



**USAID** | **KOSOVO**  
FROM THE AMERICAN PEOPLE

# PROPERTY RIGHTS PROGRAM (PRP)

FIRST-YEAR WORK PLAN (MAY 2014 – SEPTEMBER  
2015)

SEPTEMBER 2014

This publication was produced for review by the United States Agency for International Development. It was prepared by Tetra Tech.

The Property Rights Program (PRP) Task Order is being implemented under USAID Contract No. AID-OAA-I-12-00032/AID-167-TO-14-00006, Strengthening Tenure and Resource Rights (STARR) IQC.

Tetra Tech Contacts: Justin T. Holl, Jr, Chief of Party  
Bedri Pejani Street Building 3  
Floor 3 | 10000 Prishtina, Kosovo  
justin.holl@prpkos.com  
Mob: +386 (0) 49109481  
Tel: +381 (0 ) 38 220 707 Ext.112

John (Jack) Keefe, Senior Technical Advisor/Manager  
159 Bank Street, Suite 300  
Burlington, Vermont 05401  
Tel: (802) 495-0282  
Email: jack.keefe@tetrattech.com

Don Cuizon, Project Manager  
159 Bank Street, Suite 300  
Burlington, Vermont 05401  
Tel: (802) 495-0309  
Email: don.cuizon@tetrattech.com

# PROPERTY RIGHTS PROGRAM (PRP)

FIRST-YEAR WORK PLAN (MAY 2014 –  
SEPTEMBER 2015)

SEPTEMBER 2014

**DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.



# Table of Contents

<b>TABLE OF CONTENTS .....</b>	<b>I</b>
<b>ACRONYMS AND ABBREVIATIONS .....</b>	<b>III</b>
<b>WORK PLAN OVERVIEW.....</b>	<b>V</b>
<b>1.0 OBJECTIVE 1: BETTER COORDINATION AND POLICY PRIORITIES .....</b>	<b>1</b>
ACTIVITY 1.1: SUPPORT PROPERTY RIGHTS COORDINATION STRATEGY .....	1
TASK 1.1.1: Coordination with the CCPR Project.....	1
TASK 1.1.2: Assist in the establishment and operation of the SWG .....	2
TASK 1.1.3: Coordinate Donor and Line Ministry and Agency Property Rights Activities	3
ACTIVITY 1.2: PROVIDE INPUTS WITH ANALYSIS FOR A PROPERTY RIGHTS STRATEGY DOCUMENT .	3
TASK 1.2.1: Assist GOK to analyze and draft legislation and develop a National Property Strategy .....	3
ACTIVITY 1.3: REVIEW INHERITANCE LAW AND PROCEDURES TO IMPROVE SECONDARY LEGISLATION AND COURT DIRECTIVES.....	4
ACTIVITY 1.4: PROGRAM INTRODUCTION EVENT.....	4
OBJECTIVE 1 INDICATORS.....	5
<b>2.0 OBJECTIVE 2: IMPROVED COURT PROCESSES RELATED TO PROPERTY CLAIMS</b>	<b>6</b>
ACTIVITY 2.1: ASSIST KJC AND STAKEHOLDERS TO IDENTIFY GAPS TO RESOLVE PROPERTY CLAIMS	6
TASK 2.1.1: Systematically canvas existing databases to identify the most problematic property related cases in the court system .....	7
TASK 2.1.2: Assist courts to conduct a preliminary review of the legal and procedural issues preventing efficient resolution of claims .....	8
TASK 2.1.3: Conduct Focus Group Discussions to gather qualitative data about court and municipal procedures and practices that constrain women and members of minority communities from exercising their rights to property .....	8
TASK 2.1.4: Build capacity of PRP Judicial Reform Specialist and KJC to train courts to Employ methodologies Customized for Kosovo to assess court regulations, administrative guidelines and Supreme Court directives .....	9
TASK 2.1.5: Capture lessons learned and promote evidence based learning from the assessment process .....	9
ACTIVITY 2.2: ESTABLISH FOUR COURTS OF MERIT .....	10
TASK 2.2.1: Develop selection criteria and processes .....	10
TASK 2.2.2: Provide capacity building support to the Courts of Merit .....	10
TASK 2.2.3: Pilot reforms .....	11
ACTIVITY 2.3: ASSIST KJC TO EXPAND THE COURT-REFERRED MEDIATION PROCESS FOR PROPERTY CLAIMS .....	11
ACTIVITY 2.4: DEVELOP TRAINING MODULES AND OVERSEE DELIVERY THROUGH APPROPRIATE KOSOVAR TRAINING INSTITUTIONS .....	12
OBJECTIVE 2 INDICATORS.....	12
<b>3.0 OBJECTIVE 3: ENHANCED WOMEN’S RIGHTS TO USE PROPERTY IN PRACTICE..</b>	<b>13</b>
ACTIVITY 3.1: PROVIDE ASSISTANCE TO USAID-ENGAGED CSOs TO DEVELOP LOCALLY SENSITIVE FILM/TV CONTENT TO INCREASE PUBLIC AWARENESS ABOUT WOMEN’S PROPERTY RIGHTS AND ADMINISTER USAID AWARDS .....	13
TASK 3.1.1: Assist the Mission to develop input and selection criteria for the Regional Contracting and Agreement Officer to select prime and sub-grant awardees.....	14
TASK 3.1.2: Grant Preparatory Program for potential CSO’s interested in the grant Program .....	15

ACTIVITY 3.2: CONDUCT AN IN-DEPTH ANALYSIS OF THE LEGISLATIVE GAPS AND PROBLEMS RELATED TO WOMEN'S RIGHTS .....	16
TASK 3.2.1: Systematic review existing legislation that prevents women from exercising property rights .....	16
ACTIVITY 3.3: IMPROVE LAWS RELATED TO WOMEN'S OWNERSHIP AND INHERITANCE RIGHTS .....	16
TASK 3.3.1: Examine social norms and power dynamics between men and women that prevent women from exercising their property rights .....	16
ACTIVITY 3.4: ANALYZE GAPS AND IMPROVE COURT PROCEDURES RELATED TO WOMEN'S PROPERTY RIGHTS .....	17
ACTIVITY 3.5: PROVIDE ASSISTANCE TO CSOs THAT ASSIST WOMEN TO DEVELOP STRONGER BUSINESSES USING PROPERTY AS COLLATERAL.....	17
TASK 3.5.1: Participation in Finance Fair of Pristina .....	17
TASK 3.5.2 Conduct workshops on Finance and Property Rights for Women in Business	18
OBJECTIVE 3 INDICATORS .....	18
<b>4.0 OBJECTIVE 4: IMPROVED COMMUNICATION, ACCESS TO INFORMATION AND UNDERSTANDING OF PROPERTY RIGHTS.....</b>	<b>19</b>
ACTIVITY 4.1: COORDINATE STAKEHOLDER PROPERTY INFORMATION TO FACILITATE SELECTION OF MUNICIPALITIES TO RECEIVE USAID FORWARD G2G FUNDING AND HELP ENSURE SUSTAINABILITY OF THE FUNDING SUPPORT .....	20
ACTIVITY 4.2: DEVELOP CRITERIA AND PROCESSES FOR SELECTION OF MUNICIPALITIES.....	21
ACTIVITY 4.3: ASSESS POSSIBLE ACTIVITIES FOR THE MUNICIPALITIES SELECTED FOR G2G FUNDING	23
ACTIVITY 4.4: ASSESS MUNICIPAL BUSINESS PROCESSES FOR SHARING PROPERTY RELATED INFORMATION AND PROPOSE TECHNICAL SOLUTIONS.....	23
OBJECTIVE 4 INDICATORS .....	24
<b>5.0 OUTREACH AND COMMUNICATIONS .....</b>	<b>25</b>
<b>6.0 FIRST YEAR TIMELINE .....</b>	<b>26</b>

# ACRONYMS AND ABBREVIATIONS

APM	Advanced Participation Methods
CDCS	Country Development Cooperation Strategy
CLE	Contract Law Enforcement
COP	Chief of Party
CRP/K	Civil Rights Program in Kosovo
CSO	Civil Society Organization
CCPR	European Commission Liaison Office Support to Civil Code and Property Rights project
ePORT	Electronic Program Observation, Reporting, and Tracking
EROL	Effective Rule of Law Program
EULEX	European Union Rule of Law Mission in Kosovo
G2G	Government to Government
GIZ	<i>Gesellschaft für Internationale Zusammenarbeit</i>
GOK	Government of Kosovo
ILC	Inter-ministerial Land Committee
IIM	Institutional Integrity Model™
IQC	Indefinite Quantity Contract
JSP	Judicial Strengthening Project
KAP	Knowledge, Attitudes, Practices
KCA	Kosovo Cadastral Agency
KCLIS	Kosovo Cadastre Land Information System
KJC	Kosovo Judicial Council
KJI	Kosovo Judicial Institute
KPA	Kosovo Property Agency
LDT	Legislative Drafting Team
LTPR	Land Tenure and Property Rights
M&E	Monitoring and Evaluation

MAFRD	Ministry of Agriculture, Forestry, and Rural Development
MCO	Municipal Cadastral Office
MLGA	Ministry of Local Government Administration
MOF	Ministry of Finance
MOI	Ministry of Interior
MOJ	Ministry of Justice
MOU	Memorandum of Understanding
MPMS	Municipal Performance Measurement System
NCDA	Norwegian Cooperation Development Agency
NPRC	National Property Rights Coordinator
OCBT	Organizational Capacity Building Tool
OSR	Own Source Revenue
PACT	Program Action Plan <sup>TM</sup>
PMP	Performance Management Plan
PRP	Property Rights Program
RECAP	Real Estate Cadastre and Registration Project
RFA	Request for Assistance
RFTOP	Request for Task Order Proposals
SDC	Swiss Agency for Development and Cooperation
STTA	Short-Term Technical Assistance
STARR	Strengthening Tenure and Resource Rights
SWG	Property Rights Working Group (Sector Working Group)
TOT	Training of Trainer
TWG	Thematic Working Group
UNDP	United Nations Development Program
USAID	United States Agency for International Development



# WORK PLAN OVERVIEW

This Work Plan covers the First Year of the Property Rights Program (PRP) starting on May 8, 2014. We have aligned our program planning with USAID's Fiscal Year. As such, the work plan describes program implementation through the end of September 2015.

