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NATIONAL DATA OVERVIEW:
KOSOVO*

SUSTAINABILITY OF PROFESSIONAL JOURNALISM IN THE MEDIA BUSINESS ENVIRONMENT OF THE WESTERN BALKANS

This report is based on the Study that has been carried out by a team of researchers including:

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This research reflects the economic position and needs of independent media outlets in 2018 and 2019, with the majority of market data pertaining to 2018 and research being finalised in November 2019. The report does not cover the dramatic changes occurring in 2020, when the economic consequences of the COVID-19 pandemic dealt yet another blow to media businesses and further diminished the prospects for sustainability of independent media in the Western Balkans.

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An abstract graphic consisting of several concentric, semi-transparent grey circles. Overlaid on these circles are several curved, brush-stroke-like segments in yellow and light blue. The segments are positioned at various angles, creating a sense of motion or a stylized sunburst effect.

1. MEDIA ECONOMY/ BUSINESS ENVIRONMENT



1.1. Media landscape

In general, Kosovo seems to be relatively rich in different kinds of media outlets (print media, broadcasters, as well as online media outlets). The terrestrial broadcasting spectrum has been fully allocated, and the Independent Media Commission (IMC) currently provides for licencing of cable broadcasters, which is a simple process involving a minimal set of criteria. As a result, there has been an increase in the number of TV channels, but many of these lack proper infrastructure and staff and produce programmes of poor quality. Another significant development seems to be the rise of online media outlets, resulting in a deterioration of journalistic standards: online media outlets often do not respect copyrights, and simply copy one another.¹ Apart from the 33 online outlets that are members of the Kosovo Press Council, their true number is impossible to gauge.

Table XK 1. Number of media per type (2019)

Type of media outlet	Number
TV channels with terrestrial frequencies	19 *
TV channels transmitting through cable operators	86 *
Radio channels with terrestrial frequencies	85 *
Cable distribution operators	38 *
Print newspapers	5 **
News agencies	3 **
Online	33 ***

* Source: Independent Media Commission.

** Estimate.

*** Number of online media outlets that are members of the Kosovo Press Council.

The recent period has seen the appointment of a special prosecutor to investigate crimes against journalists, but on the other hand also a number of threats against journalists and media professionals. Access for journalists to public information remains an issue of concern. Other challenges in the media sector include a lack of transparency as regards media ownership, a decline in journalistic standards, and a scarcity of funding sources available to media. The absence of a reliable system for audience measurement is also a considerable challenge for the media sector.²

While Kosovo appears to be a rich environment as regards the number of different types of media, this is not necessarily reflected in the plurality of information. According to IREX MSI 2019:

1 IREX, 2019.

2 IREX, 2019.



“The mainstream media is highly influenced by and oriented toward political elites rather than focusing on policies and issues. In 2018, coverage of the Kosovo-Serbia dialogue has dominated, as opposed to issues regarding the sociopolitical and economic well-being of citizens. Coverage of human rights issues and minority and marginalized groups is even weaker. There is, however, an increasing interest in media coverage of more issues pertaining to gender equality and how women are affected by discrimination in political, economic, and social spheres, although editorial offices within newsrooms often lack an understanding of these institutional and social barriers and their effect at the micro level. This lack of knowledge about lived experiences also applies to reporting on ethnic communities.”

1.2. Media ownership

With the exception of the public service broadcaster (PSB) Radio Television Kosovo (RTK), which is the largest media outlet in Kosovo, other major media outlets are in the hands of local families and are privately owned. Broadcasters are obliged to register with the Independent Media Commission, although this does not apply to other types of media organisations, which as any other business organisation must register with the relevant authority. Local NGOs have established some important media outlets, for example Kosovo 2.0, an online outlet with an occasional print edition, and Radio Kim, an outlet aimed at the Serbian community in Kosovo. Such outlets are often smaller and mainly funded by international donors.



