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| stema_JPG | **Republic of Kosovo**  **Republika Kosova - Republic of Kosovo**  Kosovo Accreditation Agency  Agencija Kosova za Akreditaciju  Kosovo Accreditation Agency |  |

**Kosovo Accreditation Agency Strategic Plan**

**2021-2025**

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# **Introduction**

KAA Strategic Plan 2021-2025 is the basic document that will determine the orientation and direction of quality assurance processes in higher education sector for the next 5 years.

The Plan is drafted in accordance with the KAA mission that was used as a guide in setting strategic objectives, which enable the continuous evaluation of the effectiveness of the KAA actions. In addition, the Plan has been drafted taking into consideration the principles applied in the European Quality Assurance Area (EHEA), especially the European Standards and Guidelines for Quality Assurance in Higher Education (ESG 2015), as well as the recommendations from ENQA external evaluators.

The Strategic Plan was drafted following a broad consultation with all relevant actors of higher education in Kosovo. Using a comprehensive approach, KAA has ensured that strategic objectives are in line with the needs and requirements of higher education system in Kosovo and relevant to the context within which our quality assurance system is developed.

The contribution of all actors to the drafting of this Strategic Plan indicates that there is an increased commitment from the entire academic community to continuously improve the quality of higher education in the Republic of Kosovo.

# **KAA Director’s Foreword**

Quality assurance system in higher education sector is constantly developing. Increased mobility of students and academic staff requires that the quality of academic grades offered by higher education institutions in Kosovo to be comparable and equal to the quality of academic grades offered by European universities.

As the regulator of quality assurance system in Kosovo, KAA’s main responsibility is to ensure a quality of diplomas offered to our students that would enable them to have competency in labour market within the country and abroad. Therefore, it is KAA’s obligation to ensure that our higher education institutions through their specialised academic and scientific staff are applying the latest approaches in teaching and research, in line with the standards widely applied in European universities.

We will be there to ensure mutual trust between the students, academic staff, higher education institutions and society at large, applying transparent, credible and quality procedures in external quality assurance, such as accreditation and follow-up. As an Agency, we will be committed to promote good governance principles, with special emphasis on transparency and accountability, as well as enhance the quality in any higher education institutions’ activity, to put Kosovo on the map of the European Higher Education Area and soon to regain its membership in the ENQA and EQAR.

# **KAA Context**

External quality assurance system in Kosovo is characterized by specifics similar to European countries that went through transition, such as uncontrolled increase in higher education institutions, lack of internal quality assurance mechanisms and lack of clearly defined policies to develop academic and scientific staff.

Accreditation mechanisms were established to apply a quality assurance system for higher education institutions and to increase transparency of institutions towards students and society at large. Despite challenges from external and internal factors, such as limited human resources and frequent changes in KAA management, in 10 years of its operation, KAA managed to establish a quality standard that was comparable to Central and Eastern Europe countries. KAA has successfully achieved to be part of main European quality assurance mechanisms and has been actively involved with all important external quality assurance events in Europe.

Although the accreditation process has been applied for 10 years now, KAA has reflected about the impact of accreditation on enhancing the quality of higher education in Kosovo. In the last two years, KAA reviewed the Accreditation Standards, in consideration of changing requests and needs of higher education institutions and the entire system in general. Currently, Accreditation Standards aim to consolidate higher education institutions’ internal quality system and support HEIs in Kosovo to enhance quality and constantly develop their operations. Based on accreditation results, it is evident that higher education institutions are working hard to maintain their quality criteria, demonstrating institutional maturity which clearly contributes to a better student life and quality competences for them.

In line with the developments and circumstances that affect the development and processes of the Kosovo Accreditation Agency, there are needs identified that have to be met to ensure that KAA mission is constantly being implemented. Special KAA legislation drafted, follow-up procedures becoming functional, increased human resources, increased cooperation with academic community such as HEIs, students, employers, etc. are some of the components to be addressed by the KAA in the next five years. Apart from their importance in meeting formal criteria to have the KAA regain its membership in the ENQA and EQAR, these components definitively aim to change the KAA approach from a quality assurance system to a quality enhancement system.

To have strategic objectives that would advance the KAA work and increase the quality of external quality assurance, KAA applied a data and evidence-based approach to identify the needs and requirements. Find below the SWOT analysis prepared by working group, analysing KAA strengths, weaknesses, opportunities and threats, and the data available to come up with objectives that are relevant to KAA goals.

