



Republika e Kosovës  
Republika Kosova-Republic of Kosovo



Oda e infermierëve, mamive dhe profesionistëve tjerë shëndetësor të Kosovës  
Komora medicinskih sestara, babica i ostalih zdravstvenih stručnjaka Kosova  
The Kosovo Chamber of nurses, midwives and other health professionals

# STRATEGY FOR THE CHAMBER OF NURSES, MIDWIVES AND OTHER PROFESSIONALS IN KOSOVO

2025–2029

February 2025

The development and publication of this document has been supported by the Swiss Agency for Development and Cooperation (SDC) through its project Integrated Health Services (IHS), a joint initiative with the Ministry of Health of the Republic of Kosovo, implemented by Swiss Tropical and Public Health Institute (Swiss TPH). The content of this document is the sole responsibility of the Chamber of Nurses, Midwives and Other Health Professionals and does not necessarily represent the views of SDC.



# **Strategy for the Chamber of nurses, Midwives and Other Professionals in Kosovo**

**2025–2029**

## Table of Contents

Abbreviations.....	4
Foreword by the President of CoNK.....	5
1. Introduction.....	7
2. Executive Summary .....	8
3. Priority Measures .....	10
Digitization .....	11
4. Methodology .....	11
5. Summary of Findings from the Situation Analysis Report .....	12
5.1. Legal Framework of CoNK .....	12
5.2. Governance of the Chamber .....	12
5.3. Administrative and Professional Service .....	13
5.4. Membership, Licencing and Relicensing .....	14
5.5. Continuous professional Education .....	15
5.6. Digitization .....	16
6. SWOT Analysis for the CoNK .....	17
7. Mission and Vision .....	17
7.1. The Mission of CoNK .....	17
7.2. The Vision of CoNK .....	18
8. Strategic Objectives .....	18
8.1. Legal Framework of the CoNK .....	18
8.2. Governance and Professional Service .....	21
8.3. Licensing, Relicensing and Continuing Professional Development .....	24
8.4. Digitization .....	27
8.5. Advocacy and Cooperation .....	29
9. Monitoring, Reporting and Evaluation System for the CoNK institutional Strategy .....	30
9.1. Objectives of the System .....	30
9.2. Monitoring and Reporting Structure .....	30
9.3. Roles and Responsibilities for Monitoring and Reporting .....	30
9.4. Frequency of Reporting .....	31
9.5. Evaluation of the Strategy .....	31

---

## Strategy for the Chamber of Nurses, Midwives and Other Professionals in Kosovo 2025–2029

This document has been drafted with the support of the Swiss Cooperation Development and the IHS Project. Its content is the result of the OIK working group as well as the expertise provided by the external expert engaged by the Project, Dr. Ruzhdi Halili.

Contributors: The Working Group for development of the Strategy

for the Chamber of Nurses, Midwives and Other Professionals in Kosovo 2025–2029, chaired by the President of CoNK, Ms. Nexhmije Gori and composed by Vice Presidents of CoNK, Chairman and Governing Council, Representative of the Ministry of Health, Representatives of the Chamber's bodies and Professional Service as well as the team of IHS project.

Author: *dr. Ruzhdi Halili*

---

## Abbreviations

CCPE	Commission for Continuing Professional Education
CoNK	Chamber of Nurses and Midwives in Kosovo
CPE	Continuous Professional Education
EU	European Union
IHS	Integrated Health Services
MESTI	Ministry of Education, Science, Technology and Innovation
MoH	Ministry of Health
KAA	Kosovo Accreditation Agency
SWOT	Strengths, Weaknesses, Opportunities and Threats
UCCK	University Clinical Center of Kosovo

---

## Foreword by the President of CoNK



**Nexhmije Gori**

Chairwomen of the Chamber of Nurses, Midwives, and Other Health Professionals (OIK)

I am very pleased to present to you this important advocacy strategy and action plan, developed with the support of the "Integrated Health Service" Project (IHS), one of the most valued partners of the Chamber of Nurses, Midwives, and Other Health Professionals (OIK).

This strategy, along with the action plan, aims to strengthen and engage OIK in protecting the professional interests of its members and improving opportunities for enhancing the quality of healthcare services.

The strategy and action plan will serve as a guide for the development of activities and initiatives that aim to increase OIK's impact on decision-making processes and promote the active involvement of healthcare professionals in health policies.

To achieve these goals, the strategy and action plan focus on three key objectives:

- 1. Building and Strengthening Capacities within OIK** – A crucial part of the strategy is enhancing capacities within OIK to create a stronger organization capable of fulfilling its mission. This includes continuous training for members, developing managerial skills, and increasing opportunities for member participation in decision-making processes.
  - 2. Improving the Legal Framework** – One of the primary priorities is to influence the improvement and modernization of the legal framework regulating healthcare professions. This will allow for the creation of better conditions for professionals and a stronger legal protection for their rights.
  - 3. Capacity building in Communication, Including Public Awareness and Education on OIK's Role** – A fundamental aspect of the strategy is awareness raising and educating the public on the importance of healthcare professionals in society. Through informational and educational campaigns, we aim to increase recognition of the role of nurses, midwives, and other health professionals, thus contributing to a more sustainable healthcare system.
-

This strategy that we are introducing, together with its accompanying action plan, results from close collaboration with experts and organizations that have made outstanding contributions in the fields of healthcare and advocacy, which have contributed with knowledge and experience in creating a clear and sustainable action plan.

This plan is guided toward the need to strengthen our advocacy capacities and to address key issues affecting healthcare professionals and services in general.

We believe this document will serve as a source of inspiration and guidance for everyone engaged in this important mission and will contribute to strengthening the role of nurses, midwives, and other healthcare professionals



## 1. Introduction

The management of healthcare professionals, like the management of the healthcare system as a whole, is a very complex endeavor. Many of the responsibilities related to healthcare professionals in Kosovo have been transferred to the Chambers of Healthcare Professionals as institutions with public status but with the self-regulating autonomy of health professional profiles for which they have been granted authority by the Law on Chambers of Health Professionals (No. 04/L-150). Within this framework, as the largest organization of health professionals in Kosovo, the Chamber of Nurses, Midwives, and other Health Professionals of Kosovo (CoNK) was established in 2013 with the adoption of the Law on Chambers of Health Professionals. CoNK became functional on January 23, 2015, during its first assembly meeting. On June 31, 2016, the transfer of responsibilities from the Ministry of Health began, while the full transfer of all responsibilities from this ministry was completed on January 18, 2018. The Chamber functions as an independent, self-regulating body for nurses, midwives, and other healthcare professionals, working within the broader framework of healthcare reforms to enhance professional accountability and ensure high standards of care.

The Chamber's mandate covers the registration and licensing of health professionals such as nurses, midwives and more than 60 other health profiles, the enforcement of ethical standards, and the promotion of continuous professional development. Its legal framework is established in key legislative acts, including the Law on Chambers of Health Professionals and the Statute of the Chamber, as approved by its Assembly. This basis is further reinforced by secondary legislation, such as the Code of Ethics and regulations governing membership, licensing, and the operation of the Chamber's disciplinary bodies.

As a new institution, the Chamber has achieved substantial progress, having successfully established its institutional and legislative framework while delivering services to both its members and the wider community. However, the complexity of the healthcare sector and the environment in which the Chamber operates have given rise to various challenges. As a result, further advancements are needed to overcome these obstacles and to adapt to the evolving external and internal dynamics of the healthcare sector and emerging trends.

Therefore, further advancement with the aim embracing new trends and addressing the existing and new challenges faced by the Chamber and its members require a planning and strategic approach, which is intended to be established through this strategy for the upcoming 5-year period. As required, this strategy aims to address the identified needs for further legal and institutional strengthening, good governance, modernization, and advancement of internal operations and services.

The CoNK strategy aims to focus on the following areas: 1. CoNK legislative framework; 2. Governance of the CoNK; 3. Membership, Licensing, and Continuous Education; 4. Advocacy and Communication; and 5. Digitalization. While this strategy and its implementation plan consists of the planning, implementation, monitoring, and evaluation mechanisms as provided in the respective parts of the strategy, the advocacy and communication area will be implemented through another strategic document and its implementation components. However, overarching objectives for the area of advocacy and external communication are determined by this strategy.

Although the strategy provides a substantial planning framework, the success and impact of this strategy on the work of the Chamber largely depend on the active will and commitment of the Chamber's management. This commitment has been consistently evident through the clear articulation of the vision included in the strategy and the dedication to implementing the necessary actions to achieve it. Equally important in realizing the strategy's vision is the engagement, support, and dedication of the entire Chamber staff, who play a central role in its implementation.

## 2. Executive Summary

The CoNK institutional Strategy includes strategic and specific objectives, indicators and targets at the level of each specific objective which serve as a planning, measurement instruments, monitoring and evaluation of the strategy. The strategy is going to be implemented through a five-year action plan, which is part of the Strategy.

The Strategy consists of the introduction, the executive summary, the work methodology for its drafting, an overview of the current situation derived from situation analysis report, as well as a SWOT analysis. The main part of the Strategy includes the chapter on objectives for the main five areas structured as following:

**Strategic Objective 1. Advanced and comprehensive legislative framework for CoNK, ensuring that legislative development is based on analysis, policy-based decision-making and comprehensive stakeholder consultation to meet the needs of the Chamber and its members.**

- Specific Objective 1.1. Revision, completing and harmonizing by-laws with the Statute and other relevant legal framework, simplifying and codifying relevant provisions to reduce complexity, minimize inconsistencies and increase clarity and facilitate accessibility.
- Specific Objective 1.2. Improving policies as a basis for all legislative drafting and review processes.
- Specific Objective 1.3. Advancing the involvement and consultation of stakeholders in the drafting of CoNK legislation.
- Specific Objective 1.4. Advancing the monitoring system for the implementation of the Chamber's legislation and enhancing the tools for informing, guiding, and facilitating the implementation of the legislation for the bodies of the Chamber and its members.

**Indicators:**

1. All Chamber's regulations, plans, reports, and other relevant information are published on the institution's website.
2. The level of satisfaction of members with the work of the Chamber.
3. The level of satisfaction of patients with the work of the Chamber's members.
4. Number of monitoring reports drafted annually on the implementation of legislative acts.

**Strategic Objective 3. Advancing licensing and relicensing processes to ensure that members are licensed and meet the highest standards of competence and ethics, while also ensuring quality and effective implementation of continuing education programs for nurses, midwives and other health professionals .**

- Specific Objective 2.1. Advancing the Chamber's medium-term planning system, including medium-term work, financial, and budget planning, to better align resources with strategic priorities.
- Specific Objective 2.2. Advance transparency and accountability by ensuring that key documents such as legislative acts, work plans, financial plans, and audit reports are easily accessible on the CoNK website, while also regularly applying mechanisms to obtain feedback from members and other stakeholders benefiting from health professionals' services.
- Specific Objective 2.3. Advancement of the internal structure and human resource management processes to improve the efficiency and effectiveness of the Chamber.
- Specific Objective 2.4. Enhance professional development by implementing training programs for professional service and managerial staff to meet the evolving needs of the Chamber and its members.

