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COMMUNICATION AND VISIBILITY PLAN

for the Reform Agenda of Kosovo under the EU Reform
and Growth Facility for the Western Balkans

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under the EU Reform and Growth Facility
for the Western Balkans**

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INTRODUCTION

The Communication and Visibility Plan for the Reform Agenda of Kosovo under the EU Reform and Growth Facility for the Western Balkans is designed to foster awareness, provide credible information, empower engagement and support for implementation of reforms that align Kosovo with the EU Growth Plan for the Western Balkans. The Communication and Visibility Plan elaborates promotion of RA RGF reforms and enhancement of visibility of EU support, through transparency, clear message, inclusiveness, and the effective dissemination of information to citizens of Kosovo, civil society, the business community and all relevant targeted audiences.

This document outlines the approach to *enhancing public awareness* and *understanding* of the RGF Reform Agenda overall and specifically Kosovo's Reform Agenda focusing on five main sectors: Private Sector Development and Business Environment; Green and Digital Transition; Human Capital Development and Retention; Governance PAR and PFM and Rule of Law.

The aim of the communication and visibility plan is to increase public awareness and understanding of the RGF Reform Agenda overall and specifically Kosovo's Reform Agenda its impact and benefits. Increased awareness and understanding should contribute to the monitoring and accountability for its implementation towards the responsible institutions/ authorities.

The whole document serves as a vital bridge between citizens and institutions, informing the audience about the impact and benefits, expectations and implementation of the reforms, responsibility for the implementation of agreed steps, and the Kosovo-EU partnership. Furthermore, it provides a communication roadmap for awareness raising on key reforms and accelerating Kosovo's socio-economic convergence with the European Union. Also, the document is equipped with content focusing on the steps which will lead us to a structured communication plan that intends to explain and describe what the communication and visibility plan objectives are, and who is our target audience, what will be conveyed as key message. Overarching objectives will be translated into specific messages for each targeted audience of each sectoral project. This document intends to describe the importance of **internal communication coordination, communication between the Kosovo government and the EU**, as well as **communication for a broader audience**. There is a need for creation and/or building a highly coordinated communication system, which will accompany the whole path of campaigns on the EU related matters and Kosovo's path to the EU, as it started from the Visa Liberalization Campaign, through this RGF Reform Agenda to continuous consistent communication steps, that will convey messages throughout 2025 to 2027 and continue with future initiatives that Kosovo needs to reach, to become a European family member.

Recent findings from the IRI Kosovo Poll highlight a strong desire among the population to join the European Union and NATO, with 94% of the 1,200 respondents expressing positive sentiments toward EU membership and related reforms (International Republican Institute, 2023).¹ This overwhelming support underscores the public's commitment to democratic governance and the importance of integrating with

¹ International Republican Institute (2023). Kosovo Poll: Citizens' Views on EU and NATO ¹ Membership. European Commission (2023). EU Growth Plan for the Western Balkans.

European structures. Such strong public backing provides a clear mandate for advancing the Reform Agenda and underscores its relevance.

Context Overview

The Kosovo Reform Facility (KRF), embedded within the EU Growth Plan for the Western Balkans, seeks to align Kosovo's reforms with EU standards. This structure of the Growth Plan is based on four pillars aimed at: 1) **Enhancing economic integration with the European Union's single market**, subject to the Western Balkans aligning with single market rules and opening the relevant sectors and areas to all their neighbors at the same time, in line with the Common Regional Market.

2) **Boosting economic integration within the Western Balkans through the Common Regional Market**, based on EU rules and standards; 3) **Accelerating fundamental reforms**, supporting the Western Balkans' path towards EU membership, improving sustainable economic growth including through attracting foreign investments and strengthening regional stability; 4) **Increasing financial assistance to support the reforms through a Reform and Growth Facility for the Western Balkans**.

Proactive, clear, consistent, and effective communication is essential, especially in the context of initiatives like the Growth Plan for the Western Balkans and the Reform and Growth Facility. It is crucial to communicate **the benefits** and **impact** that Reform Agenda through financial boost from European Commission/EU will bring through three years. Also, communicate that this support is linked to concrete steps such as: the contribution toward the development of Kosovo, and expression of the EU plan for Kosovo: **to get closer to the EU**.

For Kosovo, its citizens, civil society and businesses as the main target audience at this point, strategic communication is vital to advocate financial support and benefits deriving from it; Align domestic reforms with EU standards and engage stakeholders, including citizens, policymakers, and international partners. It is crucial through implementation of the reforms, citizens live the change, realize benefits, understand the EU work and commitment to the development of Kosovo, and communicate their success stories by these reforms.

1. Goals and Objectives of the Communication Plan

The following are three main objectives of the Communication and Visibility Plan RGF:

1. Promote the RA reforms and increase the visibility of EU support

Through a consistent and understandable promotion of the reforms that will have an impact on public perception, increase presence and talk about the RA reforms.

