

# Terms of Reference

## Customer Satisfaction Survey

(Contract Ref. number XK-KCA-236216-CS-CQS)

### I. Background information

The Government of Kosovo (GoK) has received a Credit from the World Bank Group's International Development Association (IDA) in the amount of EUR 14.60 million to finance the Real Estate Cadaster & Geospatial Infrastructure Project (REGIP), which is expected to be implemented within a five-year period. REGIP aims to assist the GoK to increase the transparency and quality of land administration and geospatial data and services. The Kosovo Cadastral Agency (KCA) is the implementing agency for REGIP, under which a Project Implementation Units (PIU) has been established. The PIU will be responsible for day-to-day project implementation and for providing specific technical oversight to project activities. The PIU will be responsible for all fiduciary aspects, such as procurement, financial management, monitoring and evaluation, and safeguards under REGIP.

Component D of REGIP is Project Management, Capacity Building, Public Outreach, and Monitoring & Evaluation. The objective of this component is to ensure smooth and timely project implementation and support activities related to capacity building, public outreach, and monitoring and evaluation (M&E). The component will finance the provision of support for project implementation and donor coordination, including, inter alia: (i) strengthening the capacity of the PIU; (ii) carrying out of project monitoring and evaluation activities; (iii) carrying out of customer satisfaction surveys; (iv) carrying out of public outreach and the maintenance of REGIP's grievance redress mechanism; (v) carrying out of capacity building activities for KCA

An important aspect for the development of real property markets is the institutionalization of a user-friendly customer interface by the agencies responsible for providing land administration services (the Municipal Cadastral Offices). Because REGIP contributes to making the registration system more transparent, efficient, inclusive, and client-oriented, it is important to assess what the potential demand for property registration services is and to analyze differences between men and women as well as different ethnic and socio-economic groups in service perception and usage to best address the needs of different user groups. Moreover, it is important to collect the views of users and providers of the systems and gather better information on the processes of registration and completion of land and property transactions.

KCA has already conducted several surveys, including those carried out under the Real Estate Cadaster and Registration Project (RECAP).

This consultancy will build upon KCA's 2022 REGIP Customer Satisfaction Survey (CSS) as the baseline. By aligning with the 2022 methodology, the new survey will generate reliable longitudinal data and enable valid trend analysis. KCA will share the 2022 Customer Satisfaction Survey and related materials with the selected consulting firm. Firms selected for the assignment, or those invited to submit proposals, will be granted access to these materials.

## II. Objectives and main research questions

This Satisfaction Survey, which is to be the second survey implemented under REGIP, will have three main objectives:

1. To gather data to evaluate? Quality and availability of land administration data such as access to data, access to information, awareness about the procedures for property registration, awareness about the benefits of registered property etc., and:
2. To collect data to assess? Quality and availability of geospatial data and services such as access to data, users' awareness about the possibility to search and find data online, etc.
3. 3. To compare the findings of the 2026 and 2022 surveys, analyze the results, identify and highlight changes and trends, and provide recommendations.

The availability and accessibility of land administration and geospatial data and services will be measured through greater access to, and transparency of, them. The Satisfaction Survey will also collect data and information to assess the quality, efficiency and effectiveness of land and immovable property administration of data and services provided by KCA and MCOs and those professional organizations involved in immovable property market activity in Kosovo.

The survey will also include a special focus on the new digital information and services (usage of KCA web services, geoportal, KCLIS Online, KOPOS and if these channels will be changed, what to include) and will assess their usage and reception by the general public and land market professionals. The survey will also explore what the digital information and services are used for as well as what other e-services the general public and land market professionals would like to have.