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 sustainable economic growth.

The overall goal of the PRP is to improve the property rights regime in Kosovo, strengthen the rule of law, and increase economic growth and investment. The Property Rights Program is 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

Together with the EU, PRP will assist the Ministry of Justice (MOJ) to develop a property reform strategy and amend existing property legislation. PRP will support the MOJ to own and direct the property reform process and coordinate the EU and other donors' support to the MOJ and property reform with technical inputs from line ministries and agencies to avoid duplication of efforts and maximize development impacts. PRP has a particular mandate to improve court procedures related to property claims, with emphasis on improving court practices to remove constraints to women inheriting property in practice. PRP's activities with the courts will inform EU assistance to the MOJ to draft implementation oriented property legislation. PRP results under Objectives 1 and 2 support improved legal regimes and stronger implementation and improved court performance that contributes to achieving USAID/Kosovo's Country Development Cooperation Strategy Development (CDCS) Objective 1 "Improved Rule of Law and Governance that Meet's Citizens' Needs." Improved legislation and court procedures also support creation of an Improved Economic Governance and Business Environment under the CDCS Development Objective 2 "Increased Investment and Private Sector Employment."

The PRP supports USAID Forward implementation and Local Solutions by building sustainable organizational and technical capacity of Kosovo Civil Society Organizations (CSOs) and municipal governments to manage and administer USAID direct awards through grants and Government to Government (G2G) agreements under Objectives 3 and 4 respectively. Under Objective 3, CSOs will develop and implement public information and advocacy campaigns to inform women and men about women's rights to property and change attitudes and behaviors about women's rights to inherit property. Under Objective 4, municipal capacity will be built to improve delivery of property related services enabling citizens to more efficiently transact their rights to property.

This work plan underlines the PRP focus on results. Our experienced professional staff is capable and ready to design and implement a coherent and effective program between legal and policy activities and improved court processes related to property claims with due consideration to women's access to inheritance and other property rights. The work plan will serve as a living document so that if the program staff finds that a different approach will be more effective in attaining the desired result during the period of the work plan, the program, in consultation with and approval from USAID, will modify the work plan to meet the result.

A Performance Management Plan (PMP) has been developed in parallel with this first annual work plan to ensure that both documents are congruent, complimentary, and mutually supporting. Program deliverables are listed in the PMP along with a schedule for completion.

# 1.0 OBJECTIVE 1: BETTER COORDINATION AND POLICY PRIORITIES

Strengthening property rights in Kosovo to improve the rule of law and create a proper framework for economic growth requires coordination among donors and also among the line ministries and agencies of the Government of Kosovo (GOK). The European Commission Liaison Office Support to Civil Code and Property Rights (CCPR) project, implemented by the Gesellschaft fuer Internationale Zusammenarbeit (GIZ), is a two year project commencing in July 2014 to review legislation and develop a plan for reconciling inconsistencies, eliminating gaps and fragmentation, and harmonizing property rights laws with European legislation and international best practices. The CCPR project recognizes that coordination among donors is essential for its success. The GOK has also addressed coordination in Republic of Kosovo Regulation No. 4/2011 to establish Sectoral Working Groups (SWG) to coordinate donor support and develop strategies for sector development. Although in effect for over three years and to date largely ineffective, this regulation can serve as a starting point for coordination led by the PRP. The program with support of the SWG will work with both donors and with the GOK to formulate and implement an effective coordination approach regarding property rights.

In the last few years, coordination at the donor level has been informally spearheaded by the Ministry of Justice (MOJ) for projects related to its activities. In 2011 a National Property Rights Coordinator (NPRC) in the office of the Prime Minister (OPM) was created and terms of reference were assigned by Government Decision in June of 2012. Among the list of responsibilities of the NPRC are to coordinate the drafting of policies on property issues and coordinate activities developed through ministries and agencies in implementing the property strategy, as well as “initiate debates and enable discussion with, and among the executive, legislative branch, civil society and national and international non-governmental actors”. However, to date the activities of the NPRC have been more formal than effective. USAID/Kosovo expressed great concerns about the lack of technical capacity and resources possessed by the NPRC. The MOJ itself has indicated that it has the interest and the capacity to conduct the coordination of both donors and line ministries and agencies of the GOK, but that this would require a decision of the Cabinet of Ministers. Thus, the institutional organization of coordination will not be determined until there is a new government in Kosovo.

## **ACTIVITY 1.1: SUPPORT PROPERTY RIGHTS COORDINATION STRATEGY**

### **TASK 1.1.1: COORDINATION WITH THE CCPR PROJECT**

There is general agreement between USAID and the European Commission Office (ECO) and between the PRP and the CCPR project that the CCPR project will lead in identifying challenges with substantive property law (both primary and secondary), and will assist the MOJ in drafting an overall Civil Code Action Plan and a Property Law Action Plan for reforming the property sector (in addition to reforming private property law within the Civil Code), by 2015, as well as drafting/amending some property-related

legislation. The PRP will complement the activities of the CCPR project by concentrating on coordination among donors and line ministries and agencies of the GOK. The PRP will also assist the CCPR project in the compilation of applicable legislation in the property sector.

The PRP will assist the CCPR project in the identification of gaps and shortcomings of the legal framework on property rights and will specifically focus on laws/issues which affect the rights of women and minority communities. The PRP will also direct its attention to identifying constraints and obstacles faced by the courts in adjudicating property cases, and will look for ways to revise procedures and practices to improve the court system with regard to property rights. The main counterpart of the PRP for this activity will be the Kosovo Judicial Council, but the PRP will also engage the basic courts as described in Objective 2. There will be necessary legislation outside the scope of the CCPR project, and the PRP will prioritize this legislation, and along with appropriate sub-groups of the SWG will facilitate drafting key pieces of legislation.

The Chief of Party of the PRP and the Team Leader of the CCPR project and/or their focal points in the area of property rights will meet on a regular basis, and not less than once a month, in order to discuss the progress of the respective projects, issues of common concern, and other matters arising in the context of implementation of both projects.

#### **TASK 1.1.2: ASSIST IN THE ESTABLISHMENT AND OPERATION OF THE SWG**

Together the PRP and the CCPR project will work with the Ministry of Justice (MOJ) to form a Property Rights Sector Working Group (SWG) under applicable law of the Republic of Kosovo. The SWG will provide the institutional platform to ensure formal coordination among all property rights stakeholders to avoid duplication of effort and maximize achievement toward development of an effective land rights framework. The PRP has begun, in consultation with the MOJ, to meet with the potential members to establish the SWG in cooperation with the CCPR project, which itself has been contacting stakeholders to organize cooperation with its activities. Both CCPR and the PRP will organize this coordination together.

Once the SWG has been agreed to among stakeholders and established, the PRP will guide the development of an operational plan for the SWG, setting the roles and obligations for donors active in the property sector that will become members of the SWG as well as with line ministries and agencies of the GOK. Membership in the SWG will include the NPRC, the Ministry of Environment and Spatial Planning (MESP), the Ministry of Local Government Administration (MLGA), the Kosovo Cadastre Agency (KCA), the Kosovo Privatization Agency, Kosovo Property Agency (KPA), local institutions of the GOK, the European Union (EU), the European Union Rule of Law Mission in Kosovo (EULEX), USAID (representing CLE, EROL, EMPOWER Kosovo Program, the Partnerships for Development Program, which will coordinate through USAID to provide one voice in the SWG), the CCPR project, the World Bank, GIZ, SDC, NCDA, and UNDP. Smaller working groups will be established as needed.

All coordination activities will be done in collaboration with the CCPR project.

The PRP expects that the SWG will be fully operational with appropriate membership, defined roles, and specific schedules for proceedings and membership accountability within three months of start-up of the SWG. The PRP will ensure that the SWG meets on a scheduled basis and the program will develop a monitoring tool and performance indicators to track the progress of the SWG in implementing the coordination strategy once it has been developed.

### **TASK 1.1.3: COORDINATE DONOR AND LINE MINISTRY AND AGENCY PROPERTY RIGHTS ACTIVITIES**

Coordination of activities and close cooperation with other donors and the GOK is vital to effective development of the legal framework and policies necessary to improve the property rights regime and provide practical, implementable solutions to eliminate obstacles to citizens establishing and exercising property rights. The PRP will be the main driver of collaborative efforts between the donor community through the SWG. The goal of the SWG will be to draft a functional coordination strategy for donors, and ensure complementary efforts supported by USAID and the European Union. The PRP will continuously guide the SWG in meeting its objectives.

The PRP has begun and will continue to broadly engage with donor counterparts to analyze relevant past and on-going programs to frame activities in relationship to a rational property rights reform agenda. This activity will be achieved using a combination of literature reviews, field visits with direct observations, secondary data analysis, and consultations and key informant interviews with staff of projects and governmental organizations working on property rights in Kosovo.

The PRP will analyze the information and map out the roles and responsibilities of each donor and line ministry and agency of the GOK dealing with property rights, including competencies, tasks, and jurisdiction. The roles and relationships between these institutions will be reported pointing out areas where there is overlap or inconsistent jurisdiction and the report will suggest actions to better coordinate. A graphic of donor and government institutional relationships will identify key interlocutors and inform development of the overall coordination strategy. The objective is to minimize duplication of effort and to enable each partner to achieve its goals and objectives.