Increase awareness and inform citizens, civil society, central and local institutions, business and other stakeholders about the reforms on the Kosovo Reform Agenda based in four main pillars, emphasizing overall **impact** and **benefits**.

Through proactive communication information can be addressed to ensure the citizens of Kosovo are aware of how EU initiatives directly or indirectly improve their lives, such as infrastructure

projects, education programs, employment opportunities, also, how the reforms will allow Kosovo to come closer to the EU and how EU is helping Kosovo advance in its EU path.

Foster a **positive image of the EU as a committed and reliable partner in Kosovo's development** and reform processes. The **EU's role** in supporting the **Reform Agenda (RA)** and **Reform and Growth Facility (RGF)** needs to be widely recognized. Highlighting **EU financial and technical contributions** ensures greater political and public buy-in.

2. Awareness raising and engagement of stakeholders on RGF and RA

Policymakers, businesses, civil society, central and local institutions and the public need to understand, trust, and support reforms. All stakeholders should be aware of how RGF and RA work or how they can participate and be engaged in the whole process. Information sharing and understanding of each reform as well as the engagement creates ownership, leading to better implementation and collaboration.

3. Improving public information on benefits and opportunities offered by RGF and RA

Since its initial phase of reform implementation many people don't know and don't have information how these EU backed reforms will impact their life directly or indirectly. Clear, accessible information and communication of each implemented reform would increase understanding of citizens on direct impact of the reforms in their life.

Promote the RA RGF reforms and increase visibility of EU support and its role in Kosovo

Increase public understanding of the EU integration process, its benefits, challenges, and what it entails for Kosovo's citizens and businesses. Inform citizens of Kosovo in every corner of the country about the content of the RGF, financial gain as total 882 million euro in form of grants/loans, and the overall goal of these reforms and this financial support: the EU is a reliable partner for Kosovo, committed to its development and its EU path.

Outcome: Cultivate widespread public support for EU-aligned reforms.

Enhancing Transparency, Credibility and accountability

Foster trust by communicating openly and honestly the importance, benefits and progress, milestones, and setbacks in Kosovo's journey from RA RGF reform implementation that will lead toward EU membership.

Outcome: Build public confidence in government institutions managing the RGF that will lead Kosovo toward implementation of the RA RGF and create a path toward EU integration process. Enhance public scrutiny towards the needed reform and accountability of the Kosovo institutions to implement them successfully, not only for financial support, but for the overall development of Kosovo and well-being of its people.

Encouraging Behavioral and Policy Alignment with EU Standards

Motivate businesses, institutions, and individuals to adopt EU-compliant practices in the areas as set in RA RGF for the five sectors.

Outcome: Facilitate alignment with EU reforms.

Strengthening Regional and International Relations

Showcase Kosovo as a proactive and cooperative partner in the Western Balkans, actively contributing to regional stability and integration.

Outcome: Enhance Kosovo's reputation as a credible future candidate for EU membership.

Fostering Inclusion and Equal Opportunities

Ensure all segments of society, including minorities, marginalized groups, feel included and benefit from the RGF.

Outcome: Reduce inequalities and align societal values with European principles of diversity and inclusion.

Educating Future Generations

Integrate RGF related topics into schools and universities to raise awareness of younger generations for opportunities from RGF and responsibilities tied to Kosovo citizens in their journey to EU membership.

Outcome: Create well-informed, EU ready citizens and future business leaders.

Promoting Economic Benefits and Opportunities

Highlight the potential for increased trade, foreign investment, and job creation tied to being part of EU single market, and regional market.

Outcome: Mobilize private sector and citizen support by demonstrating tangible economic benefits.

Embedment Kosovo's Identity within the European Family

Position Kosovo's cultural, historical, and contemporary contributions as integral to Europe's diversity.

Outcome: Strengthen Kosovo's national identity while aligning it with European values.

Developing Strategic Partnerships

Engage stakeholders such as civil society organizations, media, and private sector, as communication multipliers in amplifying Kosovo's Reform Agenda and Growth Agenda that will bring closer and shorten EU integration journey.

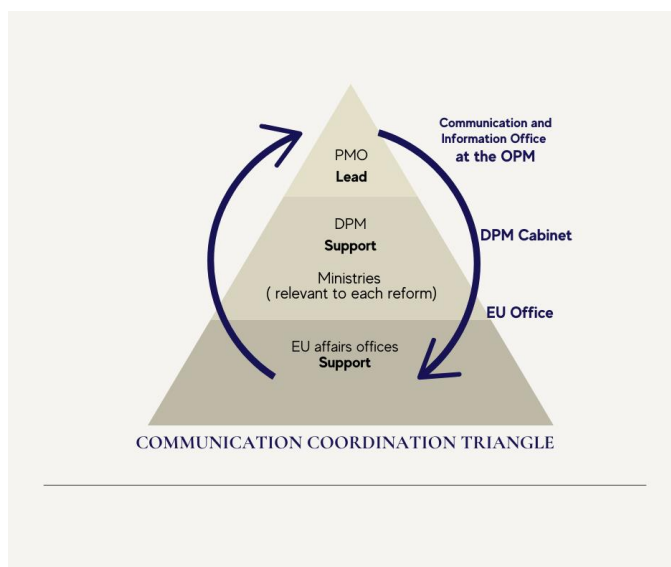
Outcome: Build a collaborative framework for widespread and effective communication efforts.