Table XK 2. Ownership of major media per type (with audience reach)

TV	Online (news sites and portals)	Print (dailies)	Radio
TV 21 (reach: 39.5%) – private (local) (Aferdita Saraçini Kelmendi 60%; Eugen Saraçini 20%; Florin Kelmendi 10%; Xheraldina Vula 10%)	Telegrafi.com (reach: 21%) – private (local) (Gentian Lluka)	Koha Ditore (reach: 16.82%) – private (local) (Flaka Surroi)	Radio Dukagjini (reach: 25.7%) – private (local) (Ekrem Lluka)
RTK 1 (reach: 39.2%) – public	Gazetaexpress.com (reach: 12.8%) – private (local) (Berat Buzhala)	Bota Sot (reach: 11.85%) – private (local) (Xhevdet Mazrekaj)	Radio 21 (reach: 19.88%) – private (local) (Aferdita Saraçini Kelmendi 60%; Eugen Saraçini 20%; Florin Kelmendi 10%; Xheraldina Vula 10%)
Klan Kosova (reach: 35.4%) – private (local/international) (KGO Media Investments Ltd: 100%; the Kosovo Business Registration Agency does not provide further info on KGO Media investments, but there is speculation that it is connected to Devolli Group; the group holds various business interests)		Koha.net (reach: 9.7%) – private (local) (Flaka Surroi)	Radio Kosova 1 (reach: 12.33%) – Public
Kohavision (reach: 31.7%) – private (local) (Flaka Surroi)	Insajderi.com (reach: 6%) – private (local) (Vehbi Kajtazi; Parim Olluri)	Kosova Sot (reach: 11.43%) – private (local) (Ruzhdi Kadriu) Zëri (reach: 9.74%) – private (local) (Remzi Ejupi 50%; Lazim Destani 50%)	Radio Besa (reach: 9.85 %) – private (local) Radio Kosova 2 (reach: 11.31%) – Public

Sources: IPSOS, 2018 as regards audience reach; Berisha, 2004; Berisha, 2015; Independent Media Commission; Kosovo Business Registration Agency, Ministry of Trade and Industry as regards ownership.

* Individuals 18 years of age and over.

Transparency of ownership is yet to be fully achieved in Kosovo, and this particularly applies to the growing number of online media outlets, which do not provide information on their ownership or the structure of their newsrooms³. Almost all media that were launched after the 1999 war enjoyed full or partial support from many international donors. Some of today’s largest private commercial media, such as Koha TV and RTV 21, were fully supported for several years until they became more or less financially sustainable⁴. Several of the major media groups operating in Kosovo today were established by journalists, for example Koha Group (including Koha TV) and TV 21 Media (Including RTV 21).

3 IREX, 2019:6

4 Berisha, 2015.



Table XK 3. Major media owners in the country and their media groups

Owner	Media outlets	Companies (co) owned, in media-related sectors	Companies in non-media sectors
Flaka Surroi	Kohavision TV; Arta TV; Koha Ditore (daily); Koha.net (online media outlet)	Koha Publishing House; Koha Print (printing plant)	N/A
Aferdita Saraçini-Kelmendi	TV 21 (Kosovo); TV 21 (North Macedonia); Radio 21; 21 Plus cable TV; 21 Popullore cable TV; 21 Mix cable TV; 21 Business cable TV; 21 Junior cable TV; Rtv21.tv (online outlet – Kosovo); Tv21.tv (online outlet – North Macedonia)	N/A	Sheshi 21 – restaurant and space for events
Ekrem Lluka	TV Dukagjini; Radio Dukagjini; Telegrafi.com (online media outlet)	Dukagjini printing plant; Dukagjini Publishing House	Dukagjini insurance company; Dukagjini Slovenian-Kosovo pension fund; mobile telephony 3D; Dukagjini construction company; other: hotels, hospitals, power plants, etc.

Sources: Berisha, 2015; Independent Media Commission; Kosovo Business Registration Agency, Ministry of Trade and Industry.

Of the major media owners in Kosovo, Ekrem Lluka has major business interests in different non-media sectors (e.g., insurance sector, telecommunications and construction industry).