The subjects of the survey will be following targeted respondents:

### 1. General Public

- 1.1 Those using cadastral data and services at MCO
- 1.2 Those not using cadastral data and services (households / door to door survey)

### 2. Professional users of cadastral data and services

- 2.1 Professional users of MCO data and services (notaries, courts, bailiffs, NGO-s, etc.)
- 2.2 Civil servants or public administration officers using cadastral data and services

### 3. Professional providers of cadastral data and services

- 3.1 KCA employees
- 3.2 MCO employees

### 4. Licensed surveyors and surveying companies

KCA has amended 5 Administrative Instructions affecting cadastral works performed by surveyors. This survey will be used to identify the challenges and impact in the field that may result from these changes. After this survey, the professional books for Cadastre Reconstruction, the Building Construction Cadastre and the Registration of Property at MCOs may be updated pursuant to the findings of this survey.

While the measurement will be on a scale of 1 to 5 (quantitative data), the assignment is expected to provide space to answer the following main questions (qualitative data):

1. Do the MCOs provide quality data and services that encourage or discourage the real estate market, and, in the latter case, what can be done to improve the situation? If the answer is yes, then why? If the answer is no, why?
2. How aware is the general public (men and women, those educated and less educated, those of rural and those of urban areas, those of majority communities and those of minority communities) of the data and services offered by MCOs and what is the potential demand of men and women for property registration data and services?
3. How do perceptions and willingness to use both in place and through e-services differ between the general public and professional users of cadastral data and services, men and women, as well as ethnic and socio-economic groups? How does the access of property rights change among men and women?
4. Did the data and services provided by the reengineered MCOs, improve? This research question shall address a comparison of the customer service before and after the MCO reengineering regarding the customers' satisfaction.
5. What are the data and service needs (e.g. waiting area, information desk) and possible obstacles regarding land and immovable property administration data and service provision for customers and MCO employees? This research question shall target the general customer and MCO employee, but also segregated into different ethnic, racial, social and other groups, on differences between men and women within different ethnic groups, and on the Municipalities with large minority concentration (such as Ranillug, Partesh, Mamusha etc) (e.g. what these MCO lacks and what needs to be taken under consideration with the upcoming MCOs to be reengineered), as well as the new Mitrovica North Municipality.
6. How fair is the service provided? Are citizens asked to pay informally to get better data and services? While MCO staff to be asked if there is any offer for informal payments for receiving better data and services.
7. The costs of the services: Administration fees, the perception of the general public on the costs, respectively, can they afford these costs and do they receive the data and services according to the cost they pay. There were some changes in Administrative Instructions on fees on cadastral services and this question will help compare affordability of cadastral data and services before and after.
8. How inclusive is the service provided? Is the information on MCO, MCO data and services on property registration available, relevant, understandable, user-friendly and easy to be accessed (including questions on the opinion and needs of specific vulnerable groups in regard to the design, language, and accessibility of information)?
9. How has the move to digital and web-based information, including the geoportal, improved data and services, and what further digital data and services are requested? Do citizens and land market professionals know about the website, what digital information do they look at, and what other information, data and services would they like to access through the KCA website or geoportal? Do citizens face any barriers in accessing the digital services (i.e. – lack of internet connection, lack of access to devices?)

10. How did they learn about the registration process? What, in their opinion, is the best way to be informed/educated about the registration process?

11. What is the perception of the public and professionals on transparency of cadastral data?

### **III. Scope of the work**

The research company will work in close cooperation with the KCA and the PIU staff, as well as with MCOs and its local offices. The KCA/PIU will make available to the research company all required documents regarding this task and documents regarding other Project activities. If considered as relevant, regular meetings between the Research Company and KCA/PIU experts will be organized to successfully implement the Satisfaction Survey. Also, the World Bank team will be in charge for validating the activities.