2. Target Audiences

Before focusing on a more detailed target audience to whom reforms agenda will be communicated, it is crucial to know the importance that in communication context has **internal** and **external** communication audience.

Internal audience are the key stakeholders who are part of the constellation in implementation of reforms. Thus, there is a need for knowledge for reforms divided into main sectors. Stakeholders should be equipped with necessary knowledge on reforms and the implementation process. The central coordination body, **the Communication and Information Office at OPM**, supported by the DPM Cabinet and EU affairs offices/departments as a focal point coordinating internal communication as well as the focal point/messenger/conductor to disseminate all information on Reform Agenda and Growth Plan through respective ministries, central institutions (e.g. fundamental rights related, judiciary), local institutions. Internal communication is crucial for conveying the right message to an external audience, it should be coordinated as **ONE VOICE**. It would also engage better the institutions in the implementation of the reforms.

Coordination of internal communication



A well-structured coordination with the EU Office, the Commission and the WBIF is also crucial toward better internal communication.

The structured coordination between the Kosovo Government, the EU Office, the European Commission, and the Western Balkans Investment Framework (WBIF) on the Communication of Reform and Growth Facility focuses on ensuring that Kosovo's reform processes are effectively communicated, supported, and aligned with EU integration goals. This coordination involves regular dialogue, joint planning, and the sharing of technical expertise to ensure that Kosovo's reforms, especially in governance, the economy,

and infrastructure, meet EU standards. The EU Office and the Commission provide guidance and financial support, while the WBIF helps fund critical infrastructure projects, all aimed at fostering sustainable growth and transparency. Through this structured coordination, Kosovo ensures that the progress of its reforms and the benefits of EU assistance are clearly communicated to the public and key stakeholders.

Activities for Regular and Systematic Coordination Meetings:

1. **Monthly Progress and Communication Strategy Review:** A monthly meeting between the Kosovo Government, the EU Office, the European Commission to review the progress of ongoing reforms and projects under the Reform and Growth Facility. This meeting would focus on assessing the effectiveness of the current communication strategy, sharing progress updates, and identifying

any gaps or challenges in public messaging. It would also allow for the alignment of communication efforts, ensuring consistency across all channels and stakeholders.

2. **Joint Public Outreach and Awareness Campaign Planning:** A bi-annual meeting dedicated to planning and launching joint public outreach initiatives, aimed at increasing public awareness of reform outcomes, EU support, and the benefits of Kosovo's EU integration. This meeting would involve setting key priorities for communication, developing joint campaigns, and coordinating media outreach activities to highlight tangible results and engage the public in Kosovo's growth and reform process.

The external audience in communication context main audience are the citizens of Kosovo, which then will be also targeted according to what is of interest for different levels, namely agriculture (for farmers), energy (for citizens and businesses), public administration (for employees of public institutions), business environment (for small, medium sized enterprises as well as the corporates and FDI's), etc. The main aim and messaging will be to explain how Kosovo will benefit from the RGF Reform Agenda, and how this will be distributed to citizens to impact positively their lives. A clear and careful elaboration of investment projects and reforms, aims and ways how citizens can benefit and use it as an opportunity to further push forward dynamic change in our country's European perspective. Also, the external audience should be informed that these reforms are a part of the overall strategy of the EU-Kosovo partnership towards the same goal.

In the case of a communication strategy for Kosovo's Reform Agenda under Growth plan and EU integration, the audience can be divided into **primary** and **secondary** groups based on their direct involvement, influence, or need for information regarding the integration process. But, to make the process simpler we will refer below to **General Audience**.

General Audience - includes:

Kosovo Citizens:

- Young people, students, and future generations.
- Professionals, entrepreneurs, and business communities.
- Rural and urban populations.
- Non-majority communities

Private Sector

- Businesses and industry representatives who must align with EU standards and benefit from economic opportunities.
- Producers and exporters.

Public Sector Stakeholders

- Government officials, including policymakers and decision-makers, are involved in the Reform Agenda.
- Municipal leaders and local government representatives.

- Political parties to generate the support needed for the reforms
- Public Owned Companies, management and employees.

Media and Journalists

- Key players in shaping public perception and disseminating accurate information.
- Social media and multipliers of information.

Educational Institutions

- Universities, schools, and research organizations educating the next generation.

Civil Society Organizations (CSOs)

- Advocacy groups, NGOs, and community leaders directly engaged in EU-aligned reforms.
- Think Tanks

International Stakeholders - EU institutions; EU member states and diplomatic missions; International Financial Institutions, International organizations supporting Kosovo's integration.