As part of the inter-ministerial coordination the PRP will establish Thematic Working Groups (TWGs) comprised of legal teams in ministries and agencies, where specific issues have been identified for intervention. A key element of this task will be to list all the laws directly and indirectly related to property issues, citing the date of adoption, and briefly characterizing the purpose of each law. The PRP has already begun the groundwork for this task. These TWGs will then review the legislation and identify inconsistencies and gaps and provide their analyses to assist the CCPR project in preparation of its legislative action plans.

### **ACTIVITY 1.2: PROVIDE INPUTS WITH ANALYSIS FOR A PROPERTY RIGHTS STRATEGY DOCUMENT**

#### **TASK 1.2.1: ASSIST GOK TO ANALYZE AND DRAFT LEGISLATION AND DEVELOP A NATIONAL PROPERTY STRATEGY**

It has been a long standing recommendation of the EU, in its annual progress report, that Kosovo requires a national property strategy. The PRP will conduct facilitated participatory strategy planning workshop in coordination with the MOJ, the OPM, the CCPR project, and key stakeholders to join property rights issues and work toward developing a consensus on reform priorities and outcomes to inform the preparation of the National Property Rights Policy Strategy. The PRP will drive the development of the National Property Rights Policy Strategy with support from the SWG. The purpose of the National Property Rights Policy Strategy is to create a property rights sector policy outlining the areas where reform is most needed and will serve as a guide for the institutions of the Republic of Kosovo to develop a property sector reform agenda. The strategy will describe the current state of the property sector, define issues that need to be addressed, prioritize the issues, and suggest concrete measures including legislative action to improve the framework for property rights. Each institution that is a member of the SWG will have a role in preparing suggestions for the strategy, and presumably the SWG will be able to prepare a consensus document. This will be sent to the Cabinet of Ministers for adoption.

This policy development entails much broader issues than the Civil Code Action Plans and Property Rights Action Plans of the CCPR project, will have a long term outlook, and will guide property rights reform in Kosovo for the foreseeable future.

### **ACTIVITY 1.3: REVIEW INHERITANCE LAW AND PROCEDURES TO IMPROVE SECONDARY LEGISLATION AND COURT DIRECTIVES**

In addition to coordinating activities, the PRP will also examine the quality of secondary legislation regarding property rights and identify areas needing revision. Results will be shared with all stakeholders. Under Objective 2, the outputs of which are intimately related to activities in Objective 1, the PRP will immediately start assessing court actions regarding property rights to identify gaps and inconsistencies in court procedures and relevant laws that constrain efficient resolution of court cases. This will include a comprehensive review of inheritance and related proceedings that constitute a practical constraint on the exercise of women's property rights. A list of property laws and secondary legislation needing intervention will be shared with the CCPR project to inform its legal framework analysis and development of its plan for legislative drafting initiatives. Small subgroups will be formed out of members of the SWG, led as a practical matter by the PRP to review laws and make recommendations for drafting new legislation or amending existing laws, procedures, and regulations.

Women are often excluded from exercising inheritance rights in preference to male family members. Women are pressured into waiving rights allowable by law or are consciously ignored when seeking access to property. The PRP will identify abuses and suggest remedies to inequalities in access to property rights and suggest remedies.

During year one, the PRP will subcontract NORMA to work with the MOJ, CCPR project, and PRP legal teams to identify key gaps and inconsistencies constraining women from exercising their rights to property. The PRP will also contract with Civil Rights Program in Kosovo (CRP/K) to conduct field surveys to ascertain practical constraints limiting the ability of minority communities from exercising property rights. The discussion of how the work with NORMA and CRP/K will be implemented is set out in Objective 2 Task 2.1.3. The project will take particular care in preparing scopes of work for their activities and will closely monitor the activities of each organization.

The PRP will also work with the MOJ, CCPR, and PRP legal teams to review legislation and identify obstacles preventing members of minority and vulnerable communities from exercising their rights to property.

After analysis of the legal and practical constraints inhibiting women from exercising property rights and limiting minority communities from exercising property rights, reports identifying a list of gaps and challenges in key property related laws and secondary legislation pertaining to women and to minority communities will be issued by the PRP.

These reports will be shared with the CCPR project to support its national property rights strategy and legislative plan to be issued in 2015. In Years 2 and 3 the PRP will take part in drafting secondary legislation resulting in a list of laws and secondary legislation drafted or amended that address property related gender and minority challenges.

The activities in Objective 1 assist in meeting an improved legal regime for property rights in key areas with stronger implementation.

### **ACTIVITY 1.4: PROGRAM INTRODUCTION EVENT**

A high profile event will take place once a new government has been established at the Swiss Diamond Hotel or other suitable venue to formally announce the inception of the program, explain its objectives,

showcase support for the program by key counterparts of GOK, and raise publicity for the USAID support for reform in the property rights sector. The list of invitees and participants will be developed and agreed upon jointly with USAID.

The program will produce speaking points for the mission, program brochures, and a press release to support public awareness, demonstrate government buy-in, and encourage coordination among interested stakeholders.

## OBJECTIVE 1 INDICATORS

<b>Development Objective 1: Improved Rule of Law and Governance that meet Citizen’s Needs</b>
<b>Intermediate Result 1.1: More Efficient, Transparent, Independent &amp; Accountable Justice Sector</b>
<b>OBJECTIVE 1: IMPROVE COORDINATION AND POLICY PRIORITIES</b>
<b>INDICATORS</b>
1.1} Number of policies, strategies drafted and approved
1.2} Number of laws drafted and approved
1.3} Number of secondary legislation drafted and approved
1.4} Number of stakeholders attending events that are geared toward strengthening understanding of property rights issues

# 2.0 OBJECTIVE 2: IMPROVED COURT PROCESSES RELATED TO PROPERTY CLAIMS

The PRP will build and maintain a close and collaborative working relationship with the Kosovo Judicial Council (KJC) to ensure it takes ownership and leads the court reform process supported by the PRP. Designing activities through participatory processes with the KJC will ensure assistance is responsive to the KJC's needs and assist it to achieve its performance improvement objectives. This will build KJC confidence and buy-in of the assistance delivered by PRP and ensure the success and sustainability of assistance designed to improve court processes to more efficiently and finally resolve property related claims and conflicts.

## **ACTIVITY 2.1: ASSIST KJC AND STAKEHOLDERS TO IDENTIFY GAPS TO RESOLVE PROPERTY CLAIMS**

The PRP will employ a number of methodologies to identify and assess legal, procedural and court practices that constrain efficient resolution of property claims and disputes. Methodologies include a systematic canvassing of existing court case data bases, focus group discussions with a wide range of stakeholders to better understand challenges faced by women and members of minority communities to exercise their rights to property and, working through the KJC, to build the capacity of courts to critically assess the efficiency of its business processes and identify legal and procedural gaps. The goal is to identify obstacles and constraints to the efficient resolution of all property claims in the courts, including those affecting the rights of women and minority communities.

PRP assessments will be conducted through an iterative and continuous learning approach where evidence gathered at each phase of the process will be captured in brief assessment reports that will be shared with USAID and KJC to inform design of subsequent and deeper analysis to better understand and then develop solutions to address the challenges identified. The EROL project is working to reduce court backlog. The CLE is working with post adjudication to enforce judgments. The PRP will direct its attention to difficulties with court cases dealing with property rights, and will be looking for methods to increase the efficiency of the disposition of these cases, and reduce the number of pending cases. The PRP will build on experience of the EROL and CLE programs and will leverage their successes in conducting its own assessments. Findings and statistics will be regularly shared with Kosovo's Supreme Court and its Special Chamber to develop commentaries that will clarify legal ambiguities and ensure consistent court practices. Similarly, analysis and findings will be shared with the MOJ to inform its legal



teams of the practical and implementation challenges faced by courts so they can develop legislation that is enforceable.

### **TASK 2.1.1: SYSTEMATICALLY CANVAS EXISTING DATABASES TO IDENTIFY THE MOST PROBLEMATIC PROPERTY RELATED CASES IN THE COURT SYSTEM**

Anecdotal information from the EROL program indicates that up to 40% of the cases backlogged in Kosovo's courts are property related. The program has developed an approach that will utilize court case databases developed by USAID's EROL and CLE programs to systematically identify and assess problematic property cases to better understand the legal, procedural, and court practices that constrain efficient resolution of property claims and disputes.

Developed in collaboration with the KJC, both the EROL and CLE databases contain cases dating back to the year 2000. The databases contain information about claimant's, courts, the issues in dispute and the time it has taken the court to resolve the case. Through queries, the PRP will systematically search through all cases recorded in the database to gather information about types of cases that are typically slow to resolve and the reason for delay. This is the first step to towards identifying the scope and scale of the legal and procedural gaps and inconsistencies to be addressed under this Objective.

This approach promotes efficiency because it will allow PRP to quickly develop a snapshot of the challenges facing courts and enable PRP to identify patterns and trends by leveraging work already completed with USAID investment. It is also sustainable as it maximizes the impact of donor investment. An evidence based approach will inform PRP's activities to assist the KJC to develop procedures and promote practices that are responsive to the practical challenges faced by judges daily. Best practices demonstrate that reforms that solve problems will be owned and implemented by practitioners beyond the life of the program, further promoting sustainability.