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| **Strengths** |
| * KAA quality assurance framework is aligned with the principles in the ESG 2015 Standards and Guidelines. * SCQ autonomy in decision-making is guaranteed by the Law on HEIs and AI on Accreditation; * KAA is the key mechanism to ensure quality in HEIs, therefore it is supported by students, society, donors and other relevant actors; * Professional and financial support from international donors; * Accreditation evaluations are conducted by international accreditation experts only; * KAA evaluation standards take into account the National Qualifications Framework requirements, which refers to European Qualifications Framework; * In the accreditation process, KAA involves student experts from European Students’ Union; * Dedicated and experienced administrative staff; * Professional staff trained for external quality assurance processes; * KAA has internal regulations for quality assurance in place; * KAA regularly participates in international events; * KAA has good relations with ENQA member agencies and other regional agencies; * KAA is transparent with the public, publishes complete expert reports, decisions and other information related to accreditation process; * SQC meetings are transparent and monitored by civil society; * KAA managed to partially digitalize the accreditation process via “e-accreditation” platform; * Higher education has made further progress by establishing consultative bodies, such as the Rector’s Conference and Students’ Union; * KAA has helped to strengthen the contribution of students in decision-making; * KAA has increasingly supported HEIs through trainings organized on quality assurance issues. |

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| **Weaknesses** |
| * Lack of a KAA Law; * Accreditation is considered to be a control approach instead of being a supporting approach for HEIs; * Exclusion from ENQA; * Exclusion from EQAR; * Lack of post-accreditation procedures and follow-up procedures; * Insufficient human resources to fully verify whether accreditation standards have been met; * Insufficient human resources to execute daily activities; * Accreditation standards are equally rated and there is no difference between them; * Lack of accreditation standards for regulated study areas; * Students are not sufficiently involved with the KAA activities; * Employers are not involved with the KAA activities; * Limited physical environments for the KAA. |

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| **Opportunities** |
| * Approval of the Law on KAA; * Return of Kosovo to EQAR and ENQA; * Increase the number of professional and competent administrative staff; * Setting up local expert groups; * Cooperation with European accreditation agencies to implement evaluation processes; * Raising the awareness of academic staff about the role of quality assurance in higher education; * Increase the cooperation with civil society organizations and other stakeholders; * Increase the cooperation with local institutions to inform the debate about relations between study programs and labour market; * Modernization of higher education through accreditation; * Full digitalization of accreditation process; * Internationalization of Kosovo higher education through accreditation; * Increased regional cooperation in the area of exchange of information; * Advancement of accreditation standards to enable HEIs integration to Erasmus, Erasmus + projects; * Kosovo integration to Bologna process; * Integration of Kosovo higher education system in European Research Area; * Preparation of annual thematic analysis; * A stronger connection between education system and labour market; * Establishment of a centralized KAA system to provide data about market demand; * Accommodation of KAA to a new building to increase staff performance and improve services. |

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| **Risks** |
| * Reputational damage as a result of political interferences to KAA autonomy; * Slow economic development may impact the quality of study programs offered; * Lack of appropriate working conditions in HEIs in Kosovo, with the academic staff forced to search for better opportunities abroad; * Inadequate infrastructure to support study programs, including libraries and labs; * Lack of HEIs awareness about opportunities of investment in innovation, research and science; * A trend of offering academic programs with no sufficient academic staff available. |

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# **KAA mission, vision and goals**

Kosovo Accreditation Agency (KAA) is an independent agency responsible for the external evaluation (accreditation, re-accreditation, validation and follow-up) of higher education institutions in Kosovo.

**KAA mission is:**

To support quality development in higher education institutions through external evaluation process and to assure Kosovo society that quality of higher education is at international standards level.

Kosovo Accreditation Agency (KAA) goals are:

* to promote, improve and enhance higher education quality;
* to increase transparency and accountability in higher education system;
* to improve quality of studies in higher education institutions,
* to encourage innovative content in higher education;
* to ensure comparability of qualifications from higher education institutions in Kosovo with qualifications from international programs;
* to implement the objectives of integrating Kosovo in European Higher Education Areas and contribute to its development.

Values that underpin the KAA work include:

* ***Independence*** *-* KAA decisions are made independently and justified in a consistent and verifiable manner;
* ***Transparency*** – KAA is guided by principles of responsibility and public accountability by means of an effective information policy;
* ***Credibility***– KAA organizes credible external quality assurance processes, and academic community and society at large have trust in the KAA’s work;
* ***Professionalism*** – KAA applies high professional standards applied in Europe in regards to external quality assurance processes.

# **KAA Strategic Objectives**

To ensure strategic objectives that are relevant and effective, KAA has done an evaluation of the present situation, identifying the key achievements of higher education in Kosovo; it has identified HEIs needs and requirements in terms of external quality assurance and the gaps to be filled. Strategic objectives have been set based on the following intervention areas:

* Legal framework
* Management and administration
* External quality assurance
* Digitalization
* Internationalization

**First strategic objective**

“To regain the KAA membership in European Network for Quality Assurance - ENQA and registration in EQAR**”**

**Second strategic objective**

“To consolidate the legal framework that guarantees KAA institutional and financial independence in performing external quality assurance processes”

**Third strategic objective**

“To advance the KAA management and administration by increasing physical and professional capacities”

**Fourth strategic objective**

“To improve quality in higher education sector with efficient and effective accreditation and follow-up procedures”

**Fifth strategic objective**

“To advance KAA procedure digitalization for an effective external evaluation procedure information and data management”

**Sixth strategic objective**

“To strengthen KAA cooperation with external quality assurance international agencies”.

**FIRST strategic objective**

1. **“TO REGAIN THE KAA MEMBERSHIP IN EUROPEAN NETWORK FOR QUALITY ASSURANCE - ENQA AND REGISTRATION IN EQAR”**

Retuning KAA to European Network for Quality Assurance in Higher Education (ENQA) and European Quality Assurance Register (EQAR) are the two strategic priorities not only for KAA but also for Kosovo Government.