Regional Partners - Neighboring countries in the Western Balkans are involved in regional cooperation initiatives.

Donors and Development Partners - International development agencies and financial institutions that fund integration-related projects.

Opposition Groups and Critics -Individuals or groups skeptical of EU integration, who require targeted messaging to address concerns and reduce resistance.

Non-EU Countries with Interests in Kosovo -Countries with political, economic, or cultural ties to Kosovo that may influence public perception and policy directions, such Switzerland, Norway, etc.

General European Public -EU citizens who need to see Kosovo as a valuable, contributing member of Europe.

Diaspora Communities (Kosovans living abroad who can advocate for and support integration efforts.

See Annex I - The table of the listed reforms and specific target groups

3. Key Messages

The **umbrella message** should convey how the Growth Plan benefits Kosovo holistically. It must:

- **Showcase the EU's commitment** to Kosovo's economic and institutional transformation.
- **Connect all four pillars** under a single, easy-to-understand narrative.
- **Use simple, impactful language** that resonates with various stakeholders, from policymakers to the general public.

To ensure clear, impactful, and engaging communication, we should focus on:

- **EU support** and **EUs** role as a key partner in supporting reforms and regional growth.
- **Opportunities** deriving from the reform agenda and the long-term impact
- The long-term **benefits** of reforms in five sectors of the RA RGF

Conveyed messages should be also emphasized or based on the following:

- Kosovo and the EU are steadfast partners, united by the values of accountability, inclusiveness, and accessibility.
- Kosovo stands ready to positively engage, implement reforms deriving from EU's Growth Plan initiative that will bring our country close to the European Union and communicate them to all citizens.
- Our country's steadfast commitment, citizens strong and massive support towards integration and partnership with the EU, will contribute towards a successful coordination on implement ability of reforms and stronger communication.
- The will of the people of Kosovo is clear, and so is the EU's vision for the Western Balkans: the future of the region lies within the EU. Together, we are working towards this common goal.
- Kosovo has shown readiness and institutional capacities to be part of a reform process through EU's Growth Plan that is not just about receiving funds: it is about implementing democratic and economic reforms for a better Kosovo, ensuring a higher quality of life for all citizens. reforms for a better Kosovo, ensuring a higher quality of life for its people.

Consistency and **clarity** are the core of sending the message to the desired audience. It is crucial to design and formulate messages that are simple, informative, understandable, attractive and direct for our target audience. Key words for continuing communication are proposed to be: **#benefits** and **#impact #growthplan #EUSupportforKosovo #EUKosovoPartnership #WBIFEUKosovo**

Language and tone of the message should be carefully designed to **inform, engage, and inspire** diverse audiences, ensuring clarity, credibility, and accessibility. It should reflect the **values of transparency, progress, and inclusivity** while maintaining a results-oriented and citizen-focused approach.

People-Centric Messaging would make reforms **relatable & impactful**.

Proactive Engagement by using digital, **media, and local outreach** strategically.

Transparency & Trust through regular updates, fact-checking, and **real-life impact stories**.

Develop a **campaign slogan**; Design Kosovo Reform Agenda and **EU branding** (logos, visuals) is prominent in **public events, reports, websites, and media materials**. This should be in line with the Communication and Visibility Manual for EU External Actions (July 2022). All communication materials should be available in official languages.

Transparency & Trust through regular updates, fact-checking, and **real-life impact stories**.

Examples of Umbrella Message:

"The EU Growth Plan supports Kosovo in building a stronger economy, better governance, and a future-ready workforce, bringing the country closer to the European single market and improving the lives of all citizens."

This broad message can then be **tailored to highlight specific pillars** while keeping the EU's role at the center.

2. Messaging Breakdown by Pillar

While keeping the overarching theme consistent, each pillar should have a **sub-message** that ties back to the main narrative:

Pillar 1: Boosting Economic Growth & Competitiveness

Key message: *"A stronger economy means better jobs, higher incomes, and a more competitive Kosovo. The EU is investing in businesses, infrastructure, and digital innovation to drive long-term prosperity."*

Pillar 2: Strengthening Rule of Law & Governance

Key message: *"Good governance and rule of law are the foundation of a thriving economy. The EU supports Kosovo in building transparent institutions, fighting corruption, and improving public services."*

Pillar 3: Enhancing Regional Connectivity & Trade

Key message: *"Kosovo's future is in the European single market. The EU Growth Plan helps integrate Kosovo's businesses into regional and global trade networks."*

Pillar 4: Investing in People & Skills

Key message: *"A skilled workforce is the key to a modern economy. The EU is helping Kosovo invest in education, innovation, and job creation to empower the next generation."*

3. Highlight the EU's Added Value

To **emphasize the EU's role**, incorporate phrases that directly link the support to tangible benefits for citizens and businesses:

- ✓ *"With the EU's backing, Kosovo is unlocking new economic opportunities."*
- ✓ *"EU-funded reforms mean better governance and stronger institutions."*
- ✓ *"Kosovo's businesses are benefiting from EU investments in trade and infrastructure."*

Use real-life **success stories, testimonials, and data** to reinforce this.