The research company will be responsible for the following activities:

- Designing the methodology for the Satisfaction Surveys, including appropriate methodological instruments (Survey Questionnaire and Focus Group Questionnaire) for quantitative and qualitative data collection (focusing on disaggregation of data by gender, ethnic minority, age, and rural/ urban area, etc). To ensure longitudinal comparability between the 2022 and 2026 survey results, the survey company shall maintain the methodology and core questionnaire from the previous survey, introducing only limited amendments where necessary. The positioning of questions and the core indicators shall remain consistent to ensure the comparability of results over time.
- Designing additional questions to supplement the existing questionnaire and collect information on recently introduced services. The amended questionnaire shall be considered final upon approval by the KCA/PIU and the World Bank team.
- Establishing a partnership with a few national NGOs (selected jointly with the KCA/PIU - according to their engagement with vulnerable groups: ethnic minorities, women and rural people) to discuss and validate the survey design.
- Testing the methodology by conducting four pilot Focus Groups in three of the selected municipalities for the Satisfaction Survey (including men and women and digital/web services users or potential users, as well as different ethnic and socio-economic groups). These Focus Groups will serve to refine the design of the methodology and the data collection instruments. The questionnaire will be considered as final after approval from KCA/PIU/World Bank team.
- Conducting the Satisfaction Survey in 38 MCO, including Northern ones to gather information about their needs in perspective of cadastral data, services, a procedure for property registration, etc.
- Conducting 10 Focus Groups to validate the survey findings and gather additional views on quality, efficiency, and effectiveness of the services (1 focus groups with women, 1 focus groups with ethnic minorities, three with groups who use or would like to use digital data and services (private sector: notaries, banks, surveyors or other registered users of the geoportal and public sector: courts, tax authorities or other registered users of the geoportal) and 1 with general users) targeting customers from different municipalities.

- Processing and analyzing of quantitative and qualitative data, services, and information obtained in the Satisfaction Survey and the Focus Groups for the Final Report (focusing on disaggregation of data by gender, ethnic minority, age, and rural/ urban area).
- Comparing the findings of the 2026 and 2022 Satisfaction Surveys, analyzing and highlighting changes and trends, and providing recommendations.
- Comparison of the Satisfaction Survey with previous surveys, highlighting changes and trends.
- Preparing and organizing in close collaboration with the KCA/PIU a workshop for KCA and MCO staff to present the results, conclusions, and recommendations of the Satisfaction Survey and discussing channels for public dissemination of the results.
- Inviting the partner NGOs to further discuss the results and suitable options for public and proactive dissemination of the results, including dissemination amongst their beneficiary groups in a user-friendly format. Public dissemination will be jointly organized with these NGOs.

#### IV. Sampling

The sample for the Satisfaction Survey will include the following groups:

- **450** direct customers of the MCOs (30% of the sample being women of different ethnic backgrounds, 20% national ethnic minority (of whom 50% living in northern municipalities)), etc.;
- **550** randomly selected citizens - to include citizens from urban as well as from rural areas, which are under the jurisdiction of the related office for survey and cadaster (at least 30% of the sample being women and 30% ethnic minorities (50% of whom live in northern municipalities));
- **250** other users of cadaster services, particularly: licenced surveyors, real estate agencies, lawyers, banks, bailiffs (private enforcement agents), notaries
- **100** KCA and MCOs employees (at least 10% of the sample being women and 10% minorities).

The envisaged sample size for the Satisfaction Survey shall be approximately **1,450** respondents: **1,350** respondents (and, respectively, completed questionnaires) for the quantitative survey, and around **100** respondents for the qualitative survey.

- **10 validation focus groups** (with a minimum of five and a maximum of eight participants per group) representing different target groups, including national minorities, the majority population, women-only groups, users of digital data and services, and general users of cadastral services. The focus groups should, to the extent possible, ensure geographic representation. A random sampling method shall be used for the surveys.
- **2 focus group discussions** (with a minimum of five and a maximum of eight respondents per group) and seven in-depth interviews with surveyors and licensed surveying companies. Focus group discussions with surveyors and surveying companies will assess the challenges and impacts of changes to five Administrative Instructions affecting cadastral work performed by surveyors.

## V. Deliverables

The Deliverables will include the following:

- Inception Report (including understanding of the assignment, methodology, revised questionnaire based on KCA input, and data collection instruments), ensuring longitudinal comparability (to be submitted two weeks after contract signing).
- Draft Final Report on the findings of the Satisfaction Survey, including analysis of qualitative results from the focus groups, conclusions, and practical recommendations, as well as an annex containing the data collection instruments and quantitative data in an Excel spreadsheet (**by 1 October, 2026**).
- Final Report (**by 15 November, 2026**).