The PRP will obtain a formal agreement with the EROL and CLE programs providing PRP with access to their case databases. Once access is granted, PRP will work with the respective projects to run a series of automated and manual steps to identify relevant court cases for deeper analysis by PRP and judges in selected courts as follows:

1. Run a query to filter out civil cases.
2. Run a query to filter out from the civil cases property related cases. This query will generate preliminary statistics about the gender and ethnicity of parties in the case.
3. Run a query to identify the court where the property case is pending and the judge assigned to the case.
4. Determine disposition rate through manual review of case files. This will help identify the most problematic property related cases.

The queries will provide data from which to generate statistics about the types of property cases most frequently delayed in the system, geographic trends, and ethnicity and gender. The PRP will review pending workload, disposition ratio trends and major obstacles on case processing. Analysis of the data generated by the queries will be documented in a report presented to USAID. Findings about backlog, disposition ratio trends and obstacles to efficient resolution of property claims will assist PRP to assess the scope and scale of legal and procedural challenges faced by the courts and assist courts to target a more in depth review of these challenges as discussed in Task 2.1.2 below.

## **TASK 2.1.2: ASSIST COURTS TO CONDUCT A PRELIMINARY REVIEW OF THE LEGAL AND PROCEDURAL ISSUES PREVENTING EFFICIENT RESOLUTION OF CLAIMS**

Using the EROL and CLE program databases and information supplied by the KJC and the courts, the PRP will apply international best practices to assess applicable laws and procedures, court workloads and other factors causing the delay in adjudication of property rights. In addition, the PRP will consult with the KJC and USAID to identify and agree on two basic and two branch courts where judges will analyze the issues contained in property cases assigned to them to provide a more detailed snapshot and targeted statistics with which to better understand the scope and scale of the issues to be addressed.

The PRP assumes the database queries will identify up to 1,500 cases for review by judges in the four courts. PRP will design a specialized form for participating judges to capture relevant case data.

The data collection form will be designed to help identify information from municipal offices including Municipal Cadastral Offices (MCOs) and civil registry/address offices required to adjudicate claims and then enforce its ruling. Feedback from judges will help to map municipal information flow processes and design of activities under Objective 4.

The courts selected for this assessment exercise are not necessarily the courts that will be selected to serve as Courts of Merit under Activity 2.2 below, but performance in this exercise may be considered when selecting the Courts of Merit.

## **TASK 2.1.3: CONDUCT FOCUS GROUP DISCUSSIONS TO GATHER QUALITATIVE DATA ABOUT COURT AND MUNICIPAL PROCEDURES AND PRACTICES THAT CONSTRAIN WOMEN AND MEMBERS OF MINORITY COMMUNITIES FROM EXERCISING THEIR RIGHTS TO PROPERTY**

The PRP will provide local subcontractor Lawyer's Association NORMA assistance and guidance to develop agendas and questionnaires to elicit information from targeted stakeholders through Focus Group Discussions (FGD) to identify how women's rights to property, especially inheritance, are constrained in practice. Regional FGDs will be conducted with participants selected from several municipalities in each region and will include participants from minority communities. Participants will be drawn from three stakeholder groups:

1. Municipal Officials comprised of staff from Municipal Cadastral Offices (MCOs) and the Municipal Office for Gender Equality
2. Judicial Sector comprised of judges, lawyers (Chamber of Advocates), notaries, bailiffs and CSOs that have provided legal assistance or advocate for the rights of women
3. Community/grass roots comprised of women from urban and rural areas, different economic status, married, head of households, business owners, had participated and/or lost property under inheritance proceedings.

FGDs will be half day events. The qualitative data elicited through discussions will be analyzed by NORMA and presented in concise reports prepared for each discussion that will be shared with USAID, KJC and MOJ to inform development of laws and procedures designed to strengthen women's rights to property and ensure that they are enforceable.

Local sub-contractor Civil Rights Program in Kosovo (CRP/K) will implement a similar methodology to gather information and present analysis about challenges and constraints faced by members of minority communities with special emphasis on issues related to access to justice.

Findings and analysis from the focus group discussions will be presented to USAID and the KJC. A practical understanding of the challenges faced by women and minorities will help orientate the KJC and judges from the seven basic courts to systematically review court regulations, administrative guidelines and Supreme Court Directives as described in Task 2.1.4 below.

#### **TASK 2.1.4: BUILD CAPACITY OF PRP JUDICIAL REFORM SPECIALIST AND KJC TO TRAIN COURTS TO EMPLOY METHODOLOGIES CUSTOMIZED FOR KOSOVO TO ASSESS COURT REGULATIONS, ADMINISTRATIVE GUIDELINES AND SUPREME COURT DIRECTIVES**

The tasks above will provide reform stakeholders with a better understanding of the impacts judicial procedures and practices have on the ability of courts to efficiently resolve property claims, and constraints imposed on women and members of minority communities to exercise their rights to property. With this knowledge, the KJC and courts will be better able to identify specific gaps and inconsistencies in the judicial procedural framework that need to be addressed.

The PRP will employ a Training of Trainers (TOT) approach to sustainably building capacity in the judicial sector to critically assess the efficiency of its procedures and practices. Short Term Technical Assistance (STTA) will be mobilized by Tetra Tech DPK (DPK) to train PRP Judicial Reform Specialist(s) and the KJC's Legal Department, Legislation and Normative Committee, and Court Administration Committee to utilize an effective, customized methodology. This will be a methodology customized for Kosovo that examines a variety of issues affecting court administration, including judicial policy making, legal and procedural issues, judicial and staff resources, personnel systems, judicial workload and statistics, and other issues to assess case management and develop case delay reduction mechanisms. The methodology will also be geared toward procedures and court practices that will reduce the number of pending property cases in the courts.

The PRP and the KJC will then train selected civil judges in the seven basic courts in Kosovo to use the methodology to assess and map business processes related to case flow, assignments and dispositions. The training and methodology will strengthen capacity of court administrators and judges to systemically review and critically assess regulations on court internal operations, guidelines on case disposition norms and Supreme Court directives and legal opinions on case adjudication process with the prospect for recommending changes that will assist courts in reducing the time for resolution of cases, especially where property claims are involved.

The assessment will help judges and the KJC to generate clear process maps and identify specific legal obstacles and procedural bottlenecks in case processing. Findings from this assessment will be shared with the EROL and CLE programs to support efforts to assist the KJC and courts develop and implement the case efficiency and backlog reduction strategy.

#### **TASK 2.1.5: CAPTURE LESSONS LEARNED AND PROMOTE EVIDENCE BASED LEARNING FROM THE ASSESSMENT PROCESS**

The evidence based assessment and learning process will be captured, documented and presented in the Status Report identifying obstacles to efficient resolution of property claims. The status report will contain sections dedicated to the issues and constraints faced by women and members of the minority community to exercise their rights to property.

At the conclusion of the evidence gathering and assessment activities described above, the PRP will facilitate a participatory workshop with the Heads of the Civil Divisions of the seven basic courts to come to consensus and prioritize the major gaps, inconsistencies and court practices that must be reformed to improve judicial performance with regard to property cases. Current best adjudication practices will be identified to provide the foundation for strengthening legislation and procedures regulating court practices

in year 2 of the program. The workshop will serve to produce a draft Legislative Strategy and Action Plan.

Statistics, findings analysis and recommendations for strengthening court procedures and practices will be presented at the first Annual Judicial Conference. The conference will serve to ratify the draft Legislative Strategy and Action Plan.

## **ACTIVITY 2.2: ESTABLISH FOUR COURTS OF MERIT**

The assessment processes above will define the scope and scale of challenges faced by courts and citizens to adjudicate and exercise property rights. In parallel with these assessments, PRP will work with USAID and KJC to establish four Courts of Merit. These courts will serve as the vehicle through which to pilot solutions identified above to improve judicial performance that can then be scaled up and replicated in all Kosovo courts.

### **TASK 2.2.1: DEVELOP SELECTION CRITERIA AND PROCESSES**

The PRP, with STTA provided by DPK, will work with the presiding judges of the seven basic courts to develop selection criteria to be agreed upon with USAID and the KJC. Best practice demonstrates the most important determining factor is the court leadership's willingness to implement reform change. Illustrative criteria may include:

1. Willingness to implement change as measured by qualitative performance metrics assessment tools and methodologies,
2. Performance metrics including disposition rates,
3. Data management tools,
4. A final backlog reduction strategy,
5. Absence of large case backlog,
6. Number of judicial staff,
7. Number of performance improvement and property related training completed by judges and judicial staff, and
8. Demographics and ethnic composition in the area of court's jurisdiction.

PRP with STTA provided by DPK will produce a transparent and objective draft selection process that will be submitted for USAID and KJC approval.

### **TASK 2.2.2: PROVIDE CAPACITY BUILDING SUPPORT TO THE COURTS OF MERIT**

The PRP, with STTA from DPK, will initiate a participatory Implementation Plan approach with each Court of Merit to identify and set performance tasks and goals reflected in the Implementation Plan tailored to the needs of each court. Implementation Plans provide for reform processes such as:

1. Introduction of differentiated case management,
2. Formation of working committees to implement effective case management procedures,
3. Scheduling hearings through electronic noticing, improved filing, and better record keeping such as bar coding,

4. Introduction of process mapping and reengineering to ensure efficiency in processes,
5. Developing new organizational and functional models drawing on MOJ and KJC designs, and
6. Supporting institutionalization of operational guidelines in internal regulations, systems, manuals, and training.

The Implementation Plan will be discussed with the EROL and CLE programs and where necessary modified to avoid conflicts and overlaps with activities of those programs. Through the individualized Implementation Plans, the Courts of Merit will negotiate and agree on performance goals in consultation with KJC, USAID and PRP with respect to property rights cases. These goals will enable the KJC with PRP assistance to establish performance baselines with which to measure improvements over the life of the project.