See ANNEX II - Table of Key message for each reform

4. Communication Channels/Media Mix

Kosovo's media landscape

Kosovo media landscape is characterized by a diverse array of outlets, including television, radio and online platforms. Below is an overview of key statistics and insights:

Internet Access and Digital Media -As of 2023, 98.6% of households in Kosovo have internet access, surpassing the European Union average of 91%. (IREX). In a very fast geometric progression, the online media landscape is growing and evolving. According to the same source, in 2018, online media advertising expenditure in Kosovo was €2.75 million, a significant increase from €1.02 million in 2017, indicating a shift towards digital platforms.

Television and Radio -Television remains the primary source of information for most Kosovars. The TV sector is highly concentrated, dominated by private channels based in Prishtina, as well as cable tv alongside the public service broadcaster, Radio Television of Kosovo (RTK). Reporters Without Borders. As of 2012, there were 92 radio stations operating in Kosovo, offering a mix of national and local content. Since the 2020 pandemic there has been no printed media, Koha Ditore has been the last printed newspaper that publishes the printed format twice a year: New Year edition and 8th March edition dedicated to women and their rights.

Media Freedom and Diversity -Media Pluralism: Kosovo boasts a pluralistic and dynamic media market; however, the sector is fragmented along political and ethnic lines, which can limit the media's ability to provide a comprehensive view of national issues.

Press Freedom Ranking: Reporters Without Borders ranks Kosovo 61st out of 180 countries in the 2023 World Press Freedom Index, indicating a relatively free press environment with ongoing challenges. Reference - [Reporters without borders](#).

Challenges -Many local media outlets operate on small budgets, with declining income as advertisers prefer national or online media. This financial strain affects the quality and independence of journalism. Also, another challenge is donor dependency of several media outlets, particularly those serving non-majority language communities. Additionally, reaching the Kosovo Serb community is difficult, as most of its media consumption comes from Serbia-based outlets rather than Kosovo-based ones.

Social media in Kosovo -As of 2020-2024, social media usage in Kosovo has seen significant growth, with various platforms experiencing increased user engagement. Here are some key statistics:

- **TikTok:** Emerging as the most used social network among Kosovars in 2024. [KOHA.net](#)
- **Facebook:** Remains a dominant platform, with 71% of users identifying it as their most frequently used social media platform. [International Republican Institute](#)
- **Instagram:** Approximately 19% of users cite Instagram as their primary social media platform. [International Republican Institute](#)
- **Social Media Accounts:** As of September 2024, there are approximately 950,000 open social media accounts in Kosovo. [Kosovo 2.0](#)

These statistics highlight the extensive role of social media in Kosovo's digital landscape, influencing communication, information dissemination, and consumer behavior. These statistics provide a snapshot of Kosovo's evolving media landscape, highlighting significant digital growth alongside persistent challenges in media freedom, economic sustainability, and infrastructure development.

In which media should we communicate our message?

Kosovo citizens should be reached through mixed media channels depending on their age and demographics even though all are more online users and social media fans! Through awareness raising campaigns, various public statements; Online media; Information sessions, Information brochures, social media messages (reels, stories, posts, infographics).

Traditional Media Engagement

Key message on RGF under Growth Plan EU Reforms to target all citizens of Kosova should be through the following tools and media:

- Television and radio are primary channels for disseminating information about the Reform Agenda toward EU integration.
- News conferences and interviews with officials provide updates on integration milestones.

Social Media Presence

Based on the data published by Digital Kosova 2024, in the ad planning tools of top social media platforms indicates that there were 854.4 thousand users aged 18 and above using social media in Kosovo at the start of 2024, which was equivalent to 68.8 percent of the total population aged 18 and above at that time. More broadly, 53.2 percent of Kosovo's total internet user base (regardless of age) used at least one social media platform in January 2024. At that time, 40.0 percent of Kosovo's social media users were female, while 60.0 percent were male.

Social media platforms, particularly Facebook and Instagram should be used for announcements and public outreach, live coverages, stories and various instructions should be also present in TikTok, even though often lack interactive content. Live presentations on these channels by influencers and or important and credible individuals with a high impact in society.

Collaborative Events: Workshops, conferences, and public forums to be organized in partnership with international and local stakeholders to engage civil society and the private sector.

Educational Programs

- Initiatives like "EU Information Corners" in schools and universities aim to educate youth about European values and opportunities.
- Special messages and events should be organized for the administration staff, policymakers and all governmental employees who should become the best ambassadors to promote reforms.

Visibility of EU Projects: Promotion of EU-funded projects in key sectors including all reforms within the reforms like - Rule of Law; Green and Digital Transition, etc.

Owned Channels: Website, social media, newsletters, infographics.