External evaluation procedures applied by KAA are designed to ensure compliance with ESG, but according to ENQA external evaluation, KAA partially complies with some of them. To this end, KAA has taken actions and processes aiming to achieve full compliance with European Standards and Guidelines for Quality Assurance (ESG) and meet recommendations given by ENQA external evaluation panel.

**Measures:**

* 1. Full or substantial compliance with European Standards and Guidelines for Quality Assurance (ESG);
  2. Meeting recommendations given by ENQA external evaluation panel;
  3. Meeting formal requirements to register to EQAR;
  4. Strengthening KAA role in higher education sector in Kosovo;
  5. Enhancing transparency in KAA actions and maintaining public trust.

**SECOND strategic objective**

1. **“TO CONSOLIDATE THE LEGAL FRAMEWORK THAT GUARANTEES KAA INSTITUTIONAL AND FINANCIAL INDEPENDENCE IN PERFORMING EXTERNAL QUALITY ASSURANCE PROCESSES”**

The primary aim of this strategic objective is to draft and approve the Law on Kosovo Accreditation Agency (KAA). Although so far KAA competences and responsibilities have been clearly stipulated in the Law on Higher Education in the Republic of Kosovo, it is considered necessary to draft a special law that would provide full institutional and financial independence to the KAA.

The special law shall prevent any intervention from outside, strengthen further the KAA position in higher education system in Kosovo and, with an organizationally and operationally independent KAA, it shall allow for improved external quality assurance. Drafting a special legislation on KAA is also a prerequisite to guarantee to international external quality assurance mechanisms that KAA decisions are independent and KAA is acting autonomously with no influence from third parties.

**Measures:**

* 1. Assurance of KAA institutional, financial and operational independence with the Law on KAA.
  2. Consolidation of sub-legal acts that contribute to continuation of procedures and maintain KAA institutional memory;
  3. KAA progressive financial growth.

**Third strategic objective**

1. **“TO ADVANCE THE KAA MANAGEMENT AND ADMINISTRATION BY INCREASING PHYSICAL AND PROFESSIONAL CAPACITIES”**

Development of internal quality assurance mechanism is one of KAA main priorities for the next five years. KAA should further evaluate, analyse and reflect on internal procedures applied to ensure quality and integrity of its activities. This requires a higher number of administrative staff and their constant professional development. Since the purpose of external evaluation mechanism, among others, is to increase transparency and accountability, by improving internal quality procedures KAA will advance these two principles by constantly promoting them across higher education sector. KAA will implement the criteria stipulated in the Manual for staff evaluation and development to guarantee the measurement and promotion of internal quality.

So far, KAA has made progress in communicating with relevant external stakeholders, especially with higher education institutions and students. However, mechanisms and formal instruments should be established to collect data from these stakeholders, to ensure a national consensus in terms of external quality assurance system. ENQA recommends KAA to increase communication with employers, whereas it recommends active involvement of students in KAA management and external evaluation processes.

**Measures:**

* 1. Increased and continuous development of KAA by means of professional trainings;
  2. Strengthening KAA internal quality assurance by means of formal internal procedures;
  3. Internal quality assurance by strengthening cooperation with respective external actors;
  4. Create a KAA external evaluation model.

**Fourth strategic objective**

1. **“****TO IMPROVE QUALITY IN HIGHER EDUCATION SECTOR WITH EFFICIENT AND EFFECTIVE ACCREDITATION AND FOLLOW-UP PROCEDURES”**

After 10 years of external quality assurance, KAA has managed to establish a quality assurance system that guarantees compliance with minimal criteria by higher education institutions. Since HEIs are maturing institutionally and are demonstrating seriousness in maintaining quality assurance, KAA will have to change its evaluation approach from a quality assurance system to a quality enhancement system. This means that KAA will make HEIs more responsible to ensure compliance with quality criteria by constantly supporting and providing professional training to build a sustainable and functional internal quality assurance system.

To increase credibility in external quality assurance processes, KAA will have post-accreditation and follow-up procedures made functional to fill the gap in between accreditation visits to HEIs. Post-accreditation and follow-up procedures will guarantee the implementation of KAA recommendations by HEIs. In addition, processing of appeals by HEIs will be consolidated by applying transparent procedures in line with the principles in European quality assurance guidelines.

To strengthen internal quality assurance capacity, to have equal treatment of all HEIs and to eliminate bureaucracy, KAA will fully digitalize accreditation and re-accreditation procedures in the next five years, so that external experts have real-time access to documentation related to external evaluation. Apart from quality increase, digitalization will increase transparency and accountability towards all stakeholders in higher education in Kosovo.

**Measures:**

* 1. Efficient and effective external evaluation procedures in place by reviewing the Accreditation Manual;
  2. Assuring that there is a closure of accreditation cycle through follow-up procedures and post-accreditation procedures;
  3. Increased involvement of HEIs in KAA decision-making through constant input;
  4. Increased support for HEIs by KAA through professional training, informative sessions, forums and informative materials.