1.3. Media funding

Data on the financial performance of media outlets in Kosovo are not available in any systematic form. The financial sustainability of Kosovo’s media remains a grave concern: the majority of media outlets do not necessarily have sound financial models that would allow them to sustain themselves and remain independent. The public service broadcaster has guaranteed funding from the government budget (about €12 million per year), an advantage compared to private media. The public service is also allowed to sell advertising time, albeit half of that permitted for commercial media outlets. With funds from the government budget, and from selling advertising, the PSB has by far the largest revenue of any media company. There is debate as to whether the PSB should be allowed to sell advertising time at all, given that it receives substantial support from the government budget. The public broadcaster has high debt and is often accused of mismanagement of its funds. Private media are funded from advertising in a modest advertising market, amounting to no more than €15 million in 2018, and to a small extent from subscription fees⁵. Only a small number of media generate income from subscription fees. For example, Koha Group has a subscription mechanism for its online edition of the daily newspaper Koha Ditore.

5 IREX, 2019:6



The financial strength of the public media is reflected in the fact that journalists with the public service have substantially higher salaries compared to their counterparts in private media. More economic security is not, however, necessarily reflected in more professional reporting. According to IREX MSI 2019:

“Since public media are funded by the government budget, journalists and editors working in there feel they must serve the ruling parties’ interests, as opposed to the public good, based on political pressures and financial dependence. Most of the reporting in public media is spent on government activities.”

On the other hand, the weak financial situation of private media and low salaries of journalists often results in self-censorship⁶.

Media outlets established by NGOs and media targeting the Serbian community in Kosovo are highly dependent on international grants⁷.

1.3.1. Advertising

The media advertising market is modest in Kosovo, with about €15 million spent in 2018, a small increase over the €14.5 million spent in 2017⁸. By far the largest share of advertising money was captured by TV outlets. Overall advertising funds are barely sufficient to maintain a significant number of media. National television channels, including PSB, attract the largest portion of the annual advertising spending in the country, followed by online, radio, and print media. Local media are in the most difficult position, some of which can barely manage to keep their media business alive.

Advertising spending for online media more than doubled in 2018 compared to 2017. While a certain share of that funding goes to intermediaries such as Google, the increase has to do with the rising number of online media and their growing reach. In recent years, new online media have been established with a hidden agenda – to serve ruling parties. In exchange for favourable reporting, it is believed that they receive large shares of advertising from public companies, such as telecom.

6 IREX, 2019:6

7 IREX, 2019:6

8 The figures refer to mass media budgets, without VAT, production costs, and agency discount.



Table XK 4. Advertising spending per media type, 2018 and 2017 per IPSOS 2018 (in million euro)

Media	2017	2018
TV	9.28	8.81
Print	0.73	0.41
OOH	2.61	2.34
Radio	0.87	0.69
Online	1.02	2.75
Total	€14.5 million	€15 million

Source: IPSOS, 2018.

The figures refer to mass media budgets, without VAT, production costs, and agency discount.

1.3.2. Role of the government in media funding

The state’s most notable role in the media sector is its contribution towards the budget of Radio and Television of Kosovo, the public service broadcaster. For 2019, the government has earmarked €11.2 million for the PBS.⁹ Apart from this, the government does not play a substantial role in the media sector, either in terms of subsidies or in terms of advertising expenditure. There are no government support schemes for the media sector.

Government advertising was halted after the new law governing procurement was passed in 2015. Advertising by public companies, however, is mainly based on political connections. They buy advertising space from media outlets close to the ruling elite. Information on their advertising practices is scarce and their share of total advertising spending in the country is not known.

In addition to taxes, broadcasters pay the licence fee collected by the Independent Media Commission, the frequency fee collected by the Regulatory Authority of Electronic and Postal Communications, and the transmitter maintenance fee collected by the Kosovo Terrestrial Telecommunications Network.¹⁰ Overall, such fees are subject to change from time to time, in consultation with media representatives.