The Implementation Plan provides material and technical support incentives to assist Courts of Merit achieve their performance goals. Expected outputs from achieving these goals would include standardized forms for claims and judgments, more streamlined and efficient notification and summons procedures, publication of court judgments, improved information sharing between courts and municipal offices that deal in property matters such as MCOs, Civil Registry/Address, Property Tax and the Municipal Office on Gender Equality. The PRP will rely on successes of the EROL program in preparing these materials, where applicable, and will concentrate on materials specifically applicable to property rights cases. In particular the PRP work with EROL to use its work on case-flow management, applying EROL recommendations to property and related cases.

Additionally, the PRP with STTA from DPK, will use participatory capacity-building tools to assist the pilot courts to develop “ethics formation” programs to promote cultural and institutional changes among justice actors and instill respect for institutional integrity. This will improve capacity of courts to serve as reliable sources of fair conflict resolution for women and members of minority communities. This will be done in collaboration with the EROL program and use tools developed under that program where appropriate.

The PRP will form mentor teams who will raise awareness and ensure codes of ethics exist for every level of judicial personnel, and performance standards and client service bills of rights are adopted and in place in each court. We will assist the KJC to produce a Progress Report identifying replicable best practices to resolve property cases efficiently and a Monitoring Report on the quality of implementation of measures outlined in the Implementation Plan.

### **TASK 2.2.3: PILOT REFORMS**

Best practices developed by the Courts of Merit will be captured and inform ongoing development of legislation as well as bench books, (procedural manuals for judges) and legal commentaries, which are detailed legal explications to help improve judicial performance. Bench books will be developed in Year 2 by working closely with the EROL and CLE programs, the KJC, KCA, Law Faculties, Notaries, and Bailiffs. PRP will also work with the Supreme Court and Court of Appeals to compile legal opinions and commentaries to harmonize evidentiary requirements and improve consistency of court practices.

### **ACTIVITY 2.3: ASSIST KJC TO EXPAND THE COURT-REFERRED MEDIATION PROCESS FOR PROPERTY CLAIMS**

Working in collaboration with the CLE program the PRP will assist where necessary in developing mediation procedures for resolving property rights disputes. This activity will occur in Years 2 and 3 of this program, and will likely not be a part of the first year activities.

## ACTIVITY 2.4: DEVELOP TRAINING MODULES AND OVERSEE DELIVERY THROUGH APPROPRIATE KOSOVAR TRAINING INSTITUTIONS

The KJI is the main institution in Kosovo providing training for judicial professionals (judges, legal associates, presiding judges and administrative staff). The KJI provides preparatory training for young jurists who intend to join the judicial profession. The planned program of the KJI is set out in a document entitled “Framework Training Program 2014-2015”, which was published in 2013. The KJI has already developed modules for two day property rights courses that cover property ownership and limitations, women’s property rights including anti-discrimination laws, common and joint property rights between spouses, and division of property rights upon divorce. The Kosovo Chamber of Advocates has also developed specific one day courses dealing with property ownership, expropriation, joint and common property rights between spouses, and disposition upon divorce, and inheritance rights.

The KJI has requested a review and assessment of the training materials that it has developed for its property rights training program. The PRP, with STTA provided by Tech DPK, in coordination with KJI and Kosovo Chamber of Advocates training experts, will review the training curricula and training modules to identify gaps in the program and prepare a training needs assessment. The PRP will then assist the KJI to develop training materials to eliminate the gaps. The training program will also address needs for training of trainers that apply appropriate teaching methodologies and techniques to build capacity of the trainers at the KJI and Kosovo Chamber of Advocates. The capacity-building framework would follow that would likely involve topics including property policy, property law, women’s property rights and particularly inheritance rights, minority community property rights and why and how to protect these rights, how to apply property law and regulations in property cases, property records management systems through MCOs and access to those systems.

Training would be conducted through workshops, seminars, mentoring and other effective means as determined in the assessment.

### OBJECTIVE 2 INDICATORS

<b>Development Objective 1:</b> Improved Rule of Law and Governance that meet Citizen’s Needs
<b>Intermediate Result 1.1:</b> More Efficient, Transparent, Independent & Accountable Justice Sector
<b>OBJECTIVE 2: IMPROVED COURT PROCESSES RELATED TO PROPERTY CLAIMS</b>
<b>INDICATORS</b>
2.1} Number of court procedures adopted to improve the property rights system
2.2} Number of days it takes for courts to resolve a property case reduced
2.3} Percent of property disputes cases resolved in courts
2.4} Percent of court users satisfied with court services on resolving property disputes
2.5} Number of judges, lawyers, notaries and court staff trained with USG assistance

# 3.0 OBJECTIVE 3: ENHANCED WOMEN'S RIGHTS TO USE PROPERTY IN PRACTICE

Creating favorable conditions for more women to inherit property, own and use property requires a change in cultural attitudes and behaviors. Under this objective, the PRP will adapt its USAID-compliant and field-proven grant-making systems to assist USAID to implement its Forward grants scheme that will directly engage a cadre of CSOs to implement behavior-changing public outreach and advocacy campaigns, and provide support to women-owned businesses.

The legislative assessments under Objective 3 are related to and driven by the activities outlined in Objectives 1 and 2. These assessments will be designed to inform the CCPR project in its legal framework analysis development and its plan for legislative drafting initiatives. These activities are preparatory to any legislative drafting, which will take place in Years 2 and 3 of the program.

Success of program activities under Objective 3 depends on building CSO capacity to implement activities designed to strengthen the property rights of women, as well as members of minority communities. PRP will engage STARR IQC partner Landesa to assess the capacity of local sub-contracted CSO partner NORMA to implement public awareness and outreach campaigns and conduct research required to assist development of improved legislation and court procedures to protect women's rights to property and exercise these rights in practice. Assessing NORMA's capacity will inform PRP's approach to building capacity of both its local subcontracted CSO partners, NORMA and CRP/K, as well as CSOs directly engaged by USAID.

## **ACTIVITY 3.1: PROVIDE ASSISTANCE TO USAID-ENGAGED CSOS TO DEVELOP LOCALLY SENSITIVE FILM/TV CONTENT TO INCREASE**

## **PUBLIC AWARENESS ABOUT WOMEN'S PROPERTY RIGHTS AND ADMINISTER USAID AWARDS**

### **TASK 3.1.1: ASSIST THE MISSION TO DEVELOP INPUT AND SELECTION CRITERIA FOR THE REGIONAL CONTRACTING AND AGREEMENT OFFICER TO SELECT PRIME AND SUB-GRANT AWARDEES**

PRP assistance will be focused on providing support to the Mission and the umbrella organization in order to develop selection criteria and select the sub-awardees. The RFA has issued calling for applications from CSOs to be selected as the umbrella organization and the deadline for applications has closed. . The selection of the umbrella organization is expected to take place in the fall of 2014.

The PRP will develop and establish grants management systems and procedures, which may consist of procedures and instruments for pre-award, award, monitoring procedures, reporting, and internal controls. The PRP will engage the STTA of the Tetra Tech Director of Grants Management in September 2014 to train the PRP field office team, so that it will be in a position to assist USAID and the umbrella organization to move forward with the grants program, including competitive grant awards to sub-grantees, pre-award surveys to establish eligibility, and provide assistance to the awardees to implement grant activities.

The PRP will conduct an Organization Capacity Assessment (OCA) using USAID adopted tools or other tools as agreed with USAID to identify capacity building needs. The findings of this assessment will inform the development of a program to improve the capacity of the umbrella organization to administer sub-awards, where necessary.

The PRP will also train the selected umbrella organization in conducting organization capacity assessments on sub-awardees and develop a training approach to build sub-awardee capacity to implement public outreach and advocacy campaigns as described below:.

Effective communication is central to implementing PRP's gender program and achieving the desired results. Even with improved legislative protections, women cannot fully exercise their property rights in practice and engage as economic actors without changing cultural attitudes about women's rights to inherit, own, access and use property. The PRP will employ Behavior Change Communication (BCC) strategies to effectuate this shift in attitudes and behaviors. BCC defined as "a process of any intervention with individuals, communities and/or societies to develop communication strategies to promote positive behaviors which are appropriate to their settings. This in turn provides a supportive environment which will enable people to initiate and sustain positive and desirable behavior outcomes."

PRP will engage a Tetra Tech Home Office Communications Expert and BCC Specialist to achieve the following objectives:

1. Develop a Training of Trainers (TOT) approach where training will be delivered to the PRP Communications and Public Outreach Manager (CPOM) and Gender and Property Rights Specialist (GPRS) to build their capacity in BCC methods and participatory communications approaches so they can then, in turn, train and build the capacity of USAID engaged CSOs to implement effective outreach and advocacy campaigns to change attitudes and perceptions about women's property rights and role as economic actors in Kosovo;
2. In consultation with the CPOM, GPRS and Chief of Party (COP), develop the PRP communications strategy to improve citizens' awareness, knowledge and access to information about property rights and how these rights can be exercised in practice. The communications strategy will inform citizens, government officials and donors about improvements to property



legislation and court procedures and results achieved by the PRP to strengthen women's property rights and support opportunities for women to access finance and develop businesses. The strategy will also be coordinated with other donors in the property sector to ensure consistent messaging across projects and among the USAID engaged CSOs to increase impact of donor assistance;

3. Collaborate with Short Term Technical Assistance (STTA) expert gender consultants to prepare approaches for developing appropriate messages and content for advocacy and outreach campaigns to be implemented through various media by CSOs, PRP and other donor funded projects to increase awareness about and strengthen the property rights of women. Illustrative activities may include TV series, radio programming, newspaper articles and workshops to disseminate the message to both women and men throughout the regions of Kosovo.
4. Work with the gender experts and PRP Monitoring and Evaluation Officer to design a Knowledge Attitudes and Perceptions (KAP) baseline survey and develop targets and indicators to measure effectiveness and impacts of USAID funded outreach and advocacy campaigns to change cultural attitudes and behaviors towards women's rights to own and inherit property and engage in the economic sector.