**Fifth strategic objective**

1. **“TO ADVANCE KAA PROCEDURE DIGITALIZATION TO HAVE AN EFFECTIVE EXTERNAL QUALITY ASSURANCE INFORMATION AND DATA MANAGEMENT**”

Evidence based decision-making and planning for changes is widely based on credible data. KAA has many possibilities to use the data available. An advanced digital platform will not only help generate quantitative data to perform deep system analysis, but it also contributes to increase the efficiency of KAA services provided for HEIs and students.

**Measures:**

* 1. Assurance that there are systematic processes in place for data management through procedure digitalization;
  2. Improvement of administrative services through digitalization;
  3. External evaluation process digitalization, making e-accreditation fully functional;
  4. Improvement of communication between KAA and relevant institutions by using shared databases.

**SIXTH strategic objective**

1. “**TO STRENGTHEN THE KAA COOPERATION WITH INTERNATIONAL EXTERNAL QUALITY ASSURANCE AGENCIES**”

KAA aims to follow the trend of international developments in the area of external quality assurance. Most of European quality assurance agencies perform evaluations beyond their national boundaries. KAA should make efforts to become part of these initiatives and enable the internationalization of Kosovo higher education in Europe. Meeting ENQA and EQAR recommendations is an important element for KAA so that Kosovo is promoted in European Higher Education Area (EHEA).

**Measures:**

* 1. Joint KAA activities with European quality assurance agencies;
  2. KAA participation in joint projects with international quality assurance agencies;
  3. Promotion of Kosovo higher education system in Europe;

# **Implementation plan and follow-up**

To implement the Strategic Plan, KAA has drafted a detailed activity framework, including clear deadlines and performance indicators. Strategic objectives in this plan will be translated to concrete KAA working plan and will be subject to regular evaluation and reporting by KAA.

KAA Director will assess the plan every six months and report to State Council of Quality (SCQ) whether the activities in the strategic plan have been accomplished. This assessment every six months will ensure KAA timely identifies the gaps or challenges in regards to strategic plan accomplishment and makes the necessary interventions to continue with the plan.

For more transparency and accountability towards society in regards to KAA actions, the Strategic plan and the action plan will be published in the institutional website and distributed to higher education institutions, students, donors, relevant ministries, etc.

**Objective No. 1**

**“TO REGAIN THE KAA MEMBERSHIP IN EUROPEAN NETWORK FOR QUALITY ASSURANCE - ENQA AND REGISTRATION IN EQAR”**

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| --- | --- | --- | --- | --- | --- | --- |
| **Measures** | **Activities** | **Implementation timeframe** | | | | |
| **2021** | **2022** | **2023** | **2024** | **2025** |
| * 1. **Full or substantial compliance with European standards and guidelines for quality assurance (ESG)** | * + 1. To ensure professional, independent and predictable decision-making |  |  |  |  |  |
| * + 1. To involve HEIs in drafting procedures and reviewing external evaluation policies and methodologies |  |  |  |  |  |
| * + 1. To improve external evaluation procedures through quality expert reports and improve their publishing manner |  |  |  |  |  |
| * + 1. To ensure that timelines for accreditation and follow-up procedures are always transparent |  |  |  |  |  |
| * + 1. To ensure full involvement of international students in study program evaluation panels |  |  |  |  |  |
| * 1. **Meeting recommendations given by ENQA external evaluation panel** | * + 1. To ensure involvement of local students in external evaluation processes |  |  |  |  |  |
| * + 1. To regularly draft thematical analysis for important issues in higher education |  |  |  |  |  |
| * + 1. KAA should ensure adequate human and financial resources |  |  |  |  |  |
| * + 1. KAA should ensure the internal quality assurance is strengthened |  |  |  |  |  |
| * + 1. Prior to study area evaluation, international experts should be consulted to have their professional opinion |  |  |  |  |  |
| * + 1. KAA should ensure there is a follow-up of implementation of accreditation activities |  |  |  |  |  |
| * 1. **Meeting formal requirements to register to EQAR** | * + 1. KAA prepares the formal documentation to register to EQAR |  |  |  |  |  |
| * + 1. KAA applies to register to EQAR |  |  |  |  |  |
| * 1. **Strengthening KAA role in higher education sector in Kosovo** | * + 1. Regular involvement of KAA in working groups for the area of higher education in Kosovo and the region |  |  |  |  |  |
| * + 1. KAA involvement in projects from Embassies or international donors to develop higher education in Kosovo |  |  |  |  |  |
| * + 1. Participation in meetings with industry or professional associations in Kosovo to get inputs about the competences gained by graduated students in HEIs |  |  |  |  |  |
| * + 1. Arrangement of regular meetings with students to get their inputs about the quality of their studies |  |  |  |  |  |
| * 1. **Enhancing transparency in KAA actions and maintaining public trust** | * + 1. Action plan drafting and publication in institutional website |  |  |  |  |  |
| * + 1. Regular public reporting on website for each activity |  |  |  |  |  |
| * + 1. Constantly informing public for research results |  |  |  |  |  |
| * + 1. Presentation in local and international media |  |  |  |  |  |
| * + 1. Researches carried out by KAA about the impact of accreditation to enhance quality in higher education in Kosovo |  |  |  |  |  |

