



**Republika e Kosovës**  
**Republika Kosova - Republic of Kosovo**

Agjencia e Kosovës për Akreditim  
Agencija Kosova za Akreditaciju  
Kosovo Accreditation Agency



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# **Professional Development Plan for the Staff of the Kosovo Accreditation Agency (2026–2028)**

*<sup>1</sup>Professional Development Plan for the Staff of the Kosovo Accreditation Agency approved by the Decision of the General Director of the Agency Ref.:114/26, Date:30.01.2026.*

## **Vision**

The Kosovo Accreditation Agency is an internationally recognized agency that contributes sustainably to the improvement of quality and to an inclusive higher education system in Kosovo, by preparing individuals who build successful careers both within and outside the country and who demonstrate personal development in line with societal values and aspirations.

## **Mission**

To support the development of quality in the higher education sector through external quality assurance, aligning it with international best practices.

## **Development Objectives**

The Professional Development Plan for the Staff of the Kosovo Accreditation Agency is structured around four main development objectives, which are directly linked to the implementation of the strategic vision and the development of the external quality assurance system in Kosovo.

The four development objectives are:

1. The development of the Kosovo Accreditation Agency as an institution that reflects a high level of professionalism and ethical standards in quality assurance processes in Kosovo.
2. The advancement of quality assurance practices to support the continuous improvement of quality in the higher education sector in Kosovo.
3. The internationalization of the quality assurance system and its use to advance institutional practices and those at the system level.
4. The promotion of a culture of quality in higher education in Kosovo through individual and institutional awareness, capacity development, and institutionalized practices.

## **Purpose**

This document serves as a strategic guide for the professional development of the staff of the Kosovo Accreditation Agency for the next three years. It aims to strengthen the professional, technical, and managerial capacities of the staff while ensuring alignment with national and international standards for quality assurance.

### **1. Main Objectives of Professional Development**

- Increasing professional competencies related to the tasks and responsibilities of the workplace;
- Diversifying staff knowledge beyond the scope of their job descriptions;
- Enhancing knowledge in the use of KAA platforms and databases and applying data for analysis and planning;

- Continuous improvement of professional communication skills with HEIs and other stakeholders;
- Preparing staff for representation and presentations at national and international levels;
- Advancing staff knowledge in legal, financial, and administrative aspects;
- Developing understanding of European best practices in quality assurance;
- Strengthening capacities in drafting and managing reports and analyses.

## 2. Targeted Competencies;

### 2.1 Professional Competence

- Analysis of accreditation, post-accreditation, and monitoring documents;
- Understanding and application of ESG standards and KAA legislation;
- Preparation of evidence-based reports;
- Drafting and formulation of administrative and sub-legal acts;
- Ability to represent and present the KAA nationally and internationally.

### 2.2 Technical Competence

- Use of KAA databases and the e-Akreditimi platform;
- Management of data and validation of institutional information;
- Application of legal instruments to support quality enhancement;
- Ability to understand and interpret legal and sub-legal acts, and for legal representation.
- Continuous updating on developments in finance, human resources, and administration.

### 2.3 Communication Competence

- Professional communication with HEIs and other stakeholders;
- Clear presentation and addressing of findings and recommendations;
- Management of challenging situations during on-site visits;
- Proper and regulated use of internal and external communication tools;
- Proper administration and addressing of confidential information and data.

### 2.4 Organizational Development Competence:

- Teamwork and coordination;
- Management of resources, time, and priorities;
- Willingness to engage in continuous improvement;
- Short- and medium-term planning.

### 3. Professional Development Plan Activities for KAA Staff, Organized by Year

Strategic Objectives	Workshop / Training	Participants	Cost	Activity Owner	Timeline
<b>Objective 1:</b>  Develop the KAA as an institution reflecting high professionalism and ethical standards in quality assurance processes in Kosovo.	Workshop with Agency staff on professional development needs and priorities	All KAA officers	Administrative expenses	Division for General Services	2026
	Training and capacity development of staff in the field of ethics and professional integrity	All KAA officers	1,000 EUR	Division for General Services	2026
	Workshop on defining the division of tasks and drafting the protocol of responsibilities	Senior, middle, and lower management	3000 EUR	Division for General Services	2026
	Trainings provided by KIPA (Kosovo Institute for Public Administration)	Depending on the type of training offered, staff will be designated to participate	Administrative expenses	Relevant Division	2026 2027 2028
	Practical training on the use of the e-Akreditimi platform.	New KAA staff	Administrative expenses	IT Officer	2026
	Practical training on developing work plans based on division and department objectives.	All KAA staff	Administrative expenses	Division for General Services	2026
	Training to improve KAA capacities in management, leadership, and change management	Staff responsible for specific tasks	5000 EUR	Expert or company providing such training	2026