Tax breaks for media exist, but only with regard to VAT exemption on imported media equipment and other related media materials.

1.3.3. Donor funding

International donors have historically played a significant role in the Kosovo media sector. Almost all media that were launched after the 1999 war enjoyed full or partial support from a range of donors. Some of the largest media, such as Koha TV and RTV 21, were fully supported for several years until they became more or less financially sustainable.¹¹

⁹ Law on the Budget Appropriations for the Budget of the Republic of Kosovo for Year 2019, Official Gazette of the Republic of Kosovo 4/2019.

¹⁰ IREX, 2019: 4.

¹¹ Berisha, 2015.



International donors still contribute to Kosovo’s media sector. For instance, media outlets set up by NGOs are mainly funded by donations. Similarly, media outlets aimed at the Serbian community in Kosovo are also almost fully dependent on contributions by donors. There are many donors supporting the media sector in Kosovo, including the European Commission, USAID, as well as foreign embassies and foundations.

Table XK 5. Major media donors in Kosovo

Donor	Programmes	Grants/Beneficiaries
European Union Office in Kosovo	Support to Civil Society and Media Initiatives Two-year grants worth around €450,000	Supporting Media and Independent Journalism with a Human Rights Perspective in Kosovo - Kosovo Glocal (18/12/2017 to 31/12/2020) Strengthening independent, investigative and publicly beneficial journalism and freedom of expression in Kosovo – BIRN Kosovo (12/12/2017 to 31/8/2020); BIRN distributes grants to local media.
USAID (Balkan Media Assistance Program) U.S. Embassy	Balkan Media Assistance Program (BMAP) in 2018-2021 US\$7 million (total funds for Montenegro, Bosnia and Herzegovina, Kosovo, Macedonia, and Serbia) U.S. Embassy provides grants to local NGOs and independent media for projects worth up to US\$24,000	Koha.net (online media outlet, part of Koha Group) KoSsev.info (online media outlet in Serbian language) Radio KIM (local radio and news portal in Serbian language) Kosovalive.org (NGO active in media education and training journalists) TV Tema (local terrestrial TV)
Other European donors providing media-related grants: Dutch Embassy (MATRA programme), Norwegian Embassy, Government of Luxembourg, British Embassy		Kosovo 2.0 was supported by MATRA in 2016-17 Kosovo 2.0 is supported by Norwegian Embassy in the period from January 2019 to August 2020, Kosovo 2.0 was supported in 2018 by the Government of Luxembourg Radio Kim was supported by Government of Luxembourg The Kosovo Press Council was supported by the Government of Luxembourg Kossev.info and BIRN Kosovo are supported by the British Embassy (Data on size of grants is not available)
Other donors with media-related grants: National Endowment for Democracy (NED), Balkan Trust for Democracy (BTD), Open Society Foundation (OSF)		Kossev.info is supported by NED and OSF BIRN Kosovo is supported by BTD



1.4. Consumer base/audiences

Existing data show that TV channels attract larger audiences than other types of media. However, since the reach of online media is growing, all TV channels now provide streaming via online media too. Internet audience reach in 2018 was almost at the level of TV.

Table XK 6. Audience reach by media type (number of individuals)

Media type	Audience reach (million)
TV	1.26
Print (dailies)	0.38
Radio	0.58
Internet*	1.15

Source: IPSOS, 2018.

*Internet coverage.

Table XK 7. Audience reach by media type (percent)

Media Type	Audience reach
TV*	TV 21 (39.5%); RTK 1 (39.2%); Klan Kosova (35.4%); Kohavision (31.7%)
Print (dailies)	TOTAL: 28.61% Koha Ditore (16.82%); Bota Sot (11.85%); Kosova Sot (11.43%); Zëri (9.74%)
Radio**	TOTAL: daily reach (25.3%); weekly reach (44.32%) Radio Dukagjini (25.7%); Radio 21 (19.88%); Radio Kosova 1 (12.33%); Other station (11.42%); Radio Kosova 2 (11.31%)
Online (news sites and portals) ***	Telegrafi.com (21%); Gazetaexpress.com (12.8%); Koha.net (9.7%); Insajderi.com (6%)

Source: IPSOS, 2018.

