



Republika e Kosovës

Republika Kosova - Republic of Kosovo

Qeveria - Vlada - Government

**ANALYSIS OF THE STRATEGIC SECURITY SECTOR REVIEW OF
THE REPUBLIC OF KOSOVO**

Prishtina, March 2014

Table of Contents

| | |
|--|----|
| Executive Summary of the SSSR | 4 |
| Chapter 1. Introduction | 7 |
| Section 1.1. Purpose of SSSR..... | 7 |
| Section 1.2. Background..... | 8 |
| Chapter 2. Process of the SSSR | 11 |
| Section 2.1. Objectives of the SSSR..... | 11 |
| Section 2.2. Terms of Reference and Stages of the SSSR..... | 12 |
| Chapter 3. National Security Interests and Objectives of the Republic of Kosovo..... | 14 |
| Section 3.1. National Security Interests and Objectives | 14 |
| Chapter 4. Strategic Security Environment of the Republic of Kosovo | 15 |
| Section 4.1. Strategic Context..... | 15 |
| Section 4.2. Global Security Environment | 15 |
| Section 4.3. Regional Security Environment..... | 16 |
| Section 4.4. Internal Security Environment..... | 17 |
| Section 4.5. Non-conventional Threats..... | 18 |
| Chapter 5. Security and Defense Policies of the Republic of Kosovo..... | 19 |
| Section 5.1. Security and Defense Policies Concept | 19 |
| Section 5.2. Internal Policies for Security of the Republic of Kosovo | 20 |
| Section 5.3. Regional Policies for Security of the Republic of Kosovo | 21 |
| Section 5.4. Global Policies for Security of the Republic of Kosovo..... | 21 |
| Chapter 6. Future Security Sector Architecture of the Republic of Kosovo | 21 |
| Chapter 7. Analysis of Security Sector Ministries..... | 22 |

Section 7.1. Ministries Analyzed by the SSSR..... 22

Chapter 8 - SSSR Main Conclusions and Recommendations 55

Annex A - Glossary of Terms..... 59

Executive Summary of the SSSR

The Republic of Kosovo, as a sovereign state, takes seriously its responsibility to provide for the security of its citizens and territory. The Republic of Kosovo is grateful for the significant role international institutions have played in the development of Kosovo's security sector, and more broadly in maintaining a safe and secure environment in Kosovo. At the same time, Kosovo recognizes the importance of continuing to improve the ability of its own institutions to provide safety and security for all of Kosovo's citizens. Thus, as part of the process of gradually assuming more responsibility for its security, in March 2012 the Government of the Republic of Kosovo initiated the Strategic Security Sector Review (SSSR), a whole of government review of its security institutions. The purpose of the SSSR was to conduct a comprehensive analysis of all the aspects of security in the Republic of Kosovo in order to analyze current and future security challenges; clearly define roles of each institution in the security sector to avoid duplication and maximize institutional capabilities; and to identify capabilities required to provide for the safety and security of Kosovo's citizens. Through this analysis, the SSSR has produced strategic level policy guidance and concrete recommendations for Kosovo's security sector. The results of the review are included in the report that follows.

The vision of the Republic of Kosovo is to be a country that promotes stability and security, not only for its population, but also for the region and wider Europe. The Republic of Kosovo aspires to be an integral part of regional and global security structures, in particular the EU, NATO, OSCE and the UN. It also desires to maintain and promote peaceful neighborly relations in order to enhance stability and confidence among nations in the region. The People and the Government of the Republic of Kosovo are determined to live in a peaceful, prosperous and multi-ethnic nation that guarantees the freedoms and wellbeing of all its citizens as enshrined in the Constitution. The Republic of Kosovo pursues membership and integration into Euro - Atlantic structures, which remain the most powerful denominator for Kosovo, as well as an indication of willingness and confirmation to be an exporter of regional and international security. Indeed, Kosovo's national security is closely related to regional and broader Euro - Atlantic security.

The SSSR process has been a comprehensive, whole-of-government approach that included security sector institutions such as the Kosovo Security Force (KSF), police and the intelligence services, but also the responsible ministries of KSF, foreign affairs, interior, justice, finance, health, education, environment and infrastructure. The process involved an established cross-section of security sector actors working group, recognised as the SSSR Interministerial Working Group. As the first post-independence review in Kosovo, the SSSR has emphasized the local context, fostering local leadership and ownership, with the ultimate objective of making security sector institutions more efficient, effective, and accountable to the Kosovo citizens.

In the report that follows, each security sector institution involved in the SSSR describes its legal basis, its current roles and missions, how its future roles and missions may change, and offers recommendations which represent the continued consolidation of Kosovo's security institutions. Given the importance of a well-coordinated approach to SSSR implementation, the Prime Minister's office will play a central role in prioritizing and overseeing the implementation of the SSSR recommendations, and ensuring that the process of implementation remains affordable and transparent.