**Objective No. 2**

**“TO CONSOLIDATE THE LEGAL FRAMEWORK THAT GUARANTEES KAA INSTITUTIONAL AND FINANCIAL INDEPENDENCE IN PERFORMING EXTERNAL QUALITY ASSURANCE PROCESSES”**

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| **Measures** | **Activities** | **Implementation timeframe** | | | | |
| **2021** | **2022** | **2023** | **2024** | **2025** |
| * 1. **Assurance of KAA institutional, financial and operational independence with the Law on KAA.** | * + 1. Performing a deep analysis to draft the Law on KAA |  |  |  |  |  |
| * + 1. Involvement of academic community in working groups established for drafting the Law on KAA |  |  |  |  |  |
| * + 1. KAA Law drafting and approval |  |  |  |  |  |
| * 1. **Consolidation of sub-legal acts that contribute to continuation of procedures and maintain KAA institutional memory** | * + 1. Reviewal of the Administrative Instruction on Accreditation in alignment with the Law on KAA |  |  |  |  |  |
| * + 1. Building a structural legal framework that allows for involvement of students in evaluation and accreditation processes |  |  |  |  |  |
| * + 1. Building a structural legal framework that allows for involvement of students as members of KAA administration and decision-making |  |  |  |  |  |
| * + 1. Building a structural legal framework that allows for involvement of employers in KAA operations |  |  |  |  |  |
| * 1. **KAA progressive financial growth** | * + 1. Ensuring KAA financial autonomy |  |  |  |  |  |
| * + 1. Building capacities and functionality of offices for KAA financial management |  |  |  |  |  |
| * + 1. Building capacities and establishing internal audit mechanism |  |  |  |  |  |

**Objective No. 3**

**“TO ADVANCE THE KAA MANAGEMENT AND ADMINISTRATION BY INCREASING PHYSICAL AND PROFESSIONAL CAPACITIES”**

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| **Measures** | **Activities** | **Implementation timeframe** | | | | |
| **2021** | **2022** | **2023** | **2024** | **2025** |
| * 1. **Growth and continuous development of KAA with professional training** | * + 1. Hiring new administrative staff |  |  |  |  |  |
| * + 1. Continuous professional development of KAA staff through training by European quality assurance agencies |  |  |  |  |  |
| * + 1. Regular staff evaluation during external evaluation processes through questionnaires by External Evaluators Team and evaluated HEIs |  |  |  |  |  |
| * + 1. Continuous staff evaluation in line with the internal evaluation manual |  |  |  |  |  |
| * 1. **Internal quality assurance by strengthening cooperation with respective external actors** | * + 1. Increasing communication with line ministries and state agencies (TAK, KAS, ACA etc.) |  |  |  |  |  |
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| * + 1. Creating a formal mechanism to collect feedback from students after the accreditation process |  |  |  |  |  |
| * + 1. Cooperation with student organizations to invite them as observation experts during accreditation visits in Kosovo or as observation experts in SQC meetings |  |  |  |  |  |
| * + 1. Establishing an expert students’ group to participate in accreditation visits in the capacity of observers |  |  |  |  |  |
| * + 1. Involving employers in external evaluation processes |  |  |  |  |  |
| * + 1. Conducting questionnaires with industry about the competences of graduates in labour market |  |  |  |  |  |
| * + 1. Follow up the data about graduates and student enrolment trend |  |  |  |  |  |
| * 1. **Strengthening KAA internal quality assurance by formalizing internal procedures** | * + 1. Implementing KAA Internal Quality Assurance Manual |  |  |  |  |  |
| * + 1. Improving KAA processes through constant evaluation of external quality assurance processes, reflection of actions, evaluation of actions |  |  |  |  |  |
| * + 1. Experts’ reports checked by KAA staff so that reports are further analysed and evidence-based |  |  |  |  |  |
| * + 1. Creating a formal mechanism to collect feedback from HEIs for the experts |  |  |  |  |  |
| * + 1. Creating a formal mechanism to collect feedback from HEIs for the KAA staff |  |  |  |  |  |
| * + 1. Creating a formal mechanism to collect feedback from experts for the KAA staff and accreditation procedure |  |  |  |  |  |
| * + 1. Regular KAA staff reporting to Board despite formal meetings |  |  |  |  |  |
| * 1. **Create a KAA external evaluation model** | * + 1. KAA is subject to regular evaluation by ENQA and EQAR |  |  |  |  |  |
| * + 1. KAA drafts a regular external quality evaluation concept |  |  |  |  |  |
| * + 1. Regular submission to external quality assurance evaluations |  |  |  |  |  |

**Objective No. 4**

**“TO IMPROVE THE QUALITY IN HIGHER EDUCATION SECTOR WITH EFFICIENT AND EFFECTIVE ACCREDITATION AND FOLLOW-UP PROCEDURES”**