*The figures represent audience reach by leading TV outlets. Total reach not calculated by the data provider.

** Total individuals 18+. Total reach not calculated by the data provider.



1.5. Competition, dominant position and its implications

As is the case the world over, traditional media in Kosovo face competition from internet-based platforms, including global companies such as Google and Facebook. As regards social media, 67.5% of the Kosovo audience used Facebook in 2018, followed by YouTube (41.6%) and Instagram (40.7%), while the audiences of news websites and portals were negligible. In 2018, the share of persons 18 years of age and older captured by major news portals was as follows: Telegrafi.com (21%), Gazetaexpress.com (12.8%), and Koha.net (9.7%).¹²

Measurement of audience behaviour tends to be an issue of concern in Kosovo. According to IREX MSI 2019:

“Kosovo continues to suffer from a lack of market research, which would help identify audience trends and patterns. Moreover, a lack of industry research leads to individual media being able to either manipulate or exaggerate their own analytics. There is no systematic and credible independent market research; the absence of this prevents media outlets from using such data to better position themselves in the market.”¹³

Issues of concern

- Transparency of information on media ownership is lacking, in particular as regards online media outlets;
- The advertising market is modest in size;
- The strong financial position of the PSB, funded from the budget, and its presence in the advertising market may impede the development of private/commercial independent media outlets;
- Journalists are often poorly paid, resulting in self-censorship;
- The decline of journalistic standards, including in relation to the rise of online media outlets;
- The absence of a reliable system of audience measurement.

Sporting events constitute perhaps one of the main targets for media outlets, since broadcasting these events greatly amplifies subscriber loyalty and attracts advertisement. Apart from PSB, there are several cable service providers holding rights for sports events and offering this programming to their audience.

¹² IPSOS, 2018.

¹³ IREX, 2019: 8.



Table XK 8. Holders of sports broadcasting rights

RTK	Kujtesa cable service provider	IPKO cable service provider	Art Motion cable service provider
Olympic Games FIFA World Cup UEFA Nations League	UEFA Champions League Bundesliga	Premier League La Liga Serie A	NBA

Turkish series also tend to be popular with the audience and mainstream TV channels. They are shown on RTV 21 (Kara Sevda, Sila and Boran, Gunesin Kizlari, Adini Sen Koy) and Koha TV (Lale, Iffet).

1.6. Media industry associations

The Association of Independent Electronic Media of Kosovo represents the interests of leading commercial broadcasters in Kosovo. Its role is to protect and promote the interests of commercial broadcasters. The organisation is always present at the table when draft legislation, strategies, or other media-related issues are discussed.



2. ECONOMIC SITUATION AND NEEDS OF INDEPENDENT MEDIA



In many ways the media environment is not particularly favourable to independent media and new media initiatives. It might be beneficial if some of the following issues were addressed:

- The lack of reliable data on media finances and the media market;
- The PSB, with funds guaranteed from the government budget and still claiming commercials in an already modest advertising market, could possibly impede the development of independent private/commercial media;
- There is no systematic and credible independent audience measurement research, preventing media outlets from better positioning themselves in the market;
- The independent media outlets set up by NGOs, including those aimed at the Serb community in Kosovo, depend heavily on donor support. Grants are, however, often designed to support specific projects and do not provide for sustained daily operation of a media outlet. A no-strings-attached core grant for independent media outlets covering costs of staff and daily production (or at least production of certain programmes) would be a welcome contribution towards more sustainable operations. It would also allow for timely and comprehensive coverage of important recent socio-political developments in line with the profile and audience of the outlet;
- Salaries of journalists and other media professionals are often low, and this encourages self-censorship among journalists. Salaries in public media are substantially higher than salaries in private media outlets and as a result, private media outlets have trouble hiring and retaining qualified staff;
- Some media outlets also have difficulties paying taxes and mandatory licence fees.