Earned Channels: Media coverage, partnerships, word of mouth

Audience	Media Mix/Channel
Public Administration employees at a central and local level.	Regular meetings, Trainings for staff; Regular emails; Regular sharing of information through creation of groups of communication in: Viber, Teams, WhatsApp. emails; newsletters.
Businesses contracted through procurement processes	Official emails; Newsletters
Public Administration employees ▲ AKBR ▲ Businesses. ▲ Kosovo citizens urban and rural areas ▲ ISPs (Internet Service Providers) Vulnerable consumers	Regular meetings; Regular emails; Regular sharing of information through the creation of in official communication channels and platforms. Direct information, Sending SMS, Email and one to one meeting.
▲ Businesses ▲ State Aid Commission ▲ Agency for Investment ▲ Agency for support of Enterprises ▲ Public Administration employees ▲ CBK ▲ POE employees ▲ Ministry of Trade and Entrepreneurs ▲ Government ▲ Ministry of Finance ▲ Ministry of Economy ▲ MFIs; NBFI; KCGF	Traditional Media and Social Media email, Press releases, Conferences, Discussion panels. Joint online meetings; Send press releases; Share information on official platforms. Training for Administration Employees who should receive regular emails with news on reforms. Regular coordination meeting on the EU agenda and the implementation of the RA

5. Operational Plan

The communication and visibility plan consists of three main objectives: **Promotion of the RA reforms and increase visibility of EU support; Awareness raising and engagement of stakeholders on RGF and RA and Improving public information on benefits and opportunities offered by RGF and RA.**

Each of these objectives will be achieved through **a set of operational steps**, including **content development, media outreach, stakeholder engagement, and continuous monitoring & evaluation.**

1. Key Actions for Promotion of the RA reforms and increase visibility of EU support

Design **visual branding elements** (logos, banners, infographics) ensuring EU support is prominently acknowledged. Visibility of the EU funding should be ensured including, where applicable, by displaying the emblem of the Union and an appropriate funding statement that reads 'funded by the European Union. The visibility of the EU funding shall be secured through implementation of Guidelines for external actions on EU visibility, see the link [Communicating and raising EU visibility: Guidance for external actions](#).

- a) Launch **mass media campaigns** featuring reform impact stories and testimonials.
- b) Organize **press briefings, media conferences, and interviews/ discussions/ round tables** with government officials, EU representatives, civil society, think-tanks businesses and beneficiaries.
- c) Produce and distribute **success stories through TV, radio, and online media** showcasing the impact of RA reforms.

2. Key Actions for Awareness raising and engagement of stakeholders on RGF

- a) Organize **stakeholder forums, roundtables, and policy dialogues** for businesses, NGOs, and academia.
- b) Establish **university engagement programs**, including guest lectures and debates on RGF and RA.
- c) Develop a **"Youth for Reform" campaign**, where young people act as reform ambassadors: engage the already established network of Youth European Ambassadors
- d) Conduct **sector-specific workshops** to inform industry representatives on relevant policy changes.
- e) Partner with **civil society organizations (CSOs)** to co-host reform-related awareness campaigns.

3. Key Actions for Improving public information on benefits and opportunities offered by RGF and RA

- a) Develop a **dedicated menu for reform in official Government/Ministry for Integration website** with user-friendly navigation and multilingual content.
- b) Create a **mobile app** for real-time updates on reform progress and citizen engagement.
- c) Publish **infographics, brochures, and handbooks** explaining reform benefits in simple language.
- d) Conduct **interactive Q&A sessions** via social media and public forums.
- e) Set up **local information centers** in municipalities to distribute printed materials and provide guidance.

See Annex III - Timeline of Activities

Assigned Responsibilities and Accountability

The **Prime Minister's Office** will lead the overall communication process, ensuring effective coordination across all levels through the **Key Communication Coordination Body/Team**. Each ministry must designate a dedicated **communication officer**, who will actively participate in the **Key Communication Coordination Task Force** to ensure a unified and consistent messaging approach. The communication unit within the **Prime Minister's Office** will oversee both **internal and external communication efforts**, ensuring alignment with strategic objectives and maintaining transparency in public outreach. Also, regular coordination of communication activities with the EU Office and the Commission on the implementation of the communication and visibility plan and EUOK/ EUSR joins/attends the coordination meetings perhaps.

A **notable best practice** to draw upon is the **Visa Liberalization campaign**, which demonstrated a well-structured implementation of a communication plan, efficient coordination, and a clear execution framework. This experience should serve as a reference for optimizing the current communication and visibility plan.

Additionally, the **creative agency** already under contract must propose innovative concepts, creative materials, and a full suite of communication tools to ensure successful campaigns. These proposals will be subject to approval by the **Communication Team** and relevant **decision-making bodies**, ensuring alignment with the overarching communication strategy and policy goals.