**Indicators:**

1. All Chamber's regulations, plans, reports, and other relevant information are published on the institution's website.
  2. The level of satisfaction of members with the work of the Chamber.
  3. The level of satisfaction of patients with the work of the Chamber's members.
-

**Strategic Objective 3. Advancing licensing and relicensing processes to ensure that members are licensed and meet the highest standards of competence and ethics, while also ensuring quality and effective implementation of continuing education programs for nurses, midwives and other health professionals .**

- Specific Objective 3.1. Strengthening the coordination between the Chamber and other relevant institutions to ensure the implementation of legislation for licensing and relicensing and to create a mechanism that addresses the harmonization of health profiles.
- Specific Objective 3.2. Ensuring the quality development of continuing professional education programs for all Chamber's profiles based on their medium-term needs.
- Specific Objective 3.3. Ensuring quality and effective monitoring and implementation of continuing professional education for all profiles of the Chamber.

**Indicators:**

1. The percentage of healthcare professionals who are licensed compared to the number of those who are members of the Chamber.
2. The coverage rate of continuous professional development programs according to the needs of all healthcare professional profiles.
3. The number of membership and licensing requests to the Chamber that are rejected because their profiles are not on the official list of the Ministry of Health.

**Strategic Objective 4. Advancing the digital platform to improve Chamber's communication, service delivery, internal processes, policy engagement and professional development capabilities, ensuring efficient interaction with members, stakeholders and national systems.**

- Specific Objective 4.1: Improving the website of the Chamber, enriching it with additional resources and integrating the platform with other relevant national and Chamber platforms, such as e-Kosova, improve internal processes and access to information.
- Specific Objective 4.2: Strengthening the Chambers Website Communication and Feedback Mechanisms such as electronic surveys and a complaint submission system, enabling real-time interaction, feedback collection and ethical oversight to better engage members and stakeholders
- Specific Objective 4.3: Providing more digital educational materials and providing support to members for effective use of the digital platform, ensuring comprehensive professional development and facilitating access to e-services

**Indicators:**

1. The number of users visiting the website within a specified period.
2. The level of satisfaction of the Chamber's website users.

**Strategic Objective 5. To advance the position of the Chamber in influencing legislative processes and raising public awareness regarding the role and importance of nurses, midwives and other healthcare professionals, for the provision of quality healthcare service to the citizens.**

- Specific Objective 5.1: Build and strengthen capacities and skills of CoNK to effectively advocate for the protection of the interests of healthcare professionals and advancement of their role and position in the healthcare sector.
  - Specific Objective 5.2: Contribute to the improvement and advancement of the legal framework that affects the interest of healthcare professionals through increased influence in decision making and policy shaping processes.
  - Specific Objective 5.3: Increase public information and education on the crucial role of the healthcare professionals and their importance in ensuring the health and wellbeing of all citizens.
-

A separate chapter of the strategy defines its monitoring, reporting, and evaluation system. The monitoring system, as described below, consists of institutional monitoring mechanisms and the reporting and evaluation processes

### 3. Priority Measures

#### Legislative framework

- Review regulations of the CoNK to harmonize with the new Statute of CoNK and address identified gaps and challenges.
- Activate cooperation with the Health Insurance Fund in defining the list of services and the price list for nursing and other relevant healthcare professionals' services. The cooperation aims to result on the amendment of Administrative Instruction No. 03/2024 – Co-payments for Health Services approved by the Ministry of Health.
- Advance the public consultation system for the developed acts by the chamber including early involvement of stakeholders in the legislative drafting process and enhance the public consultation functionalities in the website of the CoNK.
- Conduct activities with its members after the adoption of each regulation to inform, guideline, and facilitate the implementation of legislation.

#### Governance and professional Service:

- Introduce the mid-term budget planning framework.
- Publish all legislative documents, plans, and other materials on the Chamber's website.
- Define clear criteria for the establishment of the Chamber's commissions.
- Conducting member satisfaction survey regarding the Chamber's work as well as citizen/patients satisfaction survey regarding the work of the Chamber's members.
- Review the Regulation on Professional and Administrative Service and increase efforts to conduct training for the administrative, professional service, and managerial staff staff based on the needs assessments and appropriate planning.

#### Licensing, Relicensing and Continuing Professional Development

- Maintaining (cleanup) the lists and generating accurate figures for its members and lists of licensed members. It is also important to clearly distinguishing between those who only have membership and those who also hold licenses.
  - Advocate establishing a mechanism involving MESTI, the Kosovo Accreditation Agency, the Ministry of Health, and professional health chambers to address issues related to harmonization of profiles that are recognized through nostrification but lack matching profiles in the Kosovo health law to prevent unnecessary rejections of licensing applications and the recognition and equivalency of profiles obtained abroad and profiles accredited by external agencies not recognized by the Ministry of Health.
  - Strengthen overseeing the quality of the licensing and relicensing process due to the large volume of applications processed annually.
  - Conduct comprehensive and regular training needs assessments for the continuous professional development programs to ensure that professional development needs of all profiles are identified.
  - Strengthen monitoring and developing monitoring plans for the implementation of continuing professional education in each region.
-

## Digitization

- Modernization and enhancement of the Chamber's website by enriching it with additional components and functionalities such as developing feedback mechanisms within the Chamber's website to facilitate surveys, creating a section for complaints or requests on the website.
- Construction of an internal center for data storage and digital archiving, and digitalization of all archive processes.
- Expanding the platform's components to generate statistics and reports on members, licensed professionals, accreditation programs, etc.
- Establishing an electronic library within the Chamber's platform, organizing regular webinars and training seminars with members to familiarize them with new features, updates, and best practices in digital tools
- Advocating for the integration of digitalization into the curricula of accredited programs covering nurses, midwives, and other professions.

## 4. Methodology

The Institutional Strategy for CoNK 2025–2029 is based on a detailed analysis of the current situation in the Chamber, which was conducted during September and early October 2024. During the assessment, information from various sources was reviewed, including primary and secondary legislation, CoNK's 2024 Work Plan, 2023 Annual Report, internal documents, and an institutional diagnostic report by external experts from the IHS project. Meetings were held with key stakeholders, including CoNK's President, Vice Presidents, the Ministry of Health, and others. As part of the predefined methodology, a workshop was held in September 27–28, 2024, involving most of the Chamber's bodies and IHS project representatives, validated findings, provided additional data, and finalized strategic directions, objectives, the mission, and vision for the Chamber's institutional strategy.

The draft of the Strategy of CoNK, initially developed by the expert engaged for this purpose, was submitted for comments to the HIS project team. Based on the received comments and recommendations, the initial version of the strategy's implementation plan was developed as well. The draft of the implementation plan was shared with the Chamber's governing bodies in November and served as a preparatory material to facilitate its finalization in the second workshop planned for December. The second workshop, where the strategy's activities and indicators were discussed and agreed upon in detail, was held on December 6, 2024. The workshop, chaired by the President of the Chamber, was attended by a representative of the Ministry of Health, the Vice Presidents of the Chamber, the Chair and members of the Governing Council, staff from the Chamber's professional service, as well as experts from the Chamber and the IHS Project.

The December 6 workshop resulted in the draft Implementation Plan for the Strategy of CoNK 2025–2029, which was shared with the IHS Project Team and the Chamber's governing bodies during December 2024. Furthermore, the discussions and new outcomes from the workshop, meetings with IHS project team, and other information were reflected in the final version of the Draft Strategy, which was further proceeded in December together with the implementation plan.

The development of the Strategy for the Chamber of Nurses, Midwives, and Other Professionals in Kosovo 2025–2029, and its implementation plan, was conducted by the CoNK working group supported by expert Dr. Ruzhdi Halili, and with support from the IHS Project team. The same project, financed by the Swiss Cooperation Development (SDC), supported the entire strategy development process.

## 5. Summary of Findings from the Situation Analysis Report

The following chapter provides the statement of issues for each area of the Strategy. The analysis have been presented in detail in the situation analysis report proceeded this strategy and is provided separately. The following summary as well as the report on the situational analysis are the basis for the strategic directions and interventions for the upcoming midterm period included in this strategy.

### 5.1. Legal Framework of CoNK

Since establishment of new institutions in Kosovo, the management of healthcare professionals has been under the responsibility of the Ministry of Health. As part of continuous reforms in the healthcare system, the establishment of Chambers of Health Professionals was initially mandated by the Law on Health (Article 78). The responsibilities of the Ministry of Health were specifically amended in 2013 with the adoption of the Law on Chambers of Health Professionals (No. 04/L-150), which provided a comprehensive legal framework for five Chambers of Health Professionals, including CoNK. The Chamber of Nurses and Midwives became functional in 2016, with its first statute was approved the same year. Full competencies were transferred to the Chamber in 2017.

CoNK became functional on January 23, 2015, during its first assembly meeting. On June 31, 2016, the transfer of responsibilities from the Ministry of Health began, while the full transfer of all responsibilities from this ministry was completed on January 18, 2018.

Substantial progress has been made in developing the legal framework for the Chamber, with the approval of various regulations and acts since its establishment. The recent review and approval of the Statute in 2024 indicates the need for ongoing legislative enhancement. As a consequence, further harmonization and completion of subordinate acts are needed. Several areas remain still unregulated, necessitating the development of new regulations for procurement, human resource management, and procedures for handling complaints. Guidelines or standard operating procedures could also clarify these areas.

The existing legal framework is complex due to numerous acts, making it challenging for members and the governing bodies to implement. A simplification process during the legislative review could enhance clarity and facilitate implementation. The legislative drafting process requires also comprehensive policy analysis and appropriate consultation with stakeholder's including its members and other citizens. A strategic approach is required for drafting and reviewing legislation to ensure alignment with members' and public needs. The Chamber needs to strengthen its role in legislative processes, particularly in the ongoing process of the draft Law on Health, the Law on Nurses and harmonizing legislation with EU standards. Building advocacy capacity and professional expertise is crucial for effective participation in national policy and legislative initiatives that affect the responsibilities of the Chamber.