2.1. Who they are

For the purpose of this research, four longer-established media groups/outlets were selected as important independent media. Four outlets were also selected as important new media initiatives.



Table XK 9. Selected independent media

Media group/media outlets	Main features
<p>Koha Group Kohavision TV; Arta TV; Koha Ditore (daily); Koha.net (online media outlet)</p>	<ul style="list-style-type: none"> • commercial, private ownership, local • transparent ownership • media group awarded for its journalism • daily reporting on key issues in a professional manner, including the relevant sources and in-depth investigative work • reporting covers entire political spectrum as well as other groups in society and also covers important issues such as corruption, war crime trials, and economic developments • one of the first members of the Kosovo Press Council, a self-regulatory body in the media sector • revenue sources: advertising, subscriptions, EU and other media development/project funds
<p>TV 21 Media TV 21 (Kosovo); TV 21 (Macedonia); Radio 21; 21 Plus cable TV; 21 Popullore cable TV; 21 Mix cable TV; 21 Business cable TV; 21 Junior cable TV; Rtv21.tv (online outlet – Kosovo); Tv21.tv (online outlet – North Macedonia)</p>	<ul style="list-style-type: none"> • commercial, private ownership, local • transparent ownership • reports on key issues in a professional manner, including the relevant sources and in-depth investigative work • reporting covers entire political spectrum, as well as other societal groups • a member of the Kosovo Press Council, a self-regulatory body in the media sector • revenue sources: advertising, subscriptions, EU and other media development/project funds
<p>Zëri Zëri (daily) Zëri.info (online media outlet) Zëri TV (cable TV channel)</p>	<ul style="list-style-type: none"> • commercial, private ownership, local/international • not fully transparent ownership • boasts award-winning journalists • covers key issues in a professional manner • covers the entire political spectrum as well as other groups in society • a member of the Kosovo Press Council, a self-regulatory body in the media sector • revenue sources: advertising, subscriptions
<p>Telegrafi.com (online media outlet)</p>	<ul style="list-style-type: none"> • commercial, private ownership, local • transparent ownership; • one of the largest online media, and one that has managed to build credibility • has an award-winning journalist among its staff • produces a number of investigative stories, particularly on local governments • a member of the Kosovo Press Council, a self-regulatory body in the media sector • revenue sources: advertising



Table XK 10. Selected new media initiatives

Media	Main features
BIRN Kosovo	<ul style="list-style-type: none"> • award-winning online media outlet • specialises in investigative reporting, including on corruption and functioning of the courts • produces written and video content, and its stories are shown on public TV • boasts a variety of media products and platforms (e.g., Kallxo.com for short items, Gazetajnk.com for longer features) • has produced stories/reports on corruption that have led to legal action against public officials • adopted its own code of conduct • mainly funded through donations
Kosovo 2.0	<ul style="list-style-type: none"> • online media outlet with occasional print edition • a non-profit set up by Kosovo Glocal, an NGO • started as a blog and has become a fully-fledged online media outlet • produces in-depth longer features on a variety of issues • reports on issues rarely covered by other outlets • relatively large newsroom, compared to other media outlets of this type • revenue sources: advertising, international donor grants
Insajderi.com (online media outlet) ¹⁴	<ul style="list-style-type: none"> • award-winning online media outlet specialising in investigative stories • has produced stories/reports on corruption that have led to legal action against public officials • a member of the Kosovo Press Council, a self-regulatory body in the media sector • revenue sources: advertising. No available info on donor support.
Radio Kim Radiokim.net (online outlet)	<ul style="list-style-type: none"> • a non-profit, set up as an NGO • local radio and online outlet in the Serbian language • focuses on issues relevant to the Serbian community in Kosovo • reports on relevant issues in a comprehensive and professional manner • revenue sources: advertising, local and international media grants

¹⁴ While in mid-2019 we included Insajderi in the list of examples of independent new media initiatives in Kosovo, in 2020 some concerns have been raised about possible biased reporting.