	Participation in regional and international QA conferences	All departments/divisions	160. 000 EUR	General Director; Heads of Departments/ Divisions	2026 2027 2028
<b>Objective 2:</b>  Advancing quality assurance practices for the continuous improvement of quality in the higher education sector in Kosovo.	Workshop on the analysis of SERs of institutions and study programmes	Accreditation, Monitoring and Post-Accreditation Division	Administrative expenses	Management of the Evaluation and Accreditation Department	2026 2028
	Orientation training for new members of the State Quality Council, new KAA staff and the Appeals Commission	New members of the SQC, Appeals Commission and new KAA staff	Administrative expenses	Division for General Services	As needed
	Workshop on creating a reciprocal learning model among higher education institutions	Quality coordinators of HEIs	1000 EUR	KAA Management	2026
	Reciprocal learning model prepared	KAA	Administrative expenses	KAA	2026
	Workshop on reporting activities according to the performance plan	KAA	Administrative expenses	KAA	2026
	Workshop on drafting three Standard Operating Procedures	KAA	8000 EUR	KAA	2026
	Workshop on mentoring procedures for new staff in the evaluation system.	KAA	Administrative expenses	KAA	2026 2027 2028
	Workshop on the methodology of monitoring site visits	All officers of the Monitoring Division	Administrative expenses	Monitoring Division	2027
	Workshop on emerging trends in Quality Assurance and/or ESG standards	KAA	Administrative expenses	KAA	2027

	Workshop on drafting thematic analyses	KAA	Administrative expenses	KAA	2026
	Development of new monitoring models based on analyses	All officers of the Monitoring Division	Administrative expenses	Director of the Department for Monitoring and Post-Accreditation	2028
<b>Objective 3:</b> Internationalization of the quality assurance system and its use to advance institutional and system-level practices.	Six online workshops organized by CEENQA	All KAA officers	Administrative expenses	Human Resources Division	2026 2027 2028
	Participation of two staff members in EQAR annual events	Staff from different divisions	3000 EUR	Management	2026 2027 2028
	Participation of one staff member in the ENQA Leadership Programme	Lower management	9000 EUR	Senior management	2027
	Other international trainings in the field of quality assurance and peer learning	One KAA officer	10.000 EUR	Senior management	2026 2027 2028
<b>Objective 4:</b> Promoting a culture of quality in higher education in Kosovo through individual and institutional awareness, capacity development, and institutionalised practices.	Evaluation visit with the Department for Evaluation and Accreditation	Officers from the Monitoring and Post-Accreditation Division	Administrative expenses	Department for Evaluation and Accreditation	2026 2027 2028
	Workshop for the annual review of monitoring and post-accreditation forms	Officers from the Monitoring and Post-Accreditation Division	Administrative expenses	KAA	2027
	Workshop on data analysis and their use in policymaking	All KAA staff	9000 EUR	KAA	2026 2027 2028

#### **4. Additional Training and Activities for the Professional Development of KAA Staff**

In addition to specific professional trainings, KAA staff will also participate in internal trainings organized by KAA, external trainings in cooperation with ENQA, EQAR, CEENQA, and other partners, as well as peer learning activities within the institution and with institutions abroad.

#### **5. Monitoring and Evaluation of Progress**

- Annual assessment of staff competencies;
- Identification of gaps and adjustment of the plan accordingly;
- Annual report on professional development activities;
- Reflection of achievements in the Agency's objectives.

#### **6. Conclusion**

This three-year professional development model will support the staff of the Kosovo Accreditation Agency in strengthening their role within the quality assurance system in higher education in the Republic of Kosovo, ensuring that staff are well-prepared, competent, and aligned with the Agency's strategy and with contemporary international requirements for quality enhancement.



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Ref.:114/26, Datë: 30.01.2026

Në mbështetje të nenit 20, të Ligjit Nr. 08/L-110 për Agjencinë e Kosovës për Akreditim (Gazeta Zyrtare e Republikës së Kosovës nr. 13/ 29 qershor 2023), nenit 22, 23 dhe 25 të Ligjit Nr.06/L-113 për Organizimin dhe funksionimin e Administratës Shtetërore dhe të Agjencive të Pavarura, Drejtor i Përgjithshëm i Agjencisë së Kosovës për Akreditim, si dhe Planin Strategjik të AKA-së 2026-2030, Drejtori i Përgjithshëm merr:

**V E N D I M**

**I.** Aprovohet Plani i Zhvillimit Profesional për Stafin e Agjencisë së Kosovës për Akreditim (2026–2028).

**II.** Plani hyn në fuqi me nënshkrimin të këtij vendimi.

**ARSYETIM**

Me qëllim të forcimit të kapaciteteve institucionale dhe profesionale të stafit të Agjencisë së Kosovës për Akreditim, është hartuar Plani i Zhvillimit Profesional për periudhën 2026–2028. Ky dokument përcakton prioritetet, objektivat dhe aktivitetet konkrete për zhvillimin e vazhdueshëm profesional të stafit, në përputhje me standardet kombëtare dhe ndërkombëtare të sigurimit të cilësisë në arsimin e lartë. Përmes këtij plani synohet avancimi i kompetencave profesionale, teknike dhe organizative të stafit, si dhe përmirësimi i efikasitetit dhe transparencës në realizimin e funksioneve të agjencisë. Miratimi i këtij dokumenti krijon një kornizë të strukturuar për planifikimin dhe zbatimin e aktiviteteve zhvillimore dhe për monitorimin e progresit të tyre. Për rrjedhojë, miratimi i këtij plani konsiderohet i domosdoshëm për realizimin e objektivave strategjike të Agjencisë së Kosovës për Akreditim, konform Planit Strategjik të AKA-së 2026-2030 .

**Naim Gashi**

*Vendimi iu dërgohet:*

- Arkivit të AKA

  
Drejtor i Përgjithshëm  
Agjencia e Kosovës për Akreditim



1/1