### 5.2. Governance of the Chamber

The Chamber is tasked with overseeing the implementation of professional standards and regulating many aspects for healthcare professionals. Its governance structure, as defined by the Law on Chambers of Health Professionals and its statute, comprises several bodies, including the Assembly, the President, the Managing Council, the Supervisory Council, the Council of Ethics and the Court of Honor. The Chamber is composed of a number of permanent commissions such as Commission for Professional Ethics, Commission for Licensing; Commission for Specialized Education; Commission for Continuing Education; Commission for Private Professional Practice; Commission for Solidarity Fund and the Commission for Budget and Finance. A number of temporary commissions were also established by the Managing Council, aiming to fulfill its legal obligations towards its members.

The Assembly of the CoNK serves as the highest regulatory body, composed of 164 elected members, while the President oversees the Chamber's legislative compliance and management. The Managing Council, which



holds executive authority, consists of both elected and Ministry delegated members, ensuring alignment with members' interests. The Supervisory Council monitors financial and professional affairs, while the judicial bodies handle ethical violations; however, their activity has been limited, suggesting a need for better member awareness of complaint processes.

CoNK's governance is characterized by a complex structure with numerous commissions addressing specific tasks such as licensing and budgeting. Nonetheless, the lack of clear criteria for establishing and engaging these commissions may hinder their effectiveness. Additionally, the electoral process faces challenges in candidate representation and inclusivity, particularly for unemployed members.

To enhance transparency and accountability, access to critical documents needs improvement. The legislative drafting process need regulation, requiring a systematic approach to policy analysis and stakeholder engagement. Implementing member satisfaction surveys could foster greater member involvement and responsiveness to concerns. In addition, a mid-term institutional strategy need to facilitate better resource management and monitoring, thereby enhancing the overall effectiveness and efficiency of CoNK in fulfilling its mission.

### **5.3. Administrative and Professional Service**

The Law on Chambers of Health Professionals provides the legal basis for the functioning of the professional and administrative service of the Chamber. The professional service is responsible for essential administrative duties, including the registration and licensing of health professionals, maintaining databases, and supporting the Chamber's governing bodies in fulfilling their legal obligations. According to the statute, the organization and operations of the Administrative Office are governed by a regulation approved by CoNK's Governing Council, with the General Secretary overseeing its functions.

The structure of the professional and administrative service includes various units, such as the Finance Office, Membership and Licensing Office, Continuous Professional Education and Ethics Office, and Legal Affairs Office. Key issues identified in the analysis of the legal framework include that the General Secretary's job description need to be further completed, the division of responsibilities among organizational units need to be clarified, provided only job descriptions for the individual position not units, then the need to extend the structure with the function related to the advocacy and communication, which are vital functions for CoNK, some units consist of only one or two staff members, despite being classified as separate units.

Additionally, the professional and administrative staff need to systematically participate in training programs aimed at enhancing their skills and knowledge. Conducting a comprehensive training needs assessment can identify areas for development, including understanding administrative legislation, financial management, legal drafting, and advocacy. Such capacity building efforts are crucial for enabling staff to contribute effectively to CoNK's initiatives, particularly in policy-making and the drafting of legal acts. Furthermore, enhancing staff capacities will strengthen their involvement in external activities, such as participating in working groups or initiatives led by the Ministry of Health. This engagement is vital for preserving institutional memory and fostering collaboration between CoNK and other health related bodies.

Addressing the structural and capacity related issues within CoNK's professional and administrative service is essential for improving governance and fulfilling its mission to uphold professional standards for nurses, midwives, and other health professionals in Kosovo. By enhancing the clarity of roles and responsibilities and investing in staff development, CoNK can strengthen its position as a key player in the healthcare system, ultimately contributing to improved healthcare services and outcomes for the population.

## 5. 4. Membership, Licencing and Relicensing

Membership in the CoNK is mandatory for all nurses, midwives, and healthcare professionals in Kosovo, as outlined in the Regulation on Registration (Membership)<sup>1</sup> approved in 2024. Also Licensing and relicensing regulated by Regulation for Licensing and Re-licensing of CoNK Professionals<sup>2</sup> are fundamental responsibilities of the CoNK. This process is facilitated through a digital platform for managing health professionals, allowing for efficient electronic application, membership, licencing and relicensing procedures.

CoNK consists of the largest community of healthcare professionals in Kosovo, with reported membership numbers fluctuating significantly over the years. The Chamber claims over 20,000 members<sup>3</sup>, yet official statistics present discrepancies: the 2020 Health Statistics Report documented 16,415 members, while the 2022 report indicated an increase to 30,386. By 2023, the number had dropped to 16,134. This inconsistency highlights the need for clarification and improved tracking of membership statistics. Members are classified as either active or passive, but a thorough internal identification process has not been conducted since 2019.

In 2023 alone, 4,838 healthcare professionals joined the CoNK, reflecting the Chamber's ongoing challenges. Membership records, including lists of licensed professionals, are public documents as per the law and should be accessible on the Chamber's website, which is recommended for enhanced transparency. The membership of CoNK is diverse, encompassing approximately 65 different professional profiles, with nurses and midwives being the majority. However, the ratio of nurses in Kosovo of 4.1 per 1,000 inhabitants is lower than the EU average of 9.7 and also falls short of most neighboring countries, with only North Macedonia (3.7) having a lower ratio<sup>4</sup>.

The Regulation for Licensing and Re-licensing of CoNK Professionals, which was approved in 2024, stipulates obtaining a license is mandatory following membership and requires candidates to possess an accredited degree or complete relevant educational qualifications. Currently, only the licensing and relicensing for clinical psychologists is addressed through separate regulation. Each license remains valid for five years, during which professionals must accumulate at least 100 continuing education credits to qualify for relicensing.

One of the significant challenges the CoNK faces is the overwhelming number of applications for licensing and relicensing. In 2023, the Chamber processed 5,284 new licenses and 5,950 relicensing applications, representing a substantial workload for its bodies<sup>5</sup>. This high volume raises concerns about the capacity of the Chamber to adequately review and verify documentation for all applicants, especially concerning their professional development activities.

To manage the diverse profiles of its members, the Chamber has established specialized licensing committees, incorporating both Assembly members and external professionals. However, a challenge is quality monitoring within the licensing process, while clearer criteria and guidelines for the establishment and operation of these committees are necessary.

The distribution of licensed and relicensed members varies widely across different professional profiles, with a significant concentration in nursing categories, which comprised 69% of all licensed and relicensed members in 2023. On the other hand certain profiles, such as orthopedic assistants and optical technicians, had only few new entrants.

1 Regulation on Registration (Membership) of the CoNK Professionals [https://oik-ks.org/wp-content/uploads/2024/08/2024.06.28\\_Rregullorja-per-Regjistrim-dhe-Antaresim.pdf](https://oik-ks.org/wp-content/uploads/2024/08/2024.06.28_Rregullorja-per-Regjistrim-dhe-Antaresim.pdf)

2 Regulation for Licensing and Re-licensing of CoNK Professionals [https://oik-ks.org/wp-content/uploads/2024/08/2024.06.28\\_Rregullorja-per-Licensim-dhe-Ri-licensim.pdf](https://oik-ks.org/wp-content/uploads/2024/08/2024.06.28_Rregullorja-per-Licensim-dhe-Ri-licensim.pdf)

3 The information declared in the meeting with the CoNK, held on 27–28 September 2024.

4 Latest data from the World Bank updated in 2021, received from the draft Health Strategy available at: <https://konsultimet.rks-gov.net/viewConsult.php?ConsultationID=42622>

5 Data from the CoNK Annual Report for 2023.



The Chamber also face challenges related to applicants whose qualifications are accredited by institutions not recognized by the Ministry of Health. Many applicants from these programs are rejected because the CoNK is only authorized to license profiles recognized in the official registry issued by the Health Minister. This issue highlights the need for cooperation among multiple stakeholders, including the Ministry of Health, the Ministry of Education, Science, Technology, and Innovation (MESTI), and professional health chambers, to establish a comprehensive mechanism for recognition and licensing.

While the processes for membership, licensing, and relicensing have been digitized through a Digital Platform for Managing Healthcare Professionals, the system currently can not generate automated statistical reports. This limitation requires manual data handling, which can impact the effective decision-making and management. To enhance operational efficiency, improvements to the platform's data processing capabilities are crucial, particularly for tracking license expirations and managing membership status.

## 5.5. Continuous professional Education

Taking care of the development and functioning of the profession of nursery, midwifery and other health professions remains one of the fundamental tasks that the Chamber. The Law on Chambers of Health Professionals mandates healthcare professionals to engage in continuous professional development to uphold and enhance their professional qualifications and stipulates the obligation for continuous professional development. Emphasizing the significance of this process, the law requires health institutions to facilitate continuous professional development. Ensuring continuous professional development by the Chamber is done through the accreditation of programs implemented by various operators, as well as the accreditation and provision of activities carried out by the Chamber itself. Ensuring that healthcare professionals are continuously engaging in professional development is achieved through credits (20 credits should be obtained each years, totaling 100 credits within 5 years). The responsibility to accumulate credits through accredited programs lies with the healthcare professional, while the responsibility of the Chamber is to ensure that healthcare professionals are offered with sufficient programs to attend for maintaining their professional knowledge and skills as well as obtain the required credits. Continuous professional education programs are provided by the Chamber itself and by public healthcare institutions where health professionals are employed. However, continuous education programs which are accredited by the Chamber are provided by different professional education institutions coming from the civil society or private sector.

In recent years, the CoNK has significantly advanced its engagement to provide accredited programs, organizing sessions during the spring and autumn, both in person and online. In 2023, the Chamber's training initiatives covered 6,207 participants. However, the challenge remains to ensure that these activities are not merely formal processes for fulfilling regulatory requirements.

The Chamber collaborates closely with public healthcare institutions to accredit their training programs and assess the professional development needs of their staff. To date, the CoNK has accredited 184 continuous development programs, issuing 17,427 electronic and 22,134 hardcopy certificates. However, the current bottom-up approach to program accreditation does not always align with the actual needs of healthcare professionals, raising concerns about the relevance of the training offered. While annual continuous development plans are developed, a more strategic, three-year planning cycle is recommended to systematically identify and address training needs.

The Chamber also monitors the quality of continuous development programs' activities through designated members; however, the volume of activities poses challenges for consistent quality assurance. While the CoNK has made significant efforts in facilitating continuous development programs, it must adopt a more strategic approach to needs assessment, program accreditation, and quality monitoring to enhance the professional development of its members and improve healthcare services in Kosovo.

## 5.6. Digitalization

The Chamber has developed an advanced electronic platform that provides a range of essential services to its members, including the application procedures for membership, licensing, relicensing, and accreditation of continuous education programs<sup>6</sup>. This digital platform allows members to complete all processes electronically, ensuring efficiency and accessibility. Additionally, the Chamber uses its official website<sup>7</sup> and social media channels, such as Facebook<sup>8</sup>, to disseminate information about its activities, documents, and services.