2.2. The economic situation and needs of the selected examples of independent media

The revenues of larger independent media range from €300,000 for online platforms to more than €3.5 million for television stations. The number of employees of the largest independent media ranges from a couple of dozen for online media outlets to between 150 and 180 for large broadcasters. Some of the media are introducing new mechanisms to generate income, including subscriptions to media content (e.g., Koha TV) and event space rentals (e.g., TV 21). Kosovo 2.0, for instance, is diversifying sources of revenues, including through event management, engagement of its employees in training and workshops in journalism, blogging, photography, video storytelling, etc., and in future also possibly through content production services. Some media outlets are also hoping to increase revenues by developing resources and improving the quality of produced content (Table 11).

The more specific practical needs of selected independent media groups and new media initiatives for a more sustainable development can be summarised as follows:



Table XK 11. Media group investment needs

Media	Investment needs
Koha Group	<ul style="list-style-type: none"> • Premises (office space) Koha TV is making another large investment in the renovation of dilapidated premises where it is a tenant. Financial support would contribute towards better organisation of daily production and cost savings. • Broadcasting technology Koha TV has invested €1.5 million to upgrade its TV technology in recent years in order to create a safer workplace and boost staff creativity. This process would be easier with support from donors. • Newsprint With online competition, it has become hard to keep the print daily edition alive. The donation of newsprint could keep the paper (Koha Ditore) alive and save jobs at the printing plant. • Digital transmission technology When digitalisation happens, Koha TV will have to purchase additional transmitters and pay a licence fee. • Investment in production and training for the use of social media Modernisation of Koha TV production unit, Koha TV mobile unit, improving capacities of news portal for content production (equipment etc.), creation of a new app, training for better use of social media. • Financial support for reliable audience measurement
TV 21 Media	<ul style="list-style-type: none"> • Production and purchase of programming There is a need to produce more of its own content, particularly education and entertainment programmes, including documentaries, series and feature films, which are very costly. Purchasing of foreign programmes is also increasingly expensive. • Employment of new staff Because of financial constraints, it is hard to increase salaries of staff (who also tend to hold multiple jobs). Funds to address these and related issues would be welcome. • Staff training • Equipment Cameras, mobile production vehicles, security systems, software and software licences.
Kosovo 2.0	<ul style="list-style-type: none"> • Staff Many grants are provided for specific purposes and are not available for ongoing daily operations of the outlet. A commensurate core grant covering costs of staff and daily production would be a welcome contribution towards more sustainable operations. This would further allow for timely and comprehensive coverage of important recent developments in society. • Production studio At this stage of development, a larger office space has been acquired and a larger production studio is being set up. A space for NGOs to organise events is also being set up as a potential source of additional revenue. A financial contribution would make this process easier. • Drafting a strategic plan While ideas on how to diversify revenue, sources are mushrooming within the organisation, there is a substantial need for professional support in drafting a sound plan for the organisation's business and financial growth. • Equipment The organisation needs support in acquiring new equipment to improve the functioning of the production studio. The acquired equipment could also be rented out to generate additional revenue.
BIRN Kosovo	<ul style="list-style-type: none"> • Staff Given BIRN Kosovo's specialisation in investigative reporting and monitoring of the work of public institutions, there is always a need to hire professionals with different backgrounds, including legal experts, IT experts, and producers, allowing for quality investigative and monitoring work, as well as high-quality production and broadcasting. • Equipment With constant changes of technology and increasing competition for audience, there is a need for new technology and equipment, including cameras, audio equipment, and live broadcasting/streaming equipment.

Source: Interviews with representatives of the three selected new media initiatives.



SOURCE ON BUSINESS INDICATORS

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Ardita Zejnullahu, AMPEK (Kosovo Association of Independent Electronic Media), director, 7 August 2019.

Flaka Surroi, Koha Group, owner, 9 August 2019.

Xheraldina Vula, RTV 21, co-owner and deputy director, 8 August 2019.

Besa Luci, Kosovo 2.0, founder and editor-in-chief, 29 July 2019.



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