#### **TASK 3.1.2: GRANT PREPARATORY PROGRAM FOR POTENTIAL CSO'S INTERESTED IN THE GRANT PROGRAM**

The PRP will also provide potential sub-grantees support to participate in the USAID direct grants program. The program will accomplish this, in part, by designing and implementing a preparatory program for CSOs to become familiar with the grant award process. The program will provide skills-building training sessions, open to interested local organizations covering:

1. Overall grants award process;
  1. Technical proposal and financial plan;
  2. Applying for grants;
  3. Accounting responsibilities;
  4. Contracting;
  5. Communications and reporting;
  6. Monitoring and evaluation;
  7. Branding; and
  8. Ethical issues including gender and minority sensitivity, anti-corruption mechanisms, and conflicts of interest.

The program will advertise the program in advance through established USAID practices in Kosovo so that those organizations interested in participating will have the opportunity to attend.

This program will ensure that the grants process is appropriately publicized, providing CSOs with fair, equitable, and transparent preparation for the USAID grants program. The PRP will conduct skills-building trainings sessions preparing CSOs to take part in the USAID grants award process.

Once the program is underway and sub-awardees are being selected the PRP will provide the sub-awardees with assistance in implementing proposed projects where necessary.

## **ACTIVITY 3.2: CONDUCT AN IN-DEPTH ANALYSIS OF THE LEGISLATIVE GAPS AND PROBLEMS RELATED TO WOMEN'S RIGHTS**

### **TASK 3.2.1: SYSTEMATIC REVIEW EXISTING LEGISLATION THAT PREVENTS WOMEN FROM EXERCISING PROPERTY RIGHTS**

Objective 2 Task 2.1.3 explains how a legislative review will be conducted. The PRP will engage STTA in to review women's rights legislation that has not been a part of recent reviews. This may include guardianship and family law issues. The STTA will develop a detailed process model for inheritance cases and identify specific areas for monitoring both legislative and practical intervention. This task is closely aligned and integrated with the activity and legislative planning outlined in Objective 1 and this review would be coordinated and shared with the CCPR project.

The PRP will also analyze the situation on the ground as specified above in Objective 2 Task 2.1.3 and recommend interventions. The work will be conducted by NORMA implementing the focus group techniques specific in Objective 2. These recommendations will largely address secondary legislation and implementation to support the CCPR project in the development of its Property Rights Action Plan. The practical assessment is expected to be completed by January 2015, and drafting of the described secondary legislation can begin immediately thereafter.

The PRP will hold a National Roundtable to raise awareness about the reform process and the rights of women toward the end of the first year. The objective of this activity is to gain a current understanding of both legal and practical problems that women face regarding inheritance, ownership, and use of property.

## **ACTIVITY 3.3: IMPROVE LAWS RELATED TO WOMEN'S OWNERSHIP AND INHERITANCE RIGHTS**

### **TASK 3.3.1: EXAMINE SOCIAL NORMS AND POWER DYNAMICS BETWEEN MEN AND WOMEN THAT PREVENT WOMEN FROM EXERCISING THEIR PROPERTY RIGHTS**

The primary legislative development plan will be developed by the CCPR project. However, the PRP will support and complement that project by looking at primary and secondary legislation and practical issues that prevent women from exercising rights to property. The PRP will conduct an assessment of the legal, institutional, and socio-cultural constraints that impact a woman's right to inherit, own, or use property. These assessments will be conducted locally with the assistance of NORMA as outlined in Objective 2 Task 2.1.3. The assessment will identify feasible legal and program interventions that broaden women's inheritance rights, including legal reforms, advocacy, training, and empowerment. Findings from the legislative analysis and additional research conducted by NORMA will help formulate legislative development. Once again, this is very closely aligned with the support of the CCPR project discussed in Objective 1 and directly integrated with the research that NORMA will conduct, which is described in Objective 2 Task 2.1.3.

A report identifying social, economic and legal gaps and problems related to the implementation of women's property rights will be shared with the CCPR project to be used in its legislative development plan.

## **ACTIVITY 3.4: ANALYZE GAPS AND IMPROVE COURT PROCEDURES RELATED TO WOMEN'S PROPERTY RIGHTS**

NORMA will expand on the research conducted under the USAID Increasing Citizens' Awareness and Participation in the Justice System project to pinpoint court practices preventing women from exercising their rights. This activity is described in detail under Objective 2. This will lead to the development of a list of court procedures relevant to women's ownership and inheritance rights and the drafting or amending of problematic court procedures in the second year of the program. Following the research and legislative development, the program will conduct a survey to show that activities have led to an increased number of women participating in inheritance proceedings and/or inheriting property. This survey will consist of consulting notaries and courts to gather data about the number of inheritance proceedings or cases that are being processed and compare the results with the baseline data that will be gathered in the first six months of the PRP. This data can also be cross-checked with property rights information at the cadastral agencies to assess whether or not there has been an increase in the registration of property rights granted to women as a result of inheritance. The PRP will also conduct on the ground research in targeted communities regarding changes in the awareness and practices regarding the inheritance of property rights by women. This will result in a report describing the baseline data regarding women inheriting property and indicating the results of the survey conducted.

## **ACTIVITY 3.5: PROVIDE ASSISTANCE TO CSOS THAT ASSIST WOMEN TO DEVELOP STRONGER BUSINESSES USING PROPERTY AS COLLATERAL**

The PRP will apply Tetra Tech experience assisting USAID with its Development Credit Authority guarantee and partnership with the TEB Bank to create opportunities for women to secure credit with their property and work with the USAID-funded EMPOWER Project's Local Credit Support Facility to set aside loan funds for women in business. The PRP will also advocate that local banks participating in the credit facility maintain disaggregated loan data and require both spouses to sign loan documents secured with property.

The PRP will sponsor an annual stakeholder meeting during the first year of the program to explore opportunities for women to access credit.

### **TASK 3.5.1: PARTICIPATION IN FINANCE FAIR OF PRISTINA**

The PRP will collaborate with Crimson Capital to have a presence at the Finance Fair of Pristina September 23 and 24, 2014. At this fair the PRP will present material providing practical information about how property rights can leverage financing for business investment. Much of the written material will be targeted to inform women about their property rights and the importance of these rights in relation to access to finance. There will also be information available regarding financing and the importance of property rights. Furthermore, there will be information for women about the consequences of relinquishing property rights. The possession of property rights provides incentives for lenders to positively assess credit worthiness, because property ownership increases the borrower's asset portfolio, displays stability in the borrower, and shows commitment to the community. These are all positives when a lender assesses whether or not to make a loan.

This will raise awareness about the objectives of the PRP, increase women's knowledge of property rights and informs banks about constraints faced by women and encourages them to make their lending practices more accessible to women.

## TASK 3.5.2 CONDUCT WORKSHOPS ON FINANCE AND PROPERTY RIGHTS FOR WOMEN IN BUSINESS

Starting in September 2014 the PRP will conduct joint workshops on finance and property rights for women in business with Crimson Capital. Crimson Capital has committed in writing to work with the PRP to plan and implement these workshops in locations and at a frequency determined by the PRP. Crimson Capital will assist with its knowledge of the lending practices and its database of women’s businesses and its experience in Kosovo to identify appropriate venues, identify business women who might attend, and help with public relations and other logistics.

### OBJECTIVE 3 INDICATORS

<b>Development Objective 1: Improved Rule of Law and Governance that meet Citizen’s Needs</b>
<b>Intermediate Result 1.4: Civil Society Strengthened to Increasingly Engage Constructively with Government</b>
<b>OBJECTIVE 3: ENHANCED ABILITY FOR WOMEN TO ACCESS THEIR PROPERTY RIGHTS IN PRACTICE</b>
<b>INDICATORS</b>
3.1 } Number of CSO-s employees trained on the grants award process
3.2} Number of awards made directly to CSO-s
3.3} Number of communication and media outreach campaigns implemented through CSO
3.4} Number of citizens reached by communication and media outreach campaigns implemented through grant awarded CSO
3.5} Number of women who file inheritance claims in the court
3.6} Number of women inheriting property
3.7} Percentage of commercial bank loan portfolio comprised of women borrowers

# 4.0 OBJECTIVE 4: IMPROVED COMMUNICATION, ACCESS TO INFORMATION AND UNDERSTANDING OF PROPERTY RIGHTS

Courts and citizens face a number of obstacles to efficiently define and adjudicate property rights and access municipal services to exercise these rights. PRP Objectives 1 and 2 will support development of improved policies and laws to clearly define property rights and court procedures to efficiently adjudicate and enforce citizens' rights. Further constraining the work of courts and citizens' ability to exercise their rights to property is the lack of reliable and efficient business processes to ensure courts and citizens have ready access to documents and services required to evidence and then transact property rights.

Property transactions occur at the municipal level, the majority of which require information to be transferred between municipal courts and MCOs. Courts often require information from MCOs to issue decisions that determine property rights and/or enable property transactions such as sale, lease and inheritance. MCOs rely on court decisions to clearly define the rights that it will register in its data bases to permanently record and document rights adjudicated by courts. Information sharing between these institutions at the municipal level needs to be improved to enable citizens to transact rights quickly and securely.