Despite the advancements made, there remain significant opportunities to improve the Chamber's communication and operational efficiency through technology. Potential enhancements to the CoNK website and the digital platform could include:

- Facilitating two-way consultations during policy and legislative processes.
- Establishing direct communication channels with members.
- Implementing survey tools to measure public perceptions and satisfaction.
- Providing electronic submission options for complaints and reporting violations of the Code of Ethics.
- Offering educational resources and instructional materials online.

Moreover, the platform's capacity to generate key information and statistics for reporting and decision-making needs improvement, which would enhance the Chamber's managerial effectiveness and overall data management. The CoNK should also consider integrating its services with the state digital portal e-Kosova<sup>9</sup> and exploring connections with other official data systems, such as the civil registry, employment registry, tax administration registry etc.

---

6 See the platform available at: <https://oik-ks.org/licencimi/licencimi-me-shkollim-te-mesem-larte/>

7 See Webpage of CoNK: <https://oik-ks.org>

8 The Facebook Page of the Chamber: <https://www.facebook.com/OdaelInfermiervKosoves>

9 See the e-Kosova Platform: <https://ekosova.rks-gov.net>

---

## 6. SWOT Analysis for the CoNK

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>– The chamber has a well-established governance structure.</li> <li>– Completed and advanced legal framework.</li> <li>– Independence in the decision-making.</li> <li>– Well defined procedures.</li> <li>– Advanced digital platform for service delivery.</li> <li>– Financial sustainability of CoNK</li> <li>– Involvement in international networks and cooperation agreements</li> <li>– Diverse representation (broad membership with many profiles)</li> <li>– Professional expertise (skilled workforce with knowledge)</li> <li>– CoNK's full commitment to ensure quality care</li> </ul>	<ul style="list-style-type: none"> <li>– Insufficient coordination with the Ministry of Health, MESTI, KAA, UCCK.</li> <li>– The need to raise awareness about the role of CoNK</li> <li>– Structure and complex functioning of governance</li> <li>– The review of the code of ethics is needed.</li> <li>– Policy-based legislative planning and development</li> <li>– Some documents are not accesable</li> <li>– There is a need to expand human resources, tools, techniques, capacities and advocacy activities.</li> <li>– Limited awareness,</li> <li>– Insufficient data and evidence to fuel advocacy</li> <li>– Financial limitations for advocacy purposes</li> <li>– Limited communication</li> <li>– Low media interaction / promotion</li> <li>– International cooperation for advocacy purposes</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>– Strengthening cooperation with other institutions and partners.</li> <li>– Improving the use of new technologies.</li> <li>– Involvement in the drafting of national policies and the drafting of legislation</li> <li>– Implementation of a strategic approach for medium-term planning and institutional strategy</li> <li>– Developing compelling evidence to drive advocacy initiatives</li> <li>– Increasing public awareness and support for impactful advocacy</li> <li>– Increased funding to support advocacy actions</li> <li>– Advancing technology to successfully communicate advocacy</li> <li>– Development of partnerships and cooperation (international cooperation)</li> <li>– Increased presence in the media</li> <li>– The development of research for obtaining information and taking initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>– Violations of the Code of Ethics by members may damage trust in the Chamber.</li> <li>– Unequal compensation treatment of nurses and other categories in the public sector may affect the quality of their services</li> <li>– The government's resistance to the adoption of proposed legislative initiatives, such as the draft law on Nursing or the unequal treatment of compensation of members in the public sector may affect the quality of their services.</li> <li>– Transparency issues can hinder the Chamber's credibility with its partners</li> <li>– Resistance of influential decision-making bodies</li> <li>– Changes in legislation that affect the interests of the Chamber</li> <li>– Lack of genuine coordination between influential institutions that can hinder and delay processes.</li> <li>– Non-inclusion in the working groups of CoNK representatives from the institutions in the drafting of documents related to its responsibilities.</li> <li>– Non-representation of nurses and other professionals in health institutions in managerial structures in health institutions.</li> </ul>

## 7. Mission and Vision

### 7.1. The Mission of CoNK

The mission of the Chamber of Nurses, Midwives and other health professionals is to protect and present the professional interests of its members, to ensure the high standards of the code of ethics and medical deontology, to promote and protect the activity of health professionals in public and private health institutions, to ensure continuous professional education in order to provide the highest quality health services and other services related to health care in maintaining the health of the population.

### 7.2. The Vision of CoNK

The vision of the Chamber of Nurses, Midwives and other health professionals is to be a leading institution that inspires excellence to its members, ensuring the highest standards of care, and building public trust through effective, efficient, transparent and accountable governance and providing professional services. The Chamber aims to provide professional development and be a driving force in advancing the quality of health care, advocating for the rights and responsibilities of health care professionals and ensuring the provision of high quality health services to all citizens.

## 8. Strategic Objectives

### 8.1. Legal Framework of the CoNK

**Strategic Objective 1.** Advanced and comprehensive legislative framework for CoNK, ensuring that legislative development is based on analysis, policy-based decision-making and comprehensive stakeholder consultation to meet the needs of the Chamber and its members.

**Specific Objective 1.1.** Revision, completing and harmonizing by-laws with the Statute and other relevant legal framework, simplifying and codifying relevant provisions to reduce complexity, minimize inconsistencies and increase clarity and facilitate accessibility.

**Specific Objective 1.2.** Improving policies as a basis for all legislative drafting and review processes.

**Specific Objective 1.3.** Advancing the involvement and consultation of stakeholders in the drafting of CoNK legislation.

**Specific Objective 1.4.** Advancing the monitoring system for the implementation of the Chamber's legislation and enhancing the tools for informing, guiding, and facilitating the implementation of the legislation for the bodies of the Chamber and its members.

The achievement of these objectives will be measured through the following indicators:

5. The percentage of the Chamber's acts that are harmonized with the Statute and the relevant legal framework.
6. The number of policy documents drafted to serve as a basis for drafting and reviewing legislation.
7. The percentage of consulted documents for which consultation reports are published within 30 days after the conclusion of the consultation process.
8. The number of monitoring reports produced annually on the implementation of legislative acts.

**Specific Objective 1.1. Revision, completing and harmonizing by-laws with the Statute and other relevant legal framework, simplifying and codifying relevant provisions to reduce complexity, minimize inconsistencies and increase clarity and facilitate accessibility.**

After the approval of the CoNK Statute, the review and harmonization of the existing sub-legal acts of the Chamber with the Statute and other legal acts, as well as the approval of new acts, are essential factors for advancing the work of the Chamber. The review of existing and drafting of new acts requires the Chamber's commitment, engagement and the allocation of sufficient time and resources. Since the number of acts that need to be approved by the Chamber Assembly and drafted by other responsible bodies is expected to be significant, the planning of legislative activities is necessary. The strategy and its implementation plan will be the main instruments through which the sequencing and planning of the drafting of acts to be approved over the at least next 3 years period will be carried out, as covered by the detailed implementation plan.

Therefore, the implementation plan for this strategy for the upcoming period covers the following measures:

- Review regulations such as the Code of Ethics, the Regulation on the Prosecutor of the Chambers and Regulation on Court of Honor (possibly an integrated regulatory framework for the Council of Ethics, the Court of Honor, and the Prosecutor), the regulation on Internal Organization of the Professional Service which should cover all bodies of the Chamber, adoption of the new Election Code etc.
- Development of new acts such as a regulation on procurement procedures, regulation on the establishment of the work relationship, and other aspect of staff management for the professional and administrative staff.
- The chamber will be activated in cooperation with the Health Insurance Fund in defining the list of services and the price list for nursing and other relevant healthcare professionals' services. The cooperation aims to result on the amendment of Administrative Instruction No. 03/2024 – Co-payments for Health Services approved by the Ministry of Health.
- Develop guidelines, manuals or standard operating procedures. Areas that could be covered here are policy and legislative development procedures, clarification of the procedures for submitting and reviewing complaints by Chamber's members and by citizens, details related to the work of the prosecutor and other disciplinary bodies.

**Specific Objective 1.2. Improving policies as a basis for all legislative drafting and review processes.**

One of the most important segments and prerequisites for the qualitative legislation is that its drafting is based and preceded in evidence, analysis, and review of policy alternatives. This process has usually been carried out by the Chamber's bodies, as each legislative act has been developed based on the needs identified by the Chamber. However, advancing and formalization of the process of collecting information, conducting analyses, reviewing, and documenting it is necessary. Given that this process requires specific capacities and takes time, efforts to improve such an approach will be extended over a longer period, initially focus will be stressed on capacity building, developing and clarifying procedures, and defining the roles of the responsible structures of the CoNK and finally developing a minimal number of policy papers for regulations to be drafted.

As a result measures to address this objective are the following:

- Drafting guidelines and procedures for policy development and analysis within the Chamber.
  - Developing a pre-drafting analysis for the Chamber's acts.
  - Training the Chamber's staff to conduct policy analysis.
  - Regular meetings with healthcare professionals (in fields represented by the Chamber) to identify the development needs of the Chamber.
-

### **Specific Objective 1.3. Advancing the involvement and consultation of stakeholders in the drafting of CoNK legislation.**

An important aspect to ensure qualitative legislation and proper governance is the stakeholders involvement and participation in legislative drafting process, particularly members and entities representing their interests, as well as other actors such as non-governmental organizations, providers of education activities etc. In the coming medium-term period, the Chamber will be engaged in improving the process through following measures:

- Involving selected stakeholders and experts in the early drafting process through working groups and public consultations of all acts are that are developed by the Chamber.
- Clarifying the requirements for the selection of stakeholders, the methods to be used for public consultation, and informing the consulted stakeholders and public about the results of the consultation process.
- The advancement of electronic tools, among others, will be one of the segments for further improvement. The public consultation section, in the webpage of the CoNC is one of the tools. Its upgrade where, in addition to the publication of documents for consultation, other information is provided, such as how stakeholders can submit comments, the publication of the consultation reports, and details on the process of consultation and comments received.