Accountability ensures that reforms are implemented effectively, transparently, and in a way that delivers real benefits to citizens and businesses. Strengthening accountability mechanisms will help build trust in the reform process, improve monitoring, encourage knowledge sharing and public discussions. Also, by generating support for challenging reforms, especially for reforms that may face initial public skepticism or for some of the reforms that may not be as popular with the public, it would increase the recognition on overall accountability towards objectives set.

By embedding accountability into the communication strategy, the Growth Plan will foster greater public trust, encourage active civic participation, and reinforce Kosovo's commitment to sustainable reforms.

Budget

A well-defined budget is a cornerstone of any effective communication plan. It ensures that resources are allocated efficiently to meet the strategic goals and maximize impact. Without a clear budget, even the most creative and well-thought-out communication strategies can falter due to financial constraints or mismanagement.

While financial resources play a crucial role in the success of a communication plan, experience has shown that **budget size alone does not determine effectiveness**. Some **low-cost, highly targeted campaigns** have yielded stronger engagement and public response than **high-budget initiatives** with broader but less strategic outreach. Therefore, success lies in **smart allocation, creativity, and data-driven decision-making**, rather than solely in financial expenditure. The communication on the RA shall be to that end mainstreamed in other communication activities on the EU related reforms: for instance, on the annual report, visa liberalization, judiciary efforts, green transition, etc.

For the period **2025–2027**, a dedicated communication and visibility budget has been **approved by the Prime Minister’s Office**. This multi-year financial commitment reflects a long-term **institutional approach to transparency, public engagement, and information dissemination** regarding the reform agenda. Ensuring the **efficient use of these resources**, guided by **past lessons and best practices**, will be essential for driving meaningful engagement and reinforcing public confidence in the reform process.

The Offices for European Integration in the future Agency for European Integration have an annual budget for goods and services of approximately 500,000 EUR. A portion of this budget can be used to sub-contract a specialized PR company to support OPM in Communicating RGF implementation.

Risk Management of the Communication and Visibility Plan

To maintain transparency and trust, the following potential crisis areas and proactive measures should be addressed.

1. Delays in the Ratification Process

Risk: Political disagreements or bureaucratic inefficiencies could delay the ratification of key agreements, slowing down implementation.

Impact: Loss of momentum, reduced trust in the reform process, and potential funding delays.

Mitigation Strategies:

- **Proactive messaging** emphasizes the importance of ratification for Kosovo’s economic and EU integration goals.
- **Regular updates** to media and stakeholders to maintain pressure and momentum.
- **Engagement with policymakers and public campaigns** to highlight the benefits of timely ratification.

2. Delays in Reforms That Unlock Funding

Risk: Structural or institutional obstacles may slow down reforms necessary to access EU funding.

Impact: Loss of financial support, slower economic progress, and public dissatisfaction.

Mitigation Strategies:

- **Crisis preparedness communication** highlights ongoing efforts and steps taken to resolve delays.
- **Public awareness campaigns** explaining the direct benefits of reforms for citizens.
- **Regular updates from government and EU representatives** to maintain transparency.

3. Low Public Interest and Engagement

Risk: The Growth Plan and reforms may not resonate with the public, leading to low awareness and support.

Impact: Reduced public pressure on policymakers, weak civic engagement, and lack of ownership over

reforms.

Mitigation Strategies:

- **Targeted campaigns** using relatable, real-life success stories of how the Growth Plan benefits individuals and businesses.
- **Utilizing social media, influencers, and community leaders** to make content engaging and accessible.
- **Interactive formats** (e.g., town halls, Q&A sessions, and digital engagement tools) to encourage public participation.

4. Disinformation and Misinformation

Risk: Opponents of reform or foreign actors may spread false information to undermine the Growth Plan.

Impact: Public skepticism, political instability, and reduced trust in EU-Kosovo cooperation.

Mitigation Strategies:

- **Rapid response strategy** to counter false narratives with fact-based communication.
- **Media monitoring and partnerships** with fact-checking organizations to identify and debunk misinformation.

6. Monitoring and Evaluation (M&E) of the communication and visibility plan effectiveness

Monitoring and evaluation are essential for tracking a campaign's progress, measuring its impact, and improving future efforts. By integrating both qualitative and quantitative analysis, it can optimize communication and visibility plan for maximum effectiveness. Monitoring is the continuous process of collecting and analyzing data during the campaign; It's important to exercise Key monitoring activities such: **Regular Tracking** - Monitoring should take place at least **quarterly** or **immediately after the launch of a major campaign or message** to assess performance in real time. **Performance Dashboards** - using **real-time analytics and reporting tools** to track communication reach, engagement, and responsiveness across digital and traditional platforms. And finally, have adjustments in case monitoring data indicates low engagement or misalignment with objectives, communication strategies should be **adjusted dynamically** to optimize effectiveness.

Also, evaluating audience engagement helps us understand how the target audience reacts to the communication and identifies whether the message resonates with the audience. It is crucial to set **Key Performance Indicators (KPIs)** that will define measurable indicators to track progress (e.g., audience reach, engagement rate, website visits, likes, shares, comments, etc.).