Sharing information between municipal and central institutions also needs to be improved. Cadastral data is produced by MCOs but must be checked for accuracy at the central KCA where the data will ultimately be stored and managed according to the data model standards developed for the Kosovo Cadastre Land Information System (KCLIS). Quality control processes and data exchange standards between the KCA and MCOs are still in development. Additionally, municipal archives containing documents that both the courts and MCOs rely upon for evidence of property rights have not been digitized and are not searchable. This increases the time it takes for MCOs to access and share information with basic courts and the central KCA and may impact the quality of the data shared.

Courts also require access to civil registry and address data to issue summons to parties and to enforce judgments. This data is also required by municipalities to collect property taxes. Similar to cadastral records, civil registry and address data is generated at the municipal level and checked for accuracy at the central level where it is ultimately stored and managed according to central database standards. Disjointed information sharing within the civil registry at the central and municipal levels and between municipal civil registry and tax offices constrains collection of property taxes, reducing municipal revenue and the services municipalities can provide its citizens.

In support of USAID/Kosovo's Forward objectives, PRP will work with the Mission to select municipalities to receive direct Government –to –Government (G2G) funding to improve business processes and information sharing both within municipalities and between the municipal and central levels to:

1. More efficiently resolve property claims and disputes and adjudicate rights;
2. Enable MCOs to accurately record rights adjudicated and provide citizens with documents to transact their rights; and
3. Assist municipalities to provide better property related services to its citizens.

PRP activities in year one will focus on assisting USAID to select and then build capacity of selected municipalities to administer and manage direct funding. In parallel, the PRP will meet with KCA officials, Ministry of Interior and Ministry of Finance officials at the central level, conduct desk reviews and focus group discussions with representative municipalities (agreed with USAID and the Ministry for Local Government Administration (MLGA) so as not to prejudice final selection) to better understand business processes and information gaps so that it can then work with the selected municipalities to develop a Statement of Work (SOW) providing specifications for the work to be completed with USAID funding to improve business processes and information sharing to assist courts to more efficiently adjudicate rights, citizens to exercise these rights and municipalities to improve service delivery.

The PRP will be conscious of donor investments already made to improve service delivery at the municipal level, especially by the World Bank to build capacity of MCOs. It will ensure that any solutions developed at the municipal level are fully compatible with the KCLIS data model and specifications for registration of property rights. PRP also recognizes that to ensure sustainability of USAID's G2G investment, solutions developed at the municipal level must be scalable and replicable at the national level. As such, it will ensure its activities are closely coordinated with the KCA and relevant line ministries through the MLGA.

#### **ACTIVITY 4.1: COORDINATE STAKEHOLDER PROPERTY INFORMATION TO FACILITATE SELECTION OF MUNICIPALITIES TO RECEIVE USAID FORWARD G2G FUNDING AND HELP ENSURE SUSTAINABILITY OF THE FUNDING SUPPORT**

In consultation with USAID, the PRP will coordinate with MLGA, KCA, KJC, Ministry of Interior (MOI), Ministry for Public Administration (MPA), the Association of Kosovo Municipalities, Ministry of Finance (MOF), the World Bank RECAP and others as appropriate. This coordinated group will make recommendations regarding the institutional framework within which to implement G2G activities and provide feedback the PRP will use to further refine activities to achieve results. The MLGA will be a main counterpart to ensure effective coordination between institutions at the central and municipal levels and that business processes and information sharing solutions piloted in selected G2G municipalities are scalable and replicable and can serve as models for reform throughout Kosovo. Proposed solutions to improve business processes, sharing property related information between offices and institutions and

streamline administrative procedures to transact property rights will be presented to the counterparts for feedback.

## **ACTIVITY 4.2: DEVELOP CRITERIA AND PROCESSES FOR SELECTION OF MUNICIPALITIES**

The PRP will meet with the MLGA to formally introduce it to the PRP and USAID/Kosovo's Forward initiative under this Objective. Once PRP has secured MLGA's support and buy-in for the initiative, and its agreement to chair the stakeholder's coordination group, it will request the MLGA to send a letter to municipalities formally introducing them to PRP, informing them about the initiative and encouraging their participation.

The PRP will begin to develop proposed selection criteria and process in consultation with USAID/Kosovo. Criteria and processes agreed with the Mission will be vetted by the coordinating counterparts.

Essentially, municipal selection will be a process of elimination. USAID/Kosovo instructed the first two municipalities to receive G2G funding should be small to medium sized. This will enable piloting and testing solutions that can then be scaled up to large municipalities. Additionally, one of these municipalities should be non-majority population, excluding the four northern municipalities.

There are 38 municipalities in Kosovo, 7 of which are designated as large, leaving 31 small to medium sized municipalities. Of these, 10 are non-majority population, leaving then a universe of 21 small to medium sized majority population municipalities. The selection process will then target these municipalities in a three step process ending in final selection of one majority and one non-majority small to medium sized municipality.

### **Step 1:**

This step will consist of developing a municipal selection tool and an assessment of the current information sharing business processes in municipalities. Through STTA, PRP will mobilize one international Municipal Selection Specialist to customize Tetra Tech's Municipal Capacity Matrix (MCM) to the needs of PRP. Based on the MCM, the Selection Specialist will develop a self-assessment questionnaire that will be sent to the universe of 21 municipalities.

PRP will also mobilize, through STTA, one international Municipal Land Information Specialist to work with the COP and Municipal Services Delivery Specialist to map out municipal business practices related to exchange of land related information between municipal offices. Analysis and findings from the mapping exercise will inform development of the self-assessment questionnaire. It will also support development of proposed solutions to improve information sharing under Activity 4.3 below.

The self-assessment questionnaire will elicit detailed and quantitative information from the candidate communities regarding the current status of municipal offices and functions such as MCOs and the services delivered, property tax collection, management of real property assets, information technology (IT) and Citizen Service Center capability, number of staff disaggregated by gender and ethnicity, and citizen and business participation in local decision making.

The questionnaire, along with a letter of invitation outlining the broad parameters of PRP and key commitments that would be expected of the selected municipality will be sent to the universe of 21 municipalities. A key commitment will be to draft a Gender and Minorities Inclusion Action Plan within six months of award.

Best practice has shown that the most important criteria for working with partner municipalities are political will and commitment to change. Municipalities will be provided ample time and encouragement

to complete and return the questionnaire and letter of commitment to PRP within a reasonable amount of time. A municipality that fails to return the documents by the deadline has not demonstrated the basic will and commitment to work with the program and will no longer be considered for inclusion.

In addition to serving as a screening tool, the questionnaire will provide quantitative data that will also serve as selection criteria. Further, this data will be included in the PRP PMP and to serve as baseline data to track and measure improved performance of the selected municipality over the life of the program.

Step 1 will conclude upon the deadline for delivery of the letter of commitment and self-assessment questionnaire.

Step 2:

Quantitative data provided in the self-assessment questionnaire will be analyzed by the international Municipal Selection Specialist and PRP staff and supplemented with structured interviews with municipal staff. Qualitative data will be collected from sources such as CSO reports on public perceptions of municipal leadership, responsiveness to the needs of citizens and delivery of service.

Perhaps the most important qualitative criteria are willingness of municipal offices to share data and willingness of municipal officials to develop and embrace innovation in their work. A major disconnect that has been observed is between technical innovation developed at the central level and its application and integration in the work of municipalities. Members of the stakeholders' coordination group such as the KCA have firsthand experience introducing new technology and innovation to municipalities and can speak to the capacity of specific municipalities to pilot solutions.

Subjects included in the self-assessment questionnaire and inputs from coordinating counterparts will inform development of a relevant set of selection criteria that will be agreed with USAID and vetted with counterparts. We expect the final criteria will include criteria such as:

1. Performance metrics included in the MLGA's Municipal Performance Measurement System (MPMS) and additional relevant metrics such as collection of property taxes to generate Own Source Revenue (OSR);
2. IT capacity, including a functioning Citizen Service Center;
3. Municipal ranking in studies and surveys on public satisfaction with municipal performance;
4. Municipal ranking in studies and surveys on corruption and transparency;
5. Level of staffing and skill sets; and
6. Political leadership and stability in the municipality.

Analysis of the self-assessment questionnaire data and application of this data will enable PRP to develop a short list of approximately five candidate municipalities.

Step 2 will conclude when the short list has been approved by USAID/Kosovo and vetted with counterparts.

Step 3:

Once the short list of municipalities has been agreed, PRP will conduct a rigorous due diligence review of the shortlisted municipalities to determine eligibility and risks to manage direct funding from USAID. Through STTA, PRP will mobilize international experts to conduct a pre-award survey of the candidate municipality's organizational capacity to manage direct funds. At conclusion of the assessment, PRP will provide USAID with a report containing findings about the municipality's capacities in regards its finance



and procurement systems, human resources and management structures to ensure transparency and accountability.

In concert with the pre-award due diligence assessment, PRP will establish baselines that will inform development of a capacity building plan for the selected municipality to effectively manage direct funding. These baselines will also be incorporated into the PMP to measure increased performance and capacity. During this process, the Municipal Service Delivery specialist will be trained and provided mentoring support to deliver capacity building support to the selected municipality to effectively manage the award and improve service delivery in Year 2.

Step 3 will conclude with award of the G2G funding.

PRP notes that a more nuanced approach to selecting a non-majority population municipality may be required. This approach will be agreed in close consultation with USAID/Kosovo.

### **ACTIVITY 4.3: ASSESS POSSIBLE ACTIVITIES FOR THE MUNICIPALITIES SELECTED FOR G2G FUNDING**

In September 2014 the PRP will use STTA of a Municipal Land Information Specialist to begin the process of determining a range of municipal needs that may be appropriate for municipalities to undertake with G2G funding. This consultant will conduct a series of interviews with the Kosovo Judicial Council, Municipal Basic Courts, KCA, MCOs, Civil Registries, notary offices, and relevant officials in selected municipalities to identify needs, capacity of existing systems, and procedures employed to obtain, manage and share data.