### **Specific Objective 1.4. Advancing the monitoring system for the implementation of the Chamber's legislation and enhancing the tools for informing, guiding, and facilitating the implementation of the legislation for the bodies of the Chamber and its members.**

Implementation of the Chamber's legislation is the key factor through which objectives of the chamber are achieved. Monitoring the implementation is a crucial segment to get informed whether the legislation is being implemented. During the upcoming medium-term period, the Chamber will focus on increased activities to advance the monitoring system for the implementation of the acts adopted by the Chamber. In addition, during this period, the Chamber aims to increase the volume of activities that aim to inform members and other affected parties about their rights and obligations, as well as to provide clear guidance on specific segments of the existing or new legislation. Adoption of manuals, guidelines, and standard operating procedures for specific aspects of legislation are some of instruments to ensure achieving this objective. Furthermore, the Chamber will enhance the capacities of its legal service in monitoring and evaluating the legislation. In order to achieve this goal, the Chamber will consider cooperation with the Kosovo Institute of Public Administration, Academy of Justice and other potential institutions and donors to reach cooperation, through which the Chamber's professional staff would be enabled to participate in trainings organized by them. Additionally, after the adoption of the Chamber's acts, in addition to making them accessible the Chamber also aims organize promotional, informative, and guiding activities with members and other affected parties. As a result measures to address this objective are the following:

- Developing activities with its members after the adoption of each regulation to inform, guideline, and facilitate the implementation of legislation.
  - Conducting evaluations on the implementation of specific acts of the Chamber.
  - Training the Chamber's staff in monitoring and evaluating legislation.
  - Publishing up-to-date guidance materials, including supporting documents, videos, etc., for the implementation of legislation
  - Drafting the document "Nursing Card"
  - Drafting the document "Midwifery Card"
-

## 8.2. Governance and Professional Service

**Strategic Objective 2. Ensuring effective, efficient, transparent and accountable governance and professional administrative service of the Chamber of Nurses and Midwives and other health professionals**

**Specific Objective 2.1. Advancing the Chamber's medium-term planning system, including medium-term work, financial, and budget planning, to better align resources with strategic priorities.**

**Specific Objective 2.2. Advance transparency and accountability by ensuring that key documents such as legislative acts, work plans, financial plans, and audit reports are easily accessible on the CoNK website, while also regularly applying mechanisms to obtain feedback from members and other stakeholders benefiting from health professionals' services.**

**Specific Objective 2.3. Advancement of the internal structure and human resource management processes to improve the efficiency and effectiveness of the Chamber.**

**Specific Objective 2.4. Enhance professional development by implementing training programs for professional service and managerial staff to meet the evolving needs of the Chamber and its members.**

The achievement of these objectives will be measured through the following indicators:

4. All Chamber's regulations, plans, reports, and other relevant information are published on the institution's website.
5. The level of satisfaction of members with the work of the Chamber.
6. The level of satisfaction of patients with the work of the Chamber's members.

**Specific Objective 2.1. Advancing the Chamber's medium-term planning system, including medium-term work, financial, and budget planning, to better align resources with strategic priorities.**

Forward planning which enable the institution to forecast revenues and plan them in a timely manner, as well as the timely allocation of resources, is a crucial tool for effective and efficient governance. Furthermore, such planning helps improve the capacity to respond to new challenges and demands, increasing the institution's flexibility and resilience. During the next medium-term period, the Chamber aims to advance its planning system to ensure more effective alignment of resources with strategic priorities. This includes enhancing the mechanisms for medium-term work planning, financial management, and budget forecasting to ensure that resources are allocated efficiently and transparently in support of the Chamber's objectives and the mission.

The plan for implementing this strategy as a three-year span document will be the main instrument that will support the medium term planning process in the Chamber. The plan will be broken down and updated with detailed activities according to evolving needs through annual plans. Additionally, financial and budget planning, which is aimed to be developed in the medium term, will support the implementation plan and will also include budget expenditure projections and financial forecasting for the chamber for the next three years period. In this context, the Chamber will work to ensure that financial resources are allocated in a way that maximizes impact and supports the long-term sustainability of its operations.



Measures to address this objective are the following:

- Approval of the guideline for the process of developing and formatting medium-term planning documents
- Draft the medium-term budget planning document
- Preparation of the periodic expenditure report of the Chamber
- Provide regular training and courses for professional staff in financial and project management

**Specific Objective 2.2. Advance transparency and accountability by ensuring that key documents such as legislative acts, work plans, financial plans, and audit reports are easily accessible on the CoNK website, while also regularly applying mechanisms to obtain feedback from members and other stakeholders benefiting from health professionals' services.**

Essential components for good and effective governance are the principles of transparency and accountability of an institution. In line with these principles, the Chamber is composed of bodies that aim to ensure checks and balances of responsibilities and decision-making, while also ensuring the representation of its membership through direct elections. Furthermore, tools have been established aim to make the work of the Chamber transparent to its members and citizens. However, both the needs of the public and the means by which information is shared with stakeholders and the public are evolving daily. Therefore, the advancement of such tools is always necessary. As a result the advancement of the Chamber's website and the electronic platform by enhancing the component of generation of information and statistics can enable easy reporting and analysis of the information. The website aims also to extend publication of all legal acts related to the work of the Chamber and its members, including acts approved by the Chamber, work plans, budget plans, work reports, budget reports, and other documents of interest to the Chamber's members and the public. The documents and published information are intended to be easily accessible and user-friendly.

In addition to these efforts, the use of various tools to enable members and the public to actively contribute in improvement of the Chamber's operations will be highly beneficial. One of the tools is the regular development and administration of member satisfaction surveys, which can serve as an essential barometer for understanding the needs, concerns, and expectations of the membership. Satisfaction surveys will be conducted with the patients to obtain their feedback on the quality of services provided by the Chambers' members, as well as their respect of the code of conduct. It is also important to establish clear mechanisms that enable addressing the issues identified through surveys and other information collection means, ensuring that feedback translates into meaningful actions and improvements.

Moreover, this feedback mechanism will be used not only to advance the internal functioning of the Chamber but also to support the Chamber's advocacy efforts. By gathering insights, opinions and concerns from its members, the Chamber will be better positioned to represent their interests in policy and legislative initiatives undertaken by the government. Such feedback can help shape the Chamber's position on crucial health-related reforms, thereby strengthening its role as a key voice in the health sector. Through these tools, the Chamber will foster greater engagement, transparency, and inclusiveness, building trust with both its members and the public at large. Advancing the electronic website and platform of the Chamber can be utilized to achieve this goal. Additionally, the Chamber can use other tools for sharing and receiving information between the Chamber and its members, such as meetings and direct contacts between members, associations that represent them, providers of continuous professional education services, etc.



Specific measures to address this objective are the following:

- Publish all legislative documents, plans, and other materials on the Chamber's website.
- Define clear criteria for the establishment of the Chamber's commissions.
- Draft a guideline for developing surveys.
- Conduct a member satisfaction survey regarding the Chamber's work.
- Conduct a citizen satisfaction survey regarding the work of the Chamber's members.
- Create an online mechanism for continuously gathering feedback from members and stakeholders on the Chamber's work.
- Planning the annual oversight of the Chamber's activities.
- Drafting annual internal oversight reports.

### **Specific Objective 2.3. Advancement of the internal structure and human resource management processes to improve the efficiency and effectiveness of the Chamber.**

The professional and administrative service is the main mechanism that supports the work of the Chamber's bodies, and therefore, its proper organization, sufficient staffing, and the advancement of the current staff's capacities are essential for the Chamber's work. The internal organization of the professional and administrative service, responsibilities of each organizational unit as well as job descriptions of individual staff is covered by the Regulation on the Organization of the professional and Administrative Service, approved on 07.04.2023. The analysis of the current situation and structure of the Chamber, regulated by this regulation and conducted for the purposes of this strategy, highlights the need for its review, and therefore the strategy aims to address the following issues:

- Review the Regulation on Professional and Administrative Service. The new regulation is expected to address and include a clear division of responsibilities between the units in the professional and administrative service, as they are currently defined only through individual job descriptions. The review will consider the establishment of any new units or personnel and focus on further improving the criteria and requirements for positions. The criteria established in the Law No. 06/L –113 on the Organization and Functioning of State Administration and Independent Agencies<sup>10</sup> and the models of regulations for internal organization and systematization of job positions in ministries will serve as models for the regulation of the internal organization of the Chamber and the organization of its administrative and professional service. In addition to the professional and administrative service the regulation on internal organization and systematization of jobs for the CoNK will cover all bodies of the Chamber.
- The establishment of a function and dedicated personnel for advocacy and communication will also be considered, given the importance of stakeholder engagement highlighted in the report.
- Reassess the structure where some offices, though considered units, consist of only one or two employees. More balanced allocation of staff across units may improve effectiveness and efficiency.
- It is advised that the responsibilities of the Secretary General to be defined in terms of decision-making powers, such as authority over appointments, disciplinary actions, performance evaluations, staff dismissals for the staff of the professional and administrative .
- Fill the vacant position of the Secretary General to ensure proper leadership of the professional and administrative service.

---

<sup>10</sup> Law No. 06/L –113 on the Organisation and Functioning of State Administration and Independent Agencies available at: <https://gzk.rks-gov.net/ActDetail.aspx?ActID=18684>

#### **Specific Objective 2.4. Enhance professional development by implementing training programs for professional service and managerial staff to meet the evolving needs of the Chamber and its members.**

The Chamber during the upcoming mid-term period will have an inclusive and forward looking approach to further strengthen the capacities of this service. An important aspect related to the professional service is that their enhanced capacities will strengthen their further contribution to the Chamber through their involvement in processes and activities organized by the Chamber, particularly in policy-making and drafting the Chamber's legal acts. Additionally, their professional capacity can enhance their contribution to external activities, such as participating in working groups or other initiatives led by the Ministry of Health or other ministries on matters related to the Chamber's responsibilities as well as for preserving institutional memory.

As a result, as a first step is conducting a training needs assessment which would identify the needs of the professional staff for further development. This activity will be followed by the medium term training program to address their needs. Areas where the administrative and professional staff may require further development of knowledge, skills, and competences include, but are not limited to: the application of the legislation on administrative procedures, in particular the Law General Administrative Procedures, issues related to processing cases related to disciplinary measures and violations of the Code of Ethics, legal drafting and policy development, financial management, planning, monitoring and evaluation, communication, and advocacy. Training activities on similar areas are conducted by the Kosovo Institute for Public Administration as well as the Academy of Justice on the regular basis. It is thus aimed to make efforts for cooperation and possibly reaching a memorandums of understanding with the Kosovo Institute for Public Administration and Academy of Justice which the Chamber's professional service would be enabled to participate in trainings organized by them and explore possibility for cooperation with other institutions and donors.

Specific measures to address this objective are the following:

- Conduct training needs assessments for the Chamber's staff
  - Drafting a medium-term program for capacity building of the Chamber's staff
  - Sign a Memorandum of Understanding for collaboration with local and international institutions, enabling the Chamber's staff to participate in their organized trainings
  - Training of the administrative, professional, and managerial service staff
  - Establishing a "group of experts" to provide expertise on various aspects of the Chamber's work.
-

### 8.3. Licensing, Relicensing and Continuing Professional Development

**Strategic Objective 3. Advancing licensing and relicensing processes to ensure that members are licensed and meet the highest standards of competence and ethics, while also ensuring quality and effective implementation of continuing education programs for nurses, midwives and other health professionals**

**Specific Objective 3.1. Strengthening the coordination between the Chamber and other relevant institutions to ensure the implementation of legislation for licensing and relicensing and to create a mechanism that addresses the harmonization of health profiles.**

**Specific Objective 3.2. Ensuring the quality development of continuing professional education programs for all Chamber's profiles based on their medium-term needs.**

**Specific Objective 3.3. Ensuring quality and effective monitoring and implementation of continuing professional education for all profiles of the Chamber.**

The achievement of these objectives will be measured through the following indicators:

4. The percentage of healthcare professionals who are licensed compared to the number of those who are members of the Chamber.
5. The coverage rate of continuous professional development programs according to the needs of all healthcare professional profiles.
6. The number of membership and licensing requests to the Chamber that are rejected because their profiles are not on the official list of the Ministry of Health.