Through a thorough and methodical analysis, conducted over a two year period, the SSSR has revealed a need to gradually develop capabilities to assume greater responsibilities in line with the Republic of Kosovo's obligation to safeguard its sovereignty and territorial integrity. The SSSR recommends the development of necessary capacities and the dissolution of those not required, and provides recommendations for necessary legislative changes as a result of SSSR findings. The SSSR has identified the need to review the National Security Strategy; to draft a National Defense Strategy; and to review and revise the National Response Plan to reflect SSSR findings. The SSSR recommends the transition of the KSF to the Kosovo Armed Forces with the mission of protecting the nation's territorial integrity, providing military support to civil authorities in disaster situations, and participating in international peacekeeping operations; and the transition of the Ministry of the Kosovo Security Force to a Ministry of Defense with the responsibility of providing civilian oversight and guidance for the new Kosovo Armed Forces. Also, the Ministry of Internal Affairs (MIA) will work closely with the Ministry of Defense (MoD) to transition of responsibilities over time to MIA in the field of emergency management.

Given Kosovo's Euro-Atlantic aspirations and membership into regional and international organizations, the Ministry of Foreign Affairs (MFA) will continue to increase its presence abroad as a key diplomatic pillar of Kosovo's security. Due to the need for security curriculum to educate and train university students in order to assist in developing future leaders for the security sector, the SSSR recommends that the Ministry of Education Science and Technology work towards establishing a defense and security program at the University of Prishtina. The Republic of Kosovo has a Euro-Atlantic perspective and aims to improve its relationship with Euro-Atlantic institutions; thus, the SSSR also recommends that the Office of the Prime Minister establish a NATO interministerial working group to help facilitate the development of a closer relationship with the Alliance.

In brief, the primary intention of the SSSR Report is to provide the Government of Kosovo with a set of recommendations for the transparent, balanced and affordable development of Kosovo's security institutions in order to meet current and projected security challenges.

Chapter 1. Introduction

Section 1.1. Purpose of SSSR

The Strategic Security Sector Review (SSSR) is a process initiated by the Government of the Republic of Kosovo in March 2012. Since the declaration of independence on 17th February 2008, the Republic of Kosovo has been recognized by over one hundred members of the United Nations, and has become a state actor with responsibilities for both national and regional security. The Republic of Kosovo is responsible for ensuring the safety and security of its citizens and for protecting its sovereignty and territorial integrity. As a result, the Republic of Kosovo is taking steps to exercise its sovereignty in an accountable manner based on the basic values of freedom, peace, democracy, equality, respect for human rights and freedoms and the rule of law. Therefore, as a new member of the family of nations, the Republic of Kosovo is conscious of its responsibilities in the area of security and that the fulfillment of such responsibilities requires a broad, strategic, and whole of government approach.

Naturally, this entails the Government of the Republic of Kosovo also taking note of the global, regional and local perspective of state security. Developments far from the Republic of Kosovo may have an impact on the national security of the country. As a result, it is evident that the security of the state is closely connected to and dependent upon the security of the region and wider Europe. Peace and stability in Europe and beyond depends on cooperation between states, be that on a bilateral or multilateral basis or within intergovernmental organizations. Regional cooperation in the security sector is necessary not only to combat common threats, but also to overcome the legacy of the past and minimize internal and external tensions and threats. Therefore, it is self-evident that the Republic of Kosovo can only be secure if the region and Europe are secure. Finally, the Republic of Kosovo must look to the future, when challenges to its security at all levels will be the responsibility of the Government to address. As a result, now is the appropriate time to lay the foundations for the ability of the Kosovo government to defend the State at all levels in a realistic, affordable and holistic manner.

The vision of the Republic of Kosovo is to be a force for stability and security, not only for its population, but also for the region and wider Europe. The Republic of Kosovo aspires to be an integral part of regional and global security structures, in particular NATO, the EU, OSCE and the UN. It also desires to maintain peaceful relations with its neighbors and recently, in April

2013, it has reached a normalization agreement with the Republic of Serbia that will enhance stability and confidence among nations in the region and promote good neighborly relations. The People and the Government of the Republic of Kosovo are determined to live in a peaceful, prosperous and multi-ethnic nation that guarantees the freedoms and wellbeing of all its citizens as enshrined in the Constitution.