The consultant will assess and document the status of municipal archives (i.e. have the archives been digitized, is there an index or searchable database to manage data); physical condition of the storage facility (i.e. are there issues with security, risk of damage, adequate space, adequate number of staff); clearly defined roles and responsibilities to manage the archive(s); data sharing protocols and accessibility of data; and document and baseline current information and data management capacity in select municipalities.

By assessing the availability of data defining real property assets of municipalities and municipal capacity to identify and manage its real property assets and identifying legal, technical, procedural, and/or practical constraints faced by municipalities to manage and use real property assets and share property information among those needing the information to dispose of property disputes or engage in property transactions, the consultant can suggest possible interventions using G2G funding.

A technical report listing findings and conclusions and containing recommendations for municipal activities will be produced in October 2014. The PRP will use the technical report and activities that are suggested in order to address needs of municipalities for possible G2G support.

### **ACTIVITY 4.4: ASSESS MUNICIPAL BUSINESS PROCESSES FOR SHARING PROPERTY RELATED INFORMATION AND PROPOSE TECHNICAL SOLUTIONS**

In parallel with the selection process, the international Municipal Land Information Specialist will work with COP and Municipal Services Delivery Specialist to map out municipal business practices related to exchange of land related information between municipal offices. PRP will work with counterparts to identify one or more representative municipality where it can conduct its assessment exercises. Through coordination with counterparts, especially the MLGA, it will ensure access to municipalities will not prejudice or otherwise impact the selection process and that any municipalities where the assessments

take place are fully informed and understand that granting access to the assessment teams does not guarantee selection for award.

Over the course of the first year, PRP will produce technical reports containing findings from its analysis of municipal business processes and practices in municipalities that constrain the exchange of information between municipal offices and agencies and between the municipality and central agencies. Reports will be presented and discussed with the coordinating counterparts. Through this iterative process, PRP will identify root causes of problems and recommend solutions and streamlined administrative procedures responsive to the challenges identified.

Proposed solutions and administrative solutions vetted by the coordinating counterparts and approved by USAID will serve as the basis for developing specifications to be included in a Statement of Work that will guide the selected municipality’s efforts to improve its information sharing capacity. PRP will discuss and agree whether the municipality will outsource the work or PRP will provide technical assistance to the municipality to implement the proposed solutions.

## OBJECTIVE 4 INDICATORS

<b>Development Objective 2: Increase Investment and Private Employment Service</b>
<b>Intermediate Result 2.1: Improved Economic Governance &amp; Business Environment</b>
<b>OBJECTIVE 4: IMPROVED ACCESS TO INFORMATION AND UNDERSTANDING OF PROPERTY RIGHTS</b>
<b>INDICATORS</b>
4.1 } Number of days to conduct property transactions reduced due to the improved information systems
4.2 } Percent of citizens with increased knowledge of their property rights
4.3 } Percentage of citizens utilizing property-related services in pilot municipalities

# 5.0 OUTREACH AND COMMUNICATIONS

Throughout the work plan there are links between legal and policy activities and the need for community outreach and awareness. As policy and legislative development progress, public awareness will be an important driver of property rights reform. The PRP will lead an aggressive public information program, via media, through CSO sub-awardees under Objective 3, but also directly by the program. Initial workshops are described under Objective 3 to increase awareness of women’s businesses regarding financing opportunities using property as a catalyst. The program will also conduct seminars, prepare written materials, and engage in focus groups discussions throughout Kosovo to join the issues regarding an improved property rights framework, women’s inheritance rights, minority community property issues, and property rights reform activities. These programs will, in turn, inform as to appropriate interventions to implement policy, drive legislation, improve the disposition of property rights claims, and advance the exchange of information in the property rights sector.

A strategic approach with regard to communication channels relevant to property rights will be used to support the PRP activities. To increase understanding of the property rights process in Kosovo appropriate publication material will be developed and disseminated to target audiences. In addition, PRP Communication and Outreach activities will include the participatory social and behavior change communication as evidence-based communication interventions designed in close collaboration with program counterparts and partners. These activities will be tailored in line with communication findings needs in support of program objectives. Information on property rights such as, how-to guiding principles, publications, leaflets, brochures, posters, banners, TV and Radio ads will be used to enhance the visibility of the program as well as contribute to public awareness of property rights and significant issues.

New laws and procedures developed under Objectives 1 and 2 and streamlined administrative procedures developed under this Objective will be captured and presented in clear language “how-to-guides” to assist citizens transact property rights. Development of outreach content will be coordinated with outreach activities with CSOs under Objective 3 and will touch upon a range of property rights issues including women’s rights to inherit property.

Relations with the media will be carefully planned and with concurrence of USAID implemented in order to reach effectively target groups and promote the property rights in Kosovo.

# 6.0 FIRST YEAR TIMELINE

	May '14	June	July	Aug	Sept	Oct	Nov	Dec	Jan '15	Feb	Mar	Apr	May	June	July	Aug	Sept
<b>Objective 1: Better Coordination and Policy Priorities</b>																	
<b>Activity 1.1: Support Property Rights Coordination Strategy</b>																	
Coordination with the CCPR Project																	
Assist in the establishment and operation of the SWG																	
Coordinate Donor and Line Ministry and Agency Property Rights Activities																	
<b>Activity 1.2: Provide Inputs with Analysis for A Property Rights Strategy Document</b>																	
Assist GOK to analyze and draft legislation and develop a National Property Strategy																	
<b>Activity 1.3: Review Inheritance &amp; Procedures To Improve Secondary Legislation And Court Directives</b>																	
Review laws and secondary legislation, and cultural/ social norms and power dynamics between sexes that constrain women's property rights																	
<b>Activity 1.4: Launch Event</b>																	
<b>Objective 2: Improved Court Processes Related to Property Claims</b>																	
<b>Activity 2.1: Assist KJC and stakeholders to identify gaps to resolve property claims</b>																	
Systematically canvas existing databases to identify the most problematic property related cases in court system																	
Assist courts to conduct a preliminary review of the legal and procedural issues preventing efficient resolution of claims																	
Conduct Focus Group Discussions to gather qualitative data about court and municipal procedures and practices that constrain women and members of minority communities from exercising their rights to property																	

	May '14	June	July	Aug	Sept	Oct	Nov	Dec	Jan '15	Feb	Mar	Apr	May	June	July	Aug	Sept
Build capacity of PRP Judicial Reform Specialist and KJC to train courts to utilize the J-Path™ methodology to assess court regulations, administrative guidelines and Supreme Court directives																	
Capture lessons learned and promote evidence based learning from the assessment process																	
<b>Activity 2.2: Establish Four Courts of Merit</b>																	
Develop selection criteria and processes																	
Provide capacity building support to the Model Courts																	
Pilot reforms																	
<b>Objective 3: Enhanced Women's Rights to Use Property in Practice</b>																	
<b>Activity 3.1: Conduct in-depth analysis of legislative gaps and problems related to women's rights</b>																	
Systematically review existing legislation that prevents women from exercising property rights																	
Stakeholder's group to plan interventions to improve the exercise of property rights by women																	
<b>Activity 3.2: Improve laws related to women's ownership and inheritance rights</b>																	
Examine social norms and power dynamics between men and women that prevent women from exercising their property rights																	
Promote women's property rights among governmental institutions																	
Gender awareness and sensitivity trainings among governmental organizations																	
Assist CSOs in designing and conducting public awareness																	

	May '14	June	July	Aug	Sept	Oct	Nov	Dec	Jan '15	Feb	Mar	Apr	May	June	July	Aug	Sept	
campaigns regarding women's property rights																		
<b>Activity 3.3: Analyze gaps and improve court procedures related to women's property rights</b>																		
Systematic review existing legislation that prevents women from exercising property rights																		
Improve Laws Related to Women's Ownership and Inheritance Rights																		
Examine social norms and power dynamics between men and women that prevent women from exercising their property rights																		
Analyze Gaps and Improve Court Procedures Related to Women's Property Rights																		
<b>Activity 3.4: Provide assistance to USAID-engaged CSOs to develop locally sensitive film/TV content to increase public awareness about women's property rights and administer USAID awards</b>																		
Assist the Mission to develop input and selection criteria for the Regional Contracting and Agreement Officer to select prime and sub-grant awardees																		
Grant Preparatory Program for potential CSO's interested in the grant Program																		
Train USAID-engaged CSOs in social and behavioral change communications																		
<b>Activity 3.5: Provide assistance to CSOs that assist women to develop stronger businesses using property as collateral</b>																		
Participation in Finance Fair of Pristina																		
Conduct workshops on Finance and Property Rights for Women in Business																		
<b>Objective 4: Improved Communication, Access to Information and Understanding of Property Rights</b>																		
<b>Activity 4.1: Establish the Property Information Stakeholder Committee to facilitate selection of municipalities to receive USAID Forward G2G funding and help ensure sustainability of the funding support</b>																		

	May '14	June	July	Aug	Sept	Oct	Nov	Dec	Jan '15	Feb	Mar	Apr	May	June	July	Aug	Sept
Coordinate stakeholders to recommend institutional framework within which to implement G2G activities and provide feedback the PRP																	
Develop Criteria and Processes for Selection of Municipalities																	
Assess Possible Activities for the Municipalities Selected for G2G Funding																	
<b>Activity 4.3: Assess municipal business processes for sharing property related information and propose technical solutions</b>																	
<b>5.0 OUTREACH AND COMMUNICATIONS</b>																	



**U.S. Agency for International Development**

1300 Pennsylvania Avenue, NW

Washington, DC 20523

Tel: (202) 712-0000

Fax: (202) 216-3524

**[www.usaid.gov](http://www.usaid.gov)**