**Specific Objective 3.1. Strengthening the coordination between the Chamber and other relevant institutions to ensure the implementation of legislation for licensing and relicensing and to create a mechanism that addresses the harmonization of health profiles.**

Strengthening and improving the membership and licensing process for healthcare professionals requires a multidimensional commitment, including strengthening of coordination with other institutions, such as the Ministry of Health, MESTI, providers of healthcare services, educational service providers, and others. Some of the challenges that the Chamber aims to address during the mid-term period covered by this strategy are the following:

- During the upcoming mid-term period, the Chamber aims to engage in further maintaining the lists and generating accurate figures for its members and lists of licensed members. It is also important to clearly distinguishing between those who only have membership and those who also hold licenses. Additionally, clarifying the statistics of employed members is of great importance not only for the chamber but also for the policy development purposes at the national level. In addition, the Chamber will work in advancing components that generate the information through the platform for members on the basis of gender, region, profile and other valuables.
- Strengthening the coordination of the CoNK with other institutions, particularly with the Ministry of Health and the Health Inspectorate, to identify employed healthcare professionals whose licenses have either expired or who have not registered at all, especially in private health institutions.
- Advocate establishing a mechanism involving MESTI, the Kosovo Accreditation Agency, the Ministry of Health, and professional health chambers to address issues related to harmonization of profiles that are recognized through nostrification but lack matching profiles in the Kosovo health law to prevent unnecessary rejections of licensing applications and the recognition and equivalency of profiles obtained abroad and profiles accredited by external agencies not recognized by the Ministry of Health.

- Strengthen overseeing the quality of the licensing and relicensing process due to the large volume of applications processed annually.
- The introduction of incentives for regular and timely payers, or those who pay in advance at the beginning for the entire licensing period can be beneficial.

### **Specific Objective 3.2. Ensuring the quality development of continuing professional education programs for all Chamber's profiles based on their medium-term needs.**

The CoNK plays a crucial role in accrediting continuous development programs offered by various operators and ensuring that healthcare professionals accumulate the necessary credits for relicensing. To ensure quality development of continuing professional education programs for all Chamber's profiles based on their medium-term needs the Chamber will be engaged in the following issues:

- Conduct comprehensive and regular training needs assessments for the continuous professional development programs to ensure that professional development needs of all profiles are identified.
- Utilize the recent Training Needs Assessment of General Hospitals of the Republic of Kosovo, conducted by the IHS Project in 2023, in planning future professional development activities for nurses in the institutions involved in the assessment.
- Transition from an annual training plan to a comprehensive, multi-year program (e.g., a three year program) that more effectively addresses the professional development needs of healthcare professionals and enhances the strategic accreditation of programs.

### **Specific Objective 3.3. Ensuring quality and effective monitoring and implementation of continuing professional education for all profiles of the Chamber.**

Another important segment in the field of CPE is the monitoring of quality of training and other professional education activities. The Chamber has already engaged 22 of its members who are tasked with monitoring the CPE activities that are being conducted and within 48 hours they prepare and submit the report to CCPE. The quality of the activities is also evaluated by the monitoring officer (Article 17 of the regulation) through a form attached to the regulation. However, considering the large number of CPE activities being conducted, monitoring their implementation and particularly their quality is a challenge for the Chamber. Therefore, in addition to ensuring activities for professional development according to the needs of healthcare professionals, the Chamber aims to strengthen the mechanism for monitoring the quality of implementation of the accredited programs, particularly through a monitoring planning system, where a central monitoring plan is necessary, followed by plans for each monitoring coordinator. Furthermore, strengthen coordination of monitoring at the central level within the Chamber, and enhance cooperation with the designated coordinators for professional development in regional health centers.

Specific measures to address this objective are the following:

- Developing monitoring plans for the implementation of continuing professional education in each region.
  - Regular reporting on the monitoring of activities.
-

## 8.4. Digitization

**Strategic Objective 4. Advancing the digital platform to improve Chamber's communication, service delivery, internal processes, policy engagement and professional development capabilities, ensuring efficient interaction with members, stakeholders and national systems.**

**Specific Objective 4.1: Improving the website of the Chamber, enriching it with additional resources and integrating the platform with other relevant national and Chamber platforms, (such as e-Kosova, tax administration), improve internal processes and access to information.**

**Specific Objective 4.2: Strengthening the Chambers Website Communication and Feedback Mechanisms such as electronic surveys and a complaint submission system, enabling real-time interaction, feedback collection and ethical oversight to better engage members and stakeholders**

**Specific Objective 4.3: Providing more digital educational materials and providing support to members for effective use of the digital platform, ensuring comprehensive professional development and facilitating access to e-services**

The achievement of these objectives will be measured through the following indicators:

4. The number of users visiting the website within a specified period.
5. The level of satisfaction of the Chamber's website users.

**Specific Objective 4.1: Improving the website of the Chamber, enriching it with additional resources and integrating the platform with other relevant national and Chamber platforms, (such as e-Kosova, tax administration etc.), improve internal processes and access to information.**

The Chamber already has an advanced electronic platform through which services are offered to its members. Among the services that members can complete through the digital platform are: application procedure for membership and procedures on licensing, relicensing, and accreditation of programs for continuous education. All these services can be fully completed electronically through the digital platform for managing health professionals<sup>11</sup>. Additionally, the Chamber uses its official website<sup>12</sup>, (as well as social media, such as facebook<sup>13</sup>) through which access to information about its activities, documents, and other services is provided. But, exploring further opportunities in advancing reforms and following new technology trends is necessary. The advancement of the CoNK website and websites for other chambers for healthcare professionals has been undertaken by Lux Development, through a broader initiative for the digitalization of the healthcare sector. Therefore, the Chamber will collaborate with the Lux Development Project to further advance the Chamber's website, including its electronic platform. In addition, to facilitate access to the information held by the national electronic platform, as well as to ensure the accuracy of the information, the Chamber will make efforts to secure the interoperability of its platform with other national official platforms such as the Civil Registry, the e-Kosova platform, and other platforms where professional medical staff are registered, such as employment platforms, tax administration and similar ones.

Another important aspect of the platform as highlighted under the chapter related to licensing is improving the platform's ability to generate key information and statistics for reporting and decision making purposes of the Chamber. Advancing these components will better support the Chamber's daily managerial needs and improve overall data management.

<sup>11</sup> See the platform available at: <https://oik-ks.org/licencimi/licencimi-me-shkollim-te-mesem-larte/>

<sup>12</sup> See webpage of CoNK: <https://oik-ks.org>

<sup>13</sup> The Facebook Page of the Chamber: <https://www.facebook.com/OdaInfermiervKosoves>

Specific measures to address this objective are the following:

- Modernization and enhancement of the Chamber's website by enriching it with additional components and functionalities.
- Exploring the possibility of integrating the Chamber's platform with other platforms, such as e-Kosova, Civil Registry, Employment Registry, Tax Administration, etc.
- Establishing an internal center for data storage and a digital archive.

**Specific Objective 4.2: Strengthening the Chambers Website Communication and Feedback Mechanisms such as electronic surveys and a complaint submission system, enabling real-time interaction, feedback collection and ethical oversight to better engage members and stakeholders.**

Digital tools offer endless possibilities for communication with members and the public, as well as for providing services electronically. Thus, advancing the Chamber's website with new components and modules, through which members and citizens can interact, is one of the objectives for the upcoming medium-term period. The Chamber can expand its digital tools, especially to ensure two ways of consultation during the policy and legislative making process, establishing direct, live communication channels, implementing tools for surveys with members and the public's perceptions and satisfaction with the health professionals and Chamber's work, tools for submission of complaints electronically and channels where violations of the Code of Ethics by members of the Chamber can be signaled, as well as electronic tools for education through the platform and the provision of various educational and instructional materials, etc.

Specific measures to address this objective are the following:

- Developing feedback mechanisms within the Chamber's website to facilitate surveys.
- Creating a section for complaints or requests on the website.
- Expanding the platform's components to generate statistics and reports on members, licensed professionals, accreditation programs, etc.
- Adding a feature to the website to measure user satisfaction with the Chamber's website.

**Specific Objective 4.3: Providing more digital educational materials and providing support to members for effective use of the digital platform, ensuring comprehensive professional development and facilitating access to e-services.**

Support for continuous professional education, in addition to attending accredited programs, can also be provided to members continuously through the sharing of educational materials, which members can access whenever they need, as well as through the sharing of their experiences via the electronic networks. The achievement of the objective, will be done through the establishment of an electronic library, which is expected to be part of the electronic platform, where all members of the Chamber will have access. In addition to the materials used during accredited continuing education programs, the library will also offer access to other materials such as videos, formulars, research papers, etc.

An instrument that can help the members of the Chamber is the platform for peer-to-peer communication, sharing knowledge, and discussing professional challenges. The communication channel can be organized for each profile separately or a single channel for all profiles, as deemed appropriate by experts in the respective fields.

To further support its members, the Chamber will focus on facilitating the use of the digital platform and other electronic tools. This can be achieved through training sessions, guidelines and ongoing assistance ensuring that members can benefit from the platform's services. Regular webinars and workshops could be organized to familiarize members with new features, updates, and best practices in utilizing these tools for both professional development and administrative tasks. The Chamber could also implement a helpdesk service to address any technical challenges members may encounter while using the digital platform.

Additionally, the Chamber can advocate for the integration of digitalization into the education curricula of accredited programs covering the nurses and midwives and other professions. By collaborating with educational institutions, the Chamber can influence curriculum development, making digital competency a core part of professional qualifications.

Specific measures to address this objective are the following:

- Establish an electronic library within the Chamber's platform
- Organize regular webinars and training seminars with members to familiarize them with new features, updates, and best practices in digital tools
- Advocating for the integration of digitalization into the curricula of accredited programs covering nurses, midwives, and other professions.