In light of the above mentioned circumstances, the need to provide for the security of all Kosovo citizens, and the need to provide strategic policy guidance for Kosovo's security sector, on March 21st 2012 the Republic of Kosovo took the decision to conduct, for the first time as an independent country, a Strategic Security Sector Review (SSSR). The purpose of the SSSR process was to conduct a thorough whole of government, analysis of all the aspects of security in the Republic of Kosovo in order to identify security needs of the country and its citizens. Furthermore, the intent was to clearly define roles of each institution in the security sector, in order to avoid duplication and maximize the institutional capabilities – human and financial - in meeting the security needs in an effective and efficient way. Through this analysis, the SSSR has produced strategic level policy guidance and concrete recommendations for Kosovo's security sector.

Section 1.2. Background

1.2.1. Political Background

The Republic of Kosovo declared independence on 17 February 2008 and stated its commitment and confirmation that the declaration of independence was in line with the United Nations Special Envoy, Martti Ahtisaari, and his Comprehensive Proposal for the Kosovo Status Settlement and that the Republic of Kosovo accepted and endorsed fully the obligations contained in the Ahtisaari Plan welcoming the framework it proposes to guide Kosovo in the years ahead. The complete principles of the Ahtisaari Plan were incorporated into the Constitution of the Republic of Kosovo that entered into force in June 2008.

Pursuant to the Ahtisaari Plan, the International Civilian Representative for Kosovo (ICR) was established, who also served as the European Union Special Representative (EUSR), reported and was as well under the auspices of the International Steering Group for Kosovo (ISG) - a group of states that recognized and supported the independence of Kosovo comprising 23

European Union countries, the United States, and Turkey. The ISG supported the International Civilian Office (ICO) that was set up in Pristina to guide Kosovo's democratic development, good governance, multi-ethnicity and the rule of law; and to supervise the Government of Kosovo's implementation of the Ahtisaari Plan. After the successful implementation by the Government of Kosovo of the Comprehensive Proposal for the Kosovo Status Settlement, on 10 September 2012, upon the recommendations by the ICO, the International Steering Group for Kosovo (ISG) formally ended its supervision of Kosovo's independence and the Government of Kosovo became responsible for its own governance.

The Republic of Kosovo has developed a successful partnership with the international presence in Kosovo such as NATO/KFOR, the European Union Mission in the field of rule of law (EULEX), and other instruments recognized by the Republic of Kosovo. The Republic of Kosovo is grateful for the significant role international institutions have played in the development and strengthening the capacities of Kosovo's security sector and rule of law, and more broadly in establishing a safe and secure environment in Kosovo. As the presence of these institutions diminishes, it is important for Kosovo to continue the consolidation and strengthening of its security sector.

1.2.2. SSSR Whole of Government Approach

In conducting a whole of government security sector review, one of the most important facets has been taking into account the local context, giving SSSR as a process complete local ownership. The SSSR was initiated to strive for an enhanced intergovernmental and inter-ministerial cooperation among security sector actors such as the KSF, police and the intelligence services, but also the responsible ministries of KSF, foreign affairs, interior, justice, finance, health, education, environment and infrastructure in order to face and counter threats like organized crime, terrorism, and any other threat facing the Republic of Kosovo from within or outside its territory. Thus, the SSSR represents a holistic and forward-looking consolidation of the institutions in the Republic of Kosovo. The Republic of Kosovo is conducting the SSSR for its own sake, making its institutions more efficient, effective, transparent, and more responsible and accountable to the Kosovo citizens. The Government of Kosovo's efforts are to change its image internally and externally; to demonstrate that it is not a country identified simply as a

security consumer and a burden on the international community but could be a security provider and a self sufficient and reliable partner to provide and deliver its expertise to different humanitarian disaster areas and peace keeping missions under a UN, EU, OSCE or NATO mandate.

1.2.3. Economic Forecast

The SSSR process considered the macroeconomic overview in the periods 2014-2018. The economic structure (GDP components as % of overall GDP) is assumed to remain widely constant. Real GDP for 2014 is expected to have an increase by 4.1 % compared with the previous year. The real average growth over the period 2014-2018 is expected to be 4.8 %. Growth is expected to be driven by increased consumption, a higher relative contributor in real terms (after calculating the effects of inflation).

It is anticipated that approximately 2 % of the average growth of GDP (4.8 %) in the period 2014-2018 will result from the real increase in exports and investments. Actual growth of investments, unlike previous years, is expected to be driven by increase in private investments projected over three years, based on: the re- activation of privatized enterprises, on-going increase in registration of agro-businesses, and more enriched access to funding after Kosovo's membership into the European Bank for Reconstruction and Development (EBRD) and after cooperation with other financial institutions.

After evaluating all the projected future costs associated with the SSSR reflected in Chapter 7, the Government is confident that it will be able to manage recommended increases to the security sector budget. As a recently independent nation, the impact of the war and its negative effect on the economy left Kosovo with a low starting point from which to develop its economy. The situation was naturally complicated because the Government had to prioritize the development of new state institutions. However, the economