIVITIES

- **Support for the development and finalization of the National Strategy on Property Rights**
- **Support for development of an Action Plan of steps to implement the National Strategy**
- **Development of amendments to the Law on Noncontested Procedure and the Law on Contested Procedure, to bring them into harmony and to address the problems identified to date in procedural regime that impairs citizens' ability to exercise their property rights equitably, efficiently and effectively.**

OBJECTIVE 2: Improved Court Procedures Related to Property Claims

YEAR ONE ACHIEVEMENTS

PRP established an effective modus operandi for working with the courts – establishing close ties with the KJC; gaining support for the establishment of an Advisory Council of judges to support reform initiatives; and having four courts designated as Courts of Merit to pilot reforms. Using this support, PRP carried out comprehensive and ground-breaking analysis of caseflow management of property and civil cases in Kosovo that has yielded data that will enable the further development of initiatives to increase courts' efficiency in adjudicating property cases in Kosovo courts.

PROPOSED KEY YEAR TWO ACTIVITIES

- **Developing and carrying out in the Courts of Merits the steps detailed in the Action Plan of next steps to address the problems identified in PRP's analysis of caseflow management.**

- Working closely with the KJI to develop a training curriculum for judges on property rights and gender sensitivity.

OBJECTIVE 3: Enhance Women’s Rights to Use Property in Practice

YEAR ONE ACHIEVEMENTS

PRP succeeded compiling extensive data on the issues surrounding the difficulties women face in exercising their property rights; and in making policymakers aware of the social inequities and of the specific cultural and legal impediments that women face in this area.

PROPOSED KEY YEAR TWO ACTIVITIES

- **The support to policy and legislative developments described in Objective 1 above will draw on and reflect the findings from PRP’s research, with the aim of addressing the legal and practical obstacles that women face in exercising their property rights.**
- **PRP will carry out an extensive and multi-vectoral range of activities to make Kosovo society aware of these issues and to prompt a change in attitudes and behaviors.**

OBJECTIVE 4: Improved Communication, Access to Information and Understanding of Property Rights

YEAR ONE ACHIEVEMENTS

PRP developed a proposal for G2G assistance to municipalities designed to help address gaps in land records while supporting municipal initiatives to increase transparency and streamline procedures in their local institutions and departments, make land-related information more easily available to institutions and citizens, make citizens more aware and informed of issues surrounding property rights and to increase municipal interactions with and outreach to their citizenry. PRP also conducted an objective, multi-phased selection process to identify the municipalities most well-suited for participation in the proposed program and provided its recommendations to USAID.

PROPOSED KEY YEAR TWO ACTIVITIES

- **If and when PRP’s proposal is approved by USAID, PRP will support its successful implementation.**

PROJECT SPECIFIC PERFORMANCE INDICATORS

Performance Indicator	DO & IR that the project supports	Baseline Value	Target Yr. 1 2014/15	Actual Yr. 1 2014/15	LOP Target	LOP Actual
OBJECTIVE 1: IMPROVE COORDINATION AND POLICY PRIORITIES						
1.1} Number of policies drafted and approved	<p><i>DO: Improved Rule of Law and Governance that meet Citizen's Needs</i></p> <p><i>IR: More Efficient, Transparent, Independent & Accountable Justice Sector; Civil Society Strengthened to Increasingly Engage Constructively with Government</i></p>	0	1	0	2	0
1.2} Number of laws drafted and approved	<p><i>DO: Improved Rule of Law and Governance that meet Citizen's Needs</i></p> <p><i>IR: More Efficient, Transparent, Independent & Accountable Justice Sector; Civil Society Strengthened</i></p>	0	0	0	6	0

Performance Indicator	DO & IR that the project supports	Baseline Value	Target Yr. 1 2014/15	Actual Yr. 1 2014/15	LOP Target	LOP Actual
	<i>to Increasingly Engage Constructively with Government</i>					
1.3} Number of secondary legislation drafted and approved	<p><i>DO: Improved Rule of Law and Governance that meet Citizen's Needs</i></p> <p><i>IR: More Efficient, Transparent, Independent & Accountable Justice Sector; Civil Society Strengthened to Increasingly Engage Constructively with Government</i></p>	0	1	6 (Drafted)	19	6 (Drafted)
OBJECTIVE 2: IMPROVED COURT PROCESSES RELATED TO PROPERTY CLAIMS						
2.1} Number of court procedures and secondary legislation related to court function and/ or improved court performance adopted and approved	<p><i>DO: Improved Rule of Law and Governance that meet Citizen's Needs</i></p> <p><i>IR: More Efficient, Transparent, Independent & Accountable Justice Sector</i></p>	0	1	0	12	0
2.2} Number of days it takes for courts to resolve a property case reduced	<p><i>DO: Improved Rule of Law and Governance that meet Citizen's Needs</i></p> <p><i>IR: More Efficient, Transparent, Independent & Accountable Justice Sector</i></p>	1249 (days Average)	0	0	>25%	0

Performance Indicator	DO & IR that the project supports	Baseline Value	Target Yr. 1 2014/15	Actual Yr. 1 2014/15	LOP Target	LOP Actual
2.3) Percent of property disputes cases resolved in courts	<i>DO: Improved Rule of Law and Governance that meet Citizen's Needs</i> <i>IR: More Efficient, Transparent, Independent & Accountable Justice Sector</i>	32% (Percent)	0	0	>40%	0
2.4) Percent of court users satisfied with court services on resolving property disputes	<i>DO: Improved Rule of Law and Governance that meet Citizen's Needs</i> <i>IR: More Efficient, Transparent, Independent & Accountable Justice Sector</i>	22% (Percent)	0	0	>40%	0
2.5) Number of judges, lawyers and court staff trained with USG assistance	<i>DO: Improved Rule of Law and Governance that meet Citizen's Needs</i> <i>IR: More Efficient, Transparent, Independent & Accountable Justice Sector</i>	0	0	0	450	0
2.6) Number of USG-assisted courts with improved case management related to resolution of property claims and disputes	<i>DO: Improved Rule of Law and Governance that meet Citizen's Needs</i> <i>IR: More Efficient, Transparent, Independent & Accountable Justice Sector</i>	0	4	0	9	0
2.7) Number of legal courses or curricula developed/upgraded with USG assistance	<i>DO: Improved Rule of Law and Governance that meet Citizen's Needs</i> <i>IR: More Efficient, Transparent, Independent & Accountable Justice Sector</i>	0	1	0	12	0
OBJECTIVE 3: ENHANCED ABILITY FOR WOMEN TO ACCESS THEIR PROPERTY RIGHTS IN PRACTICE						

Performance Indicator	DO & IR that the project supports	Baseline Value	Target Yr. 1 2014/15	Actual Yr. 1 2014/15	LOP Target	LOP Actual
3.1 } Number of “E4E CSO-s” staff trained to implement program activities in support of USAID/ Kosovo program objectives	<i>DO: Improved Rule of Law and Governance that meet Citizen's Needs</i> <i>IR: More Efficient, Transparent, Independent & Accountable Justice Sector; Civil Society Strengthened to Increasingly Engage Constructively with Government</i>	0	0	4	80	4
3.2} Number of communication outreach products, developed and disseminated by PRP and “E4E CSO-s	<i>DO: Improved Rule of Law and Governance that meet Citizen's Needs</i> <i>IR: More Efficient, Transparent, Independent & Accountable Justice Sector; Civil Society Strengthened to Increasingly Engage Constructively with Government</i>	0	10	6	70	6
3.3} Number of communication outreach campaigns, activities and events developed and implemented by PRP and “E4E CSO-s to change cultural attitudes and behaviors about women’s property rights	<i>DO: Improved Rule of Law and Governance that meet Citizen's Needs</i> <i>IR: More Efficient, Transparent, Independent & Accountable Justice Sector; Civil Society Strengthened to Increasingly Engage Constructively with Government</i>	0	7	9	114	9
3.4} Number of citizens reached by communication outreach campaigns, activities and events implemented by PRP and “E4E CSO-s	<i>DO: Improved Rule of Law and Governance that meet Citizen's Needs</i> <i>IR: More Efficient, Transparent, Independent & Accountable Justice Sector; Civil Society Strengthened to Increasingly Engage Constructively with Government</i>	0	200	9284	100,500	9284

Performance Indicator	DO & IR that the project supports	Baseline Value	Target Yr. 1 2014/15	Actual Yr. 1 2014/15	LOP Target	LOP Actual
3.5) Percentage of citizens who recognize the PRP and E4E CSO campaign/ brand/ identity/logo/messages/content	<p><i>DO: Improved Rule of Law and Governance that meet Citizen's Needs</i></p> <p><i>IR: More Efficient, Transparent, Independent & Accountable Justice Sector; Civil Society Strengthened to Increasingly Engage Constructively with Government</i></p>	0	0	0	<40%	0
3.6) Percentage of citizens who report changing their attitude/behavior about women's rights to inherit property and engage in economic activities after exposure to PRP and/or E4E CSO communication and outreach products, activities and events	<p><i>DO: Improved Rule of Law and Governance that meet Citizen's Needs</i></p> <p><i>IR: More Efficient, Transparent, Independent & Accountable Justice Sector; Civil Society Strengthened to Increasingly Engage Constructively with Government</i></p>	36% (Percent)	0	0	<20%	0
3.7) Number of women who file inheritance claims in the court	<p><i>DO: Improved Rule of Law and Governance that meet Citizen's Needs</i></p> <p><i>IR: More Efficient, Transparent, Independent & Accountable Justice Sector; Civil Society Strengthened to Increasingly Engage Constructively with Government</i></p>	0.3% (Percent)	0	0	<30%	0

Performance Indicator	DO & IR that the project supports	Baseline Value	Target Yr. 1 2014/15	Actual Yr. 1 2014/15	LOP Target	LOP Actual
3.8) Number of women inheriting property	<i>DO: Improved Rule of Law and Governance that meet Citizen's Needs</i> <i>IR: More Efficient, Transparent, Independent & Accountable Justice Sector; Civil Society Strengthened to Increasingly Engage Constructively with Government</i>	3.8% (Percent)	0	0	<30%	0
3.9) Percentage of commercial bank loan collateral-based portfolio comprised of women	<i>DO: Improved Rule of Law and Governance that meet Citizen's Needs</i> <i>IR: More Efficient, Transparent, Independent & Accountable Justice Sector; Civil Society Strengthened to Increasingly Engage Constructively with Government</i>	2% (Percent)	0	0	<15%	0
OBJECTIVE 4: IMPROVED ACCESS TO INFORMATION AND UNDERSTANDING OF PROPERTY RIGHTS						
4.1) Number of days to conduct property transactions reduced due to improved information systems	<i>DO: Increase Investment and Private Sector Employment</i> <i>IR: Improved Economic Governance & Business Environment</i>	28 (Days)	0	0	24	0
4.2) Percent of citizens with increased knowledge of their property rights	<i>DO: Increase Investment and Private Sector Employment</i> <i>IR: Improved Economic Governance & Business Environment</i>	27% (Percent)	0	0	<25%	0

Performance Indicator	DO & IR that the project supports	Baseline Value	Target Yr. 1 2014/15	Actual Yr. 1 2014/15	LOP Target	LOP Actual
4.3) Number of parcels corrected or incorporated into land system	<i>DO: Increase Investment and Private Sector Employment</i> <i>IR: Improved Economic Governance & Business Environment</i>	0	0	0	440	0
4.4) Land rights formalized	<i>DO: Increase Investment and Private Sector Employment</i> <i>IR: Improved Economic Governance & Business Environment</i>	0	0	0	440	0
4.5) Land administration offices established or upgraded: The number of land administration and service offices or other related facilities that the project physically establishes or upgrades	<i>DO: Increase Investment and Private Sector Employment</i> <i>IR: Improved Economic Governance & Business Environment</i>	0	0	0	4	0

PROJECT STAFF

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	2.	Mr. Don Cuizon	Deputy Chief of Party	don.cuizon@tetrattech.com	Tetra Tech ARD	Transitioned from HO PM to DCOP on July 1, 2015
	3.	Mr. John (Jack) Keefe	Senior Technical Advisor/Manager	jack.keefe@tetrattech.com	Tetra Tech ARD	Ongoing
	4.	Mr. David Felson	Project Manager	david.felson@tetrattech.com	Tetra Tech ARD	Joined on July 1, 2015
Kosovo Local Staff	1.	Mr. Xhevat Azemi	Policy Development Specialist	xhevat.azemi@prpkos.com	Tetra Tech ARD	Ongoing
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	3.	Ms. Merita Limani	Gender and Property Rights Specialist	merita.limani@prpkos.com	Tetra Tech ARD	Joined the Program on April 13, 2015
	4.	Mr. Nehat Ramadani	Municipal Service Delivery Specialist	nehat.ramadani@prpkos.com	Tetra Tech ARD	Ongoing
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	11.	Mr. Mentor Shkodra	Driver & Administrative Assistant	mentor.shkodra@prpkos.com	Tetra Tech ARD	Ongoing
Departures	1.	Mr. Justin T. Holl, Jr.	Chief of Party			Left the Program on April 9, 2015
	2.	Ms. Odeta Hyseni	Gender and Property Rights Specialist			Left the Program on Dec. 31, 2014

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