## 8.5. Advocacy and Cooperation

**Strategic Objective 5. To advance the position of the Chamber in influencing legislative processes and raising public awareness regarding the role and importance of nurses, midwives and other healthcare professionals, for the provision of quality healthcare service to the citizens.**

**Specific Objective 5.1: Build and strengthen capacities and skills of CoNK to effectively advocate for the protection of the interests of healthcare professionals and advancement of their role and position in the healthcare sector.**

**Specific Objective 5.2: Contribute to the improvement and advancement of the legal framework that affects the interest of healthcare professionals through increased influence in decision making and policy shaping processes.**

**Specific Objective 5.3: Increase public information and education on the crucial role of the healthcare professionals and their importance in ensuring the health and wellbeing of all citizens.**

The objectives related to advocacy and cooperation are included and will be addressed through a separate specific strategy on the Chamber's advocacy. Details on this area are provided within that strategy.



## 9. Monitoring, Reporting and Evaluation System for the CoNK institutional Strategy

The Monitoring System for the CoNK Institutional Strategy 2025–2029 is designed to ensure that the strategic objectives are achieved, activities are implemented, and continuously improved effectively. The monitoring framework aims to measure progress, identify challenges and provide timely feedback, enabling the Chamber to stay aligned with its mission, vision and strategic goals.

### 9.1. Objectives of the System

The main objectives of the monitoring and reporting system are:

- Monitoring the implementation of strategic activities and ensuring that they are aligned with established timelines, outputs and outcomes.
- Promote accountability at all levels of the organization by clearly defining roles and responsibilities for monitoring processes.
- Providing reliable data to support evidence-based decision-making, allowing the Chamber to adapt strategies and activities as needed.
- Ensuring that all stakeholders, including Chamber's members and external partners, are informed of progress through regular reporting.

### 9.2. Monitoring and Reporting Structure

The monitoring and reporting structure for the Institutional Strategy of the Chamber consists of the following components:

Objectives, performance indicators and implementation plan

- The Strategic objectives, specific objectives and desired outcomes of the strategies being implemented.
- Indicators at the level of specific objectives and activity. Outcome indicators for the specific objectives, and output indicators for each activity. Indicators will be supported by baselines and targets to the possible extent.
- The implementation plan will cover the entire period 2025–2029 of the strategy. The implementation plan will be reviewed after an assessment during the third year of its implementation. An intermediate assessment for the implementation of the Strategy will be made in the third year of its implementation, before the development of the reviewed plan.

### 9.3. Roles and Responsibilities for Monitoring and Reporting

The implementation plan includes the responsibility of each chamber body for each activity in the plan.

The coordination of reporting is conducted by a team established for this purpose. The team includes representatives from each body of the Chamber and reviews periodic reports, recommend initiation of the review of the plan as well as the revision of the strategy.

The professional and administrative service of the Chamber will serve as the secretariat for the team and will provide professional support for collection of information, drafting implementation reports, providing recommendations, etc. An official from the professional and administrative service (preferably the General Secretary) who will take care of the coordination, reporting and monitoring of the plan will be appointed by the Chamber.

### 9.4. Frequency of Reporting

- Quarterly reports: OIK will prepare quarterly reports presenting progress against activities. These reports will include information on implementation, delays, risks and recommendations.
- Annual reports: An annual report will be made to report overall performance in achieving objectives through progress against performance indicators. The report will also include information on the implementation of activities planned for the reporting year.



An intermediate assessment for the implementation of the Strategy will be made in the third year of its implementation, before the existing implementation plan is revised and will serve as a basis for the future updated implementation plan.

- The final evaluation report will be drafted during the last year of the strategy and will be based on the criteria provided in the following section.

### **9. 5. Evaluation of the Strategy**

An intermediate assessment for the implementation of the Strategy will be made in the third year of its implementation, before the development of the new plan and will serve as a basis for the future implementation plan. The main objective is to evaluate and draw lessons from the current implementation (ex post), and explore additional policy options to ensure the sustainable continuation of the process (ex-ante).

When the strategy is completed, an ex post evaluation is carried out to assess the overall effectiveness, efficiency, relevance and impact of its implementation. This evaluation serves to analyze whether strategic objectives have been achieved, how resources have been used and what results have been created.

---

## Implementation Plan for the CoNK Strategy 2025-2029

### 1. Legislative Framework of CoNK

Strategic Objective 1. Advanced and comprehensive legislative framework for CoNK, ensuring that legislative development is based on analysis, policy-based decision-making and comprehensive stakeholder consultation to meet the needs of the Chamber and its members.							
1.1.	Specific objective	Indicator			Baseline	Target 2027	Target 2029
Specific Objective 1.1. Revision, completing and harmonizing by-laws with the Statute and other relevant legal framework, simplifying and codifying relevant provisions to reduce complexity, minimize inconsistencies and increase clarity and facilitate accessibility		Percentage of Chamber acts that are harmonized with the Statute and the relevant legal framework				100%	100%
		Regulations/sub-legal acts are published 7 days after approval.				All acts are published.	All acts are published.
No.	Activity	Responsible Body/Unit	Deadline	The cost	Budget source	product	
1.	Drafting the legislative plan for the Chambers	Legal Office	On an annual basis			Legislative plan for CONK	
2.	Review and approval of the Code of Ethics	Legal Office	Q1 2025			The Code of Ethics has been approved.	
3.	Review and approval of the Regulation for the Chamber Prosecutor	Legal Office	Q1 2025			The Regulation for the Chamber Prosecutor has been approved.	
4.	Review and approval of the Regulations for the Court of Honor	Legal Office	Q1 2025			The Regulation for the Court of Honor has been approved.	
5.	Cooperation with the Health Insurance Fund to determine the list of services and price list of nursing services and other relevant health professionals	Chairperson of the CONK	Q1 2026			List of services and prices of nursing services and other relevant health professionals. Amendment of Administrative Instruction No. 03/2024 is requested - co-payments for health services	

6.	Identification and review of guidelines and standard operating procedures for the implementation of chamber legislation	Legal Office	Q2 2025			List of Guidelines and Standard Operating Procedures	
7.	Drafting of guidelines and standard operating procedures	Legal Office	Q2 2026			Identified guidelines drafted	
1.2.	Specific objective	Indicator			Baseline	Target 2027	Target 2029
Specific Objective 1.2. Improving policies as a basis for all legislative drafting and review processes.		Number of policy documents drafted to serve as a basis for drafting and reviewing legislation.				20% of approved acts	30% of approved acts
No.	Activity	Responsible Body/Unit	Deadline	The cost	Budget source	product	
1.	Drafting guidelines and procedures for policy development and analysis in the Chamber	Legal Office. GC	Q1 2026?			Guide and procedures for drafting policies in the Chamber	
2.	Development of analysis before drafting chamber acts	Group for drafting the relevant act	Continuous			policy documents finalized by the Chamber	
3.	Training Chamber staff to conduct policy analysis	Professional service	Continuous			Trained staff	
4.	Regular meetings with health professionals (the field represented by CONK) to identify the Chamber's development needs.	GC	Continuous			At least one meeting per year	

1.3	Specific objective	Indicator			Baseline	Target 2027	Target 2029
	<b>Specific Objective 1.3. Advancing the involvement and consultation of stakeholders in the drafting of CoNK legislation.</b>	Number of stakeholders actively involved in the consultation process for each legislative act consulted.				The target is set after the initial reference is established.	The target is set after the initial reference is established.
		Percentage of consulted documents for which consultation reports were published 30 days after the finalization of the consultation process.			0	100%	100%
No.	Activity	Responsible Body/Unit	Deadline	The cost	Budget source	product	
1.	Drafting a guide for the public consultation process of legislation drafted by the Chamber	Professional service GC	Q1 2026			The guide for the public consultation process of legislation drafted by the Chamber has been finalized.	
2.	Organizing events to consult with stakeholders on each regulation	GC	Continuous			X events for each act	
3.	Publication of draft regulations and other acts for consultation on the platform	GC, Group Leader	Continuous			Regulations published on the website and open for consultation for at least 15 days.	
4.	Publication of consultation reports for each regulation consulted	GC, Group Leader	15 days after the end of the consultation process, continuation			Consultation reports for each draft act published 1 month after the closing date for consultation	
5.	Involving experts and stakeholders in the initial stage of drafting acts	GC, Group Leader	For each act that is drafted			Experts and stakeholders are included in the working group for drafting the relevant act.	

1.4.	Specific objective	Indicator			Baseline	Target 2027	Target 2029
	<b>Specific Objective 1.4. Advancing the monitoring system for the implementation of the Chamber's legislation and enhancing the tools for informing, guiding, and facilitating the implementation of the legislation for the bodies of the Chamber and its members.</b>	Number of monitoring reports produced on an annual basis for the implementation of legislative acts			0	1	1
		Number of promotional, informational and guidance activities organized after the adoption of the legislation.					
No.	Activity	Responsible Body/Unit	Deadline	The cost	Budget source	product	
2.	Developing activities with its members after the adoption of each regulation to inform, guide and facilitate the implementation of the legislation	GC, Legal Office	After the approval of each act			Xy activities for each approved act	
3.	Development of an assessment for the implementation of certain acts of the Chamber	GC	Q4 2027 Q4 2029			2 assessments have been carried out	
4.	Training of Chamber staff on monitoring and evaluating legislation	Professional service	Continuous			Trained staff.	
5.	Publication of the latest guidance materials including supporting materials, videos, etc. for the implementation of legislation	The bodies of the CONK, Professional staff	Continuous				
6.	Drafting the "nursing record" document	CONK in collaboration with the Ministry of Health	2025-2026			The "nursing card" document drafted by the Chamber	
7.	Drafting the "midwifery card" document	CONK in collaboration with the Ministry of Health	2025-2026			The "midwife card" document drafted by the Chamber	

## 2. Governance and Professional Service

Strategic Objective 2. Ensuring effective, efficient, transparent and accountable governance and professional administrative service of the Chamber of Nurses and Midwives and other health professionals							
2.1.	Specific objective	Indicator			Baseline	Target 2027	Target 2029
Specific Objective 2.1. Advancing the Chamber's medium-term planning system, including medium-term work, financial, and budget planning, to better align resources with strategic priorities.		Approval of the Medium-Term Budget Planning Framework			0	0	The medium-term budget plan has been approved.
No.	Activity	Responsible Body/Unit	Deadline	The cost	Budget source	product	
1.	Approval of the guide for the development process and format of medium-term planning documents	Finance office	2028			The guide has been drafted and approved	
2.	Drafting the medium-term budget planning document	Finance office	2028			Drafting and approving the medium-term budget planning document	
3.	Drafting the periodic report on the Chamber's expenses	Finance office	Continuous			Periodic reports are produced	
4.	Providing regular training and courses for professional staff in financial and project management	Professional service	Continuous			Trained staff	
2.2.	Specific objective	Indicator			Baseline	Target 2027	Target 2029
Specific Objective 2.2. Advance transparency and accountability by ensuring that key documents such as legislative acts, work plans, financial plans, and audit reports are easily accessible on the CoNK website, while also regularly applying mechanisms to obtain feedback from members and other stakeholders benefiting from health professionals' services.		All bylaws, plans and reports, as well as other information, are published on the institution's website.				All are published within a week of approval.	All are published within a week of approval.
		Level of satisfaction of members with the work of the Chamber				Aim to be decided after the first survey	Aim to be decided after the first survey
		Level of patient satisfaction with the work of the Chamber members				Aim to be decided after the first survey	Aim to be decided after the first survey