## VI. Reporting Requirements

All draft Deliverables shall be electronically submitted to the Coordinator of the PIU (located in the KCA) in Albanian and English language for his review and clearance. All final Deliverables shall be submitted in hard-copy and electronic version in Albanian, Serbian and English Language for final approval (format upon agreement) by the KCA/PIU.

Also;

- The Inception Report (outlining methodology, understanding, etc.) is subject to KCA review and approval before the contractor can proceed;
- The KCA will approve the design before the contractor can start implementation;
- The final report structure and table of contents are to be proposed as an annex to the Inception Report and agreed with KCA before the contractor starts work on it (minor changes are okay, of course); and
- The contractor is to provide fortnightly updates on their progress to the KCA via the project manager.

## VII. Time-schedule and level of effort

The survey company is expected to conduct and complete the survey within four months from the date of contract signing, and no later than **15 November 2026**. The estimated level of effort for this assignment is 55 person-days.

The company shall engage a team of 38 staff members, totaling approximately 160 staff days, to carry out the field survey.

## VIII. Payment Schedule

The payment will be realized upon deliverables in phases listed below:

- 10% of contract price upon approval of draft methodology
- 20% of contract price upon approval of inception report
- 30% of contract price upon approval of draft report
- 40% of contract price upon approval of final report

## **IX. Qualifications of the Research Company**

The research company should have:

- At least 5 years of experience in producing similar surveys and conducting researches;
- Experience with both qualitative and quantitative data collection and analysis techniques;
- Demonstrated experience in conducting large nationally representative researches (at least 2 pieces of research on the samples of 1000 or more legal and physical persons in the past three years, for the researches of business entities; at least 5 pieces of research on the samples of more than 1000 respondents in the last three years for large-scale researches);
- Capacity and availability of resources to carry out the required work for the required period;
- Ability to mobilize bi-lingual (Albanian and Serbian, or other minority language as necessary) teams of surveyors and focus group moderators, as demonstrated in previous work;
- Ability to analyze data collected using SAS/SPSS.

## **X. Key Staff Qualifications**

### *1. Research Director - Team Leader:*

- Adequate educational background (business, economics, statistics, social science, etc.), advanced degree shall be considered as an advantage;
- At least 5 years of experience in producing similar studies and conducting researches;
- Good coordination, communication and teamwork skills;
- Demonstrated ability to meet deadlines;
- Proven ability to write in a clear and concise manner and excellent reporting skills in in Albanian and English.

### *2. Expert for Quantitative and Qualitative Survey (2 experts):*

- Adequate educational background (social science, statistics, etc.), advanced degree shall be considered as an advantage;
- At least 5 years of proven experience in the field related to the assignment;
- Demonstrated ability to meet deadlines;
- In addition, certain work experience in the area of cadaster, land administration, real estate, property etc., will be considered an advantage;
- Proven ability to write in a clear and concise manner and excellent drafting and reporting skills in Albanian, Serbian and English.

### *3. Expert on property market, cadaster, land policy, real estate, property or legal affairs*

- Adequate educational background, advanced degree shall be considered as an advantage;
- At least 5 years of proven experience in the field related;
- Demonstrated ability to meet deadlines;

- In addition, certain work experience in the area of cadaster, land administration, real estate, property etc., will be considered an advantage;
- Proven ability to write in a clear and concise manner and to communicate excellent drafting and reporting skills in Albanian, Serbian and English.

*The qualification of key staff (or their CVs) will not be taken into consideration for the shortlisting/evaluation criteria set forth below; the first ranked consulting firm will be required at contract negotiations to provide the required key staff with respective qualification requirements.*

## **XI. Selection Process**

The research company will be selected based on their:

- The general Company's experience (45%)
- Specific experience in survey designing and delivering (55%)