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| **Measures** | **Activities** | **Implementation timeframe** | | | | |
| **2021** | **2022** | **2023** | **2024** | **2025** |
| * 1. **Assuring that there is a closure of accreditation cycle through follow-up procedures and post-accreditation procedures** | * + 1. Developing a methodology for follow-up and post-accreditation procedures |  |  |  |  |  |
| * + 1. Training KAA staff on the methodology for follow-up and post-accreditation procedure |  |  |  |  |  |
| * + 1. Training HEIs on the methodology for follow-up and post-accreditation procedures |  |  |  |  |  |
| * + 1. Implementing the methodology for follow-up and post-accreditation procedures |  |  |  |  |  |
| * + 1. Reviewing the methodology for follow-up and post-accreditation procedures |  |  |  |  |  |
| * 1. **Efficient and effective external evaluation procedures in place by reviewing the Accreditation Manual;** | * + 1. Evaluating the implementation of the Accreditation Manual |  |  |  |  |  |
| * + 1. Assigning the working group to review the Accreditation Manual |  |  |  |  |  |
| * + 1. Reviewing Accreditation Standards (Accreditation Manual) |  |  |  |  |  |
| * + 1. Drafting and approving special standards to evaluate professional study programs |  |  |  |  |  |
| * + 1. Drafting and approving special standards to evaluate health programs |  |  |  |  |  |
| * + 1. Drafting advanced models to train international accreditation experts |  |  |  |  |  |
| * + 1. Training international accreditation experts on Accreditation Manual |  |  |  |  |  |
| * + 1. Establishing a communication mechanism mediated by KAA between HEIs and experts prior to accreditation visits |  |  |  |  |  |
| * + 1. Extending institutional and study program accreditation visits |  |  |  |  |  |
| * 1. **Increased involvement of HEIs in KAA decision-making through constant inputs** | * + 1. KAA ensures involvement of HEIs in any working group established to review documents important to KAA |  |  |  |  |  |
| * + 1. KAA establishes a mechanism to identify HEIs requests about external evaluation issues |  |  |  |  |  |
| * 1. **Increased support for HEIs by KAA through professional training, informative sessions, forums and informative materials** | * + 1. Increasing communication and support for higher education institutions |  |  |  |  |  |
| * + 1. Training HEIs, academic staff and students on Accreditation Manual and self-evaluation processes |  |  |  |  |  |
| * + 1. Organizing regular training for HEIs on topics related to quality assurance |  |  |  |  |  |
| * + 1. Organizing informative sessions for students about students’ involvement in internal quality assurance |  |  |  |  |  |
| * + 1. Organizing informative sessions for students about students’ involvement in external quality assurance |  |  |  |  |  |

**Objective No. 5**

**“TO ADVANCE THE KAA PROCEDURE DIGITALIZATION TO HAVE AN EFFECTIVE EXTERNAL QUALITY ASSURANCE INFORMATION AND DATA MANAGEMENT**”

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| **Measures** | **Activities** | **Implementation timeframe** | | | | |
| **2021** | **2022** | **2023** | **2024** | **2025** |
| * 1. **Assurance that there are systematic processes in place for data management though procedure digitalization** | * + 1. Developing and functionalizing the module to collect and analyse data based on external evaluations carried out by KAA |  |  |  |  |  |
| * + 1. Developing and functionalizing module to collect data based on questionnaires conducted by KAA |  |  |  |  |  |
| * + 1. Drafting deep system analysis based on data available |  |  |  |  |  |
| * + 1. Publishing researches based on data available |  |  |  |  |  |
| * + 1. Using the data for KAA policy-making and decision-making purposes |  |  |  |  |  |
| * 1. **External evaluation process digitalization, making e-accreditation fully operational** | * + 1. Developing and functionalizing the module for online re-accreditation application |  |  |  |  |  |
| * + 1. Developing and functionalizing the module for online communication with international experts |  |  |  |  |  |
| * + 1. Developing and functionalizing the module for online SQC meetings’ arrangements |  |  |  |  |  |
| * + 1. Developing and functionalizing the module for online external quality assurance processes’ arrangements |  |  |  |  |  |
| * 1. **Improvement of administrative services through digitalization** | * + 1. Developing and functionalizing the module for online issuance of accreditation decisions |  |  |  |  |  |
| * + 1. Developing and functionalizing the module for academic staff CV and HEIs syllabus publication |  |  |  |  |  |
| * + 1. Developing a database for academic staff scientific publications |  |  |  |  |  |
| * + 1. Developing a database for academic exchange between academic staff and students |  |  |  |  |  |
| * 1. **Improvement of communication between KAA and relevant institutions by using shared databases.** | * + 1. Developing modules and platforms that communicate in real time and share data with the MEST, TAK, etc. |  |  |  |  |  |

**Objective No. 6**

**“TO STRENGTHEN KAA COOPERATION WITH EXTERNAL QUALITY ASSURANCE INTERNATIONAL AGENCIES”.**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Measures** | **Activities** | **Implementation timeframe** | | | | |
| **2021** | **2022** | **2023** | **2024** | **2025** |
| * 1. **Joint KAA activities with European quality assurance agencies** | * + 1. Regular involvement of KAA in European Network for Quality Assurance events |  |  |  |  |  |
| * 1. **KAA participation in joint projects with regional and international quality assurance agencies** | * + 1. Organizing a regional quality assurance forum |  |  |  |  |  |
| * + 1. Cooperation in cases of international accreditation recognition |  |  |  |  |  |
| * + 1. KAA participation in evaluating higher education institutions outside Kosovo |  |  |  |  |  |
| * 1. **Promotion of Kosovo higher education system in Europe;** | * + 1. KAA participation and presentation of researches in quality assurance forums or other events organized by European Network for Quality Assurance |  |  |  |  |  |