No.	Activity	Responsible Body/Unit	Deadline	The cost	Budget source	product	
1.	Publication of all legislative documents, plans and other documents on the Chamber's website	Communication office	Continuous			All published documents	
2.	Defining clear criteria for the establishment of Chamber Committees	GC, professional service	Q2 2025				
3.	Drafting a guide for conducting surveys	GC, professional service	Q2 2025			Guidelines drafted and approved	
4.	Development of an opinion survey of members' satisfaction with the work of the Chamber	Professional service, GC	Every two years Starting from 2025			Surveys are conducted every two years.	
5.	Development of an opinion survey on citizen satisfaction with the work of Chamber members	Professional service, GC	Every two years Starting from 2025			Surveys are conducted every two years.	
6.	Creating an online mechanism for continuously obtaining the opinion of members and stakeholders on the work of the chamber	IT, professional service	Q1 2025			The mechanism placed on the chamber's website	
7.	Planning the annual oversight of the Chamber's work	GC	every year			Valuable surveillance plan	
8.	Drafting annual internal oversight reports	GC	Q4 2025			Annual surveillance report	
2.3	Specific objective	Indicator			Baseline	Target 2027	Target 2029
Specific Objective 2.3. Advancement of the internal structure and human resource management processes to improve the efficiency and effectiveness of the Chamber .		Internal organization of the CONK in accordance with the Regulation on Internal Organization and Systematization of Jobs					Fully compliant with the Regulation
		Percentage of staff receiving annual performance reviews				100%	100%
No.	Activity	Responsible Body/Unit	Deadline	The cost	Budget source	product	
1.	Review of the Regulation on Internal Organization and Classification of Job Positions of the Chamber	Law office	Q2 2026			The Regulation on the Internal Organization and Classification of Job Positions of the Chamber has been approved.	
2.	Organization of the professional and administrative service of the Chamber according to the revised Regulation	Law office	Q4 2026			The organization has been completed according to the Regulation	

2.	Specific objective	Indicator			Baseline	Target 2027	Target 2029
<b>Specific Objective 2.4. Enhance professional development by implementing training programs for professional service and managerial staff to meet the evolving needs of the Chamber and its members.</b>		Development of a multi-year professional development plan in line with the Chamber's capacity development assessment				It is done.	It is done.
		Percentage of personnel participating at least once in training programs.				50%	100%
No.	Activity	Responsible Body/Unit	Deadline	The cost	Budget source	product	
1.	Conducting training needs assessments for Chamber staff	Human resources unit	Q4 2025			Training needs assessment has been conducted	
2.	Drafting a medium-term program for building the capacities of the Chamber's staff	Human resources unit	Q1 2026			Medium-term program for building the capacities of the Chamber's staff	
3.	Signing a Memorandum of Understanding for cooperation with local and international institutions that would enable CONK staff to participate in trainings organized by them	Chairperson, GC	2025-2026			The Memorandum of Understanding has been signed. A number of staff have participated in trainings organized by IKAP	
4.	Training of administrative staff of professional and managerial services	The human resources unit coordinates with the institutions that enable the organization and participation	2025			Trained professional and managerial service staff.	
5.	Creation of a "group of experts" who will be engaged in providing expertise in various aspects of the Chamber	GC	Q4 2025			List of expert group through expression of interest from an open competitive process	



### 3. Licensing, Re-licensing and Continuing Professional Development

Strategic Objective 3. Advancing licensing and relicensing processes to ensure that members are licensed and meet the highest standards of competence and ethics, while also ensuring quality and effective implementation of continuing education programs for nurses, midwives and other health professionals .						
1.1.	Specific objective	Indicator			Baseline	Target 2027
	Specific Objective 3.1. Strengthening the coordination between the Chamber and other relevant institutions to ensure the implementation of legislation for licensing and relicensing and to create a mechanism that addresses the harmonization of health profiles.	The percentage of health professionals who are licensed compared to the number of those who are members of the Chamber.				
		The number of requests for membership and licenses in the Chamber that are rejected because their profiles are not on the official list of the Ministry of Health.				
No.	Activity	Responsible Body/Unit	Deadline	The cost	Budget source	product
1.	Advocating for the creation of a coordination mechanism between the CONK, MoH and KAA to harmonize health professional profiles	Chairperson, GC	Continuous			Functional cooperation mechanism
2	Expanding cooperation with the Health Inspectorate to ensure that all health professionals working are licensed	Chairperson, GC	Continuous			
3	Advancement of the service in maintaining the list of members and licensees according to profiles to provide accurate statistics on the number of members and licensees	Licensing Office, IT Office	2025			Statistics for Chamber members, and licensees, are accurate
4	Advancement of the components of the CONK website that generate data according to professional profiles, gender, region, age, level of education, etc.	IT	2025			Ode's website components have been advanced

2.2.	Specific objective	Indicator			Baseline	Target 2027	Target 2029
Specific Objective 3.2. Ensuring the quality development of continuing professional education programs for all Chamber's profiles based on their medium-term needs.		Degree of coverage with continuous professional development programs according to the needs of all profiles of health professionals.					50%
							50%
No.	Activity	Responsible Body/Unit	Deadline	The cost	Budget source	product	
1.	Conducting comprehensive and regular training needs assessments for continuing professional development programs based on CONK regulations	Office for Continuing Professional	Q3 every year			Training needs assessments are conducted	
		Education, in cooperation with the relevant commissions				Information circulars are distributed to all health institutions.	
2.	Designing programs for continuing education based on the specific needs of the profiles of CoNK members.	Office for Continuing Professional Education, in cooperation with the relevant commissions	The Q4 is reviewed annually.			The three-year professional development program has been designed	
3.	Drafting annual reports on the implementation of the continuous professional development program	Office for Continuing Professional Education, in cooperation with the relevant commissions	Q4 every year			The annual report on the implementation of the professional development program will be completed by the end of March of the following year.	

3.3.	Specific objective	Indicator			Baseline	Target 2027	Target 2029
<b>Specific Objective 3.3. Ensuring quality and effective monitoring and implementation of continuing professional education for all profiles of the Chamber.</b>		Percentage of monitoring reports submitted within 48 hours of the completion of the CPE activity and meeting the requirements set out in the Regulation.				100%	100%
No.	Activity	Responsible Body/Unit	Deadline	The cost	Budget source	product	
1.	Drafting monitoring plans for the implementation of continuing professional education for each region	Office of Continuing Education	Q1 of the current year			Monitoring plans for each region	
2.	Regular reporting of monitoring activities	Office of Continuing Education	Q4 of the current year			Regular training report	

## 4. Digitalization

Strategic Objective 4. Advancing the digital platform to improve Chamber's communication, service delivery, internal processes, policy engagement and professional development capabilities, ensuring efficient interaction with members, stakeholders and national systems.							
1.1.	Specific objective	Indicator			Baseline	Target 2027	Target 2029
Specific Objective 4.1: Improving the website of the Chamber, enriching it with additional resources and integrating the platform with other relevant national and Chamber platforms, such as e-Kosova, improve internal processes and access to information		Legislation, documents, reports, etc., are made available on the Chamber's website for members and the public.				All	All
		The number of users visiting the website in a given period.				The goal is set after the baseline is established.	The goal is set after the baseline is established.
No.	Activity	Responsible Body/Unit	Deadline	The cost	Budget source	product	
1.	Modernizing and advancing the Chamber's website, enriching it with additional components	IT, GC	Q3 2025			The website has been upgraded. Components can be added here as products.  It is part of a joint project for all Chambers.	
2.	Exploring the possibility of connecting the CONK platform with other platforms, such as e-Kosovo, Civil Registry, Employment Registry, ATK, etc.	IT, GC	Q3 2025			CONK platforms integrated with e-Kosova, Civil Registry with other platforms	
3.	Construction of an internal data storage center and digital archive	IT, GC	Q2 2025			Data storage center and digital archive built	
4.	Digitization of all archive processes	IT	Q3 2025			Digitized archive processes	

2.2.	Specific objective	Indicator			Baseline	Target 2027	Target 2029
Specific Objective 4.2: Strengthening the Chambers Website Communication and Feedback Mechanisms such as electronic surveys and a complaint submission system, enabling real-time interaction, feedback collection and ethical oversight to better engage members and stakeholders		The satisfaction rate of users of the Chamber's website.			Set after the function is activated on the website	Set after the function is activated on the website	Set after the function is activated on the website
No.	Activity	Responsible Body/Unit	Deadline	The cost	Budget source	product	
1.	Development of Feedback Mechanisms within the Chambers' website to conduct surveys	IT, GC	Q3 2025			Feedback mechanisms within the chambers' website to conduct surveys are available	
2.	Creating a section for complaints or requests within the website.	IT, GC	Q3 2025			Section for complaints or requests within the framework of the website created	
3.	Expanding platform components that generate statistics and reports for members, licensed professionals, accreditation programs, etc.	IT, GC	Q3 2025			Reports and statistics can be generated	
4.	Implementing a function on the website to measure user satisfaction with the Chamber's website	IT, GC	Q3 2025			The function for measuring user satisfaction with the Chamber's website is active.	

2.3	Specific objective	Indicator			Baseline	Target 2027	Target 2029
<b>Specific Objective 4.3: Providing more digital educational materials and providing support to members for effective use of the digital platform, ensuring comprehensive professional development and facilitating access to e-services</b>		Are the education programs available in the electronic library as part of accredited/submitted continuing professional education programs?					
		Number of CONK members trained in digitalization and use of online platforms.					
No.	Activity	Responsible Body/Unit	Deadline	The cost	Budget source	product	
1.	Creation of an electronic library within the CONK platform	IT, GC	Q3 2025			<ul style="list-style-type: none"> <li>- The electronic library within the CONK platform is available</li> <li>- published materials</li> </ul>	
2.	Organizing regular webinars and training activities seminars with members to familiarize them with new features, updates and best practices of digital tools	GC, Professional Service	Continuous			Number of trainings organized within the year	
3.	Advocacy for the integration of digitalization into the educational curricula of accredited programs covering nursing and midwifery and other professions	GC, Professional Service	Continuous			Number of advocacy activities organized within the year	