A critical component of evaluation is demonstrating **Return on Investment (ROI)**, ensuring communication budgets are **justified and effectively utilized**. Evidence-based insights provide **quantifiable proof** of communication impact, strengthening business cases for continued or increased investment.

An effective monitoring and evaluation framework **ensures that communication efforts under the** Kosovo Reform Agenda **remain** strategic, impactful, and adaptable. **By leveraging** real-time data, audience insights, and ROI assessments, **Kosovo can** strengthen public trust, refine messaging, and build a sustainable model for transparent and results-driven communication.

M&E Success Indicators:

Metric	Measurement Method	Target Outcome
Media Reach	TV, radio, and press coverage reports	Minimum 75% of the national audience reached
Digital Engagement	Social media shares, website traffic, app downloads	50,000+ unique engagements annually
Stakeholder Participation	Attendance at forums, policy events, and workshops	500+ participants per year
Public Awareness	Survey results on reform understanding	70% awareness level among citizens

Annex I - The table of the listed reforms and specific target groups

Reform	Target Group/Audience
Governance PAR and PFM	- Public Administration employees at a central and regional level. - Businesses contracted through procurement processes - Civil society and think tanks engaged on the reform
Green and Digital Transition	- Public Administration employees at a central and regional level. - AKBR. - Businesses and investors. - Kosovo citizens: urban and rural areas; youth - ISPs (Internet Service Providers) - Consumers in vulnerable situations
Private Sector Development and Business Environment	- Businesses - State Aid Commission - Agency for Investment - Agency for support of Enterprises - Public Administration employees - CBK - POE employees - Ministry of Trade and Entrepreneurs - Government - Ministry of Finance - Ministry of Economy - MFIs; NBFI; KCGF
Human Capital development and retention	- Ministry of Education - Women and Youth - People with Disabilities - Ethnic Minority Groups - Employees in the Ministry of Economy - Teachers of Higher Education Institution - Adult Education Teachers - VET Students
Fundamentals / Rule of Law	- Employees in Ministry of Justice - Prosecutors - Kosovo citizens - Office of Community Affairs - National Coordinator Secretariat - Parliament - Media - Non-majority communities

Annex II - The table of key message for each targeted audience

Reform	Key message
Governance PAR and PFM	One voice, Consistency on each reform. Strengthen administrative capacities to implement the EU reforms/ to provide services for citizens <i>Promote that now there is a better organized structure, everyone now has a job description and a well-defined role.</i> Reform of the public investment management Spread the news that Kosovo has a functional system of electronic procurement; its benefits (including value for money for taxpayers) are feasible to all who are dealing with this topic, on daily basis.
Green and Digital Transition	Digitalization of Public Services and Infrastructures Emphasize the importance of user-friendly digital services. E-signature that shortens the administrative time spent... Establishment of a secure resilient digital infrastructure Highlight the potential for Gigabit Infrastructure benefits Importance of Cybersecurity Market reforms Stress the need for reforms that are in line with Energy Efficiency and Renewable Energy. Renewable Deployment -Decarbonization Policy Promote the idea for deployment of 150MW wind power and it benefits Energy Efficiency Promote benefits of citizens from the zero energy buildings. Focus on engaging local communities in the green transition process, ensuring that their voices are heard, and their needs are met Energy security
Private Sector Development and Business Environment	Business Environment Promote the fact that State Aid Control System established, share the importance and benefits. Empowering Entrepreneurs in ICT Mention and promote the importance of creation of the Innovation scheme and Innovation Fund.

	Access to Finance Communicate the importance of improving access to financing for businesses, especially startups and SMEs, through KCGF facility being a success story. Explain how it is done and how businesses benefit.
Human Capital development and retention	Digitalized Education System Talk and tell how this investment improves quality of education, with new technology equipment, we will have a better education quality. Labor market Women are equal, lets create equal opportunities for all. An educated woman is an educated country in the future.
Fundamentals / Rule of Law	Message can be on Transparency and all the changes that sometimes cannot be seen today but impact life after some time! Better messaging is needed: the judiciary that serves the citizen. Rule of law: the fundamental basis for economic development and investment. Inclusion of all in society, etc.

Annex III - Timeline of Activities

The timeline should be still developed and adapted to reflect developments on the ground, including the ratification process in the Kosovo assembly, pre-financing, and the effective start of implementation.

The Offices for European Integration in the future Agency for European Integration have an annual budget for goods and services of approximately 500,000 EUR.

Similar to Visa Liberalization Campaign in 2023, a portion of this budget can be used to sub-contract a specialized PR company to support OPM in Communicating RGF implementation and its effect on citizens and businesses.

The current Communication and PR contract is still valid until the end of 2025 and is and can be used for these purposes. Accordingly, a detailed timetable and activity plan shall be developed and if necessary new tender launched.

Activity Plan and Budget

No	Description of Activity	Specifications	Amount	Value in EUR	Funded by
1					
2					
3					