**Performance Indicators for Strategic Objective No.1**

**“TO REGAIN THE KAA MEMBERSHIP IN EUROPEAN NETWORK FOR QUALITY ASSURANCE - ENQA AND REGISTRATION IN EQAR”**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Performance Indicators** | **2021** | **2022** | **2023** | **2024** | **2025** |
| KAA meets 80% of recommendations given in the ENQA evaluation report |  |  |  |  |  |
| KAA meets 90% of recommendations given in the ENQA evaluation report |  |  |  |  |  |
| KAA meets 95% of recommendations given in the ENQA evaluation report |  |  |  |  |  |
| KAA formally applies to register to EQAR |  |  |  |  |  |
| KAA formally applies for an EQAR membership |  |  |  |  |  |
| KAA becomes a member of ENQA |  |  |  |  |  |
| KAA becomes a member of EQAR |  |  |  |  |  |
| KAA drafts monthly action plans in alignment with the Strategic Plan |  |  |  |  |  |
| KAA reports on monthly, semi-annual and annual basis |  |  |  |  |  |
| KAA published a summary of information every month for the public at large |  |  |  |  |  |
| KAA participates in media debates, in media reporting every two months |  |  |  |  |  |
| KAA organized meetings with local students two times per year |  |  |  |  |  |
| KAA involves international expert students on 50% of study programs |  |  |  |  |  |
| KAA involves international expert students on 70% of study programs |  |  |  |  |  |
| KAA involves international expert students on 100% of study programs |  |  |  |  |  |

**Performance Indicators for Strategic Objective No.2**

**“TO Consolidate THE legal framework that guarantees the KAA institutional and financial independence in performing external quality assurance processes”**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Performance Indicators** | **2021** | **2022** | **2023** | **2024** | **2025** |
| The Law on KAA is drafted and approved |  |  |  |  |  |
| The Administrative Instruction on Accreditation based on provisions of the Law on KAA is reviewed |  |  |  |  |  |
| KAA identifies employers that may participate in KAA operations |  |  |  |  |  |
| Employers or business community representatives participate in working groups to review KAA internal documents |  |  |  |  |  |
| Employers’ representatives participate in the capacity of observers in SQC meetings |  |  |  |  |  |
| KAA identifies and decides about the format of student participation as observing members in SQC meetings |  |  |  |  |  |
| At least one representative of students participates in the capacity of observing member in SQC meeting |  |  |  |  |  |
| KAA organizes training for local group of experts following European models |  |  |  |  |  |
| KAA invites local experts to participate in the capacity of observing members during accreditation and follow-up visits to HEIs in Kosovo |  |  |  |  |  |
| KAA increases the budget from central level and own-source revenue generation |  |  |  |  |  |
| KAA participates at least two time per year in working groups for higher education area in Kosovo |  |  |  |  |  |
| KAA benefits from two projects per year by international donors |  |  |  |  |  |
| KAA organizes a workshop with the industry once per year |  |  |  |  |  |

**Performance Indicators for Strategic Objective No.3**

**“TO Advance THE KAA management and administration by increasing physical and professional capacities”**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Performance Indicators** | **2021** | **2022** | **2023** | **2024** | **2025** |
| KAA reviews the accreditation standards |  |  |  |  |  |
| KAA drafts accreditation standards for professional study programs |  |  |  |  |  |
| KAA drafts accreditation standards for Health and Applied Sciences’ Programs |  |  |  |  |  |
| KAA hires 5 additional administrative staff |  |  |  |  |  |
| KAA hires 10 additional administrative staff |  |  |  |  |  |
| KAA hires 8 additional administrative staff |  |  |  |  |  |
| KAA administrative staff participates at least once per year in training |  |  |  |  |  |
| KAA distributes the e-questionnaires for staff evaluation to experts following every evaluation |  |  |  |  |  |
| KAA distributes the e-questionnaires for staff evaluation to HEIs following every evaluation |  |  |  |  |  |
| KAA organizes regular monthly meetings with the MEST representatives |  |  |  |  |  |
| KAA organizes one meeting per year with the Government of Kosovo |  |  |  |  |  |
| KAA organizes one meeting per year with the Kosovo Assembly |  |  |  |  |  |
| KAA organizes meetings with donors every six months |  |  |  |  |  |
| KAA organizes meetings with embassies once per year |  |  |  |  |  |
| KAA organizes one meeting per year with the Kosovo Agency of Statistics |  |  |  |  |  |
| KAA organizes one meeting per year with the Ministry of Labour and Social Welfare |  |  |  |  |  |
| KAA identifies relevant industry to be involved in external quality assurance processes |  |  |  |  |  |
| KAA conducts an evaluation at least once per year with the industry about the competences of graduated students |  |  |  |  |  |
| Internal Quality Assurance Manual is drafted |  |  |  |  |  |
| Every six months, KAA evaluates HEIs evaluation process |  |  |  |  |  |
| Every three months, KAA drafts and sends a written report to SQC |  |  |  |  |  |
| KAA drafts leaflets and informative video spots for students to raise awareness about the quality of HEIs |  |  |  |  |  |
| KAA published promotion materials in TV, radio, social networks about HEI accreditation ahead of each new academic year |  |  |  |  |  |
| KAA creates a tool in website where students can submit request in regards to accreditation process |  |  |  |  |  |
| KAA organizes discussion tables with students at least twice per year |  |  |  |  |  |
| KAA distributes questionnaires to students participating in accreditation visits |  |  |  |  |  |
| KAA distributes questionnaires to students in 30% of respective HEIs prior to evaluation process |  |  |  |  |  |
| KAA distributes questionnaires to students in 60% of respective HEIs prior to evaluation process |  |  |  |  |  |
| KAA distributes questionnaires to students in 90% of respective HEIs prior to evaluation process |  |  |  |  |  |
| KAA distributes questionnaires to students in 100% of respective HEIs prior to evaluation process |  |  |  |  |  |
| KAA identifies the framework for expert student involvement in accreditation processes |  |  |  |  |  |
| KAA creates a local group of observing expert students |  |  |  |  |  |
| KAA organizes training for the local group of observing expert students |  |  |  |  |  |
| KAA involves local expert students in accreditation visits in Kosovo in the capacity of observing members |  |  |  |  |  |
| KAA is subject to evaluation by ENQA and EQAR |  |  |  |  |  |
| KAA applies for voluntary accreditation |  |  |  |  |  |
| Every three months, KAA invites HEIs in individual meetings regardless accreditation process |  |  |  |  |  |
| At least once a year, KAA invites HEIs in group meetings |  |  |  |  |  |
| KAA trains the international accreditation experts through webinars |  |  |  |  |  |

**Performance Indicators for Strategic Objective No.4**

**“TO Improve THE quality in higher education sector with efficient and effective accreditation and follow-up procedures”**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Performance Indicators** | **2021** | **2022** | **2023** | **2024** | **2025** |
| Forum on Higher Education Quality is organized once a year |  |  |  |  |  |
| HEIs training on Accreditation Manual and following reviews take place every year |  |  |  |  |  |
| HEIs training on topics related to quality assurance is done by eminent professionals from Europe once a year |  |  |  |  |  |
| Research on the impact of accreditation process on HEIs quality is conducted once a year |  |  |  |  |  |
| KAA carries out 30% of follow-up visits to accredited HEIs |  |  |  |  |  |
| KAA carries out 30% of follow-up visits to accredited HEIs |  |  |  |  |  |
| KAA carries out 100% of follow-up visits to accredited HEIs |  |  |  |  |  |
| KAA staff reviews external evaluation reports and confirms the reports are drafted in full compliance with the Accreditation Manual |  |  |  |  |  |
| All HEIs in Kosovo publish the results from internal quality assurance processes |  |  |  |  |  |
| KAA organizes meetings with HEIs and accreditation expert teams prior to accreditation visit |  |  |  |  |  |

**Performance Indicators for Strategic Objective No.5**

**“TO ADVANCE THE KAA PROCEDURE DIGITALIZATION TO HAVE AN EFFECTIVE EXTERNAL QUALITY ASSURANCE INFORMATION AND DATA MANAGEMENT”**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Performance Indicators** | **2021** | **2022** | **2023** | **2024** | **2025** |
| Once in two years, KAA drafts a system thematic analysis |  |  |  |  |  |
| KAA drafts publications based on the data available and publishes them on institutional website |  |  |  |  |  |
| Digital platform is advanced for online application by HEIs |  |  |  |  |  |
| HEIs documentation for international accreditation experts is forwarded online |  |  |  |  |  |
| All SQC meetings are arranged online |  |  |  |  |  |
| KAA applies a combined model for external evaluation, online and physical |  |  |  |  |  |
| Student certifications are generated online |  |  |  |  |  |
| KAA digital platform allows for syllabus publication for all study programs of HEIs in Kosovo |  |  |  |  |  |
| KAA digital platform allows for CV publication for academic staff of all HEIs in Kosovo |  |  |  |  |  |
| Digital platform allows for publication of scientific papers of academic staff in Kosovo |  |  |  |  |  |
| Digital platform allows for a real time communication with tax certification from TAK |  |  |  |  |  |
| Digital platform allows for a real time communication with statistical data from ASK |  |  |  |  |  |
| Digital platform allows for a real time communication with the EMIS data from MEST |  |  |  |  |  |

**Performance Indicators for Strategic Objective NO.6**

**“TO Strengthen THE KAA COOPERATION with external quality assurance international agencies**

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| --- | --- | --- | --- | --- | --- |
| **Performance Indicators** | **2021** | **2022** | **2023** | **2024** | **2025** |
| KAA participates in every event organized by ENQA |  |  |  |  |  |
| KAA organizes the Regional Quality Assurance Forum in Kosovo with the participation of regional quality assurance agencies |  |  |  |  |  |
| KAA participates in EQAF with a presentation |  |  |  |  |  |
| KAA participates in HEIs evaluation outside Kosovo |  |  |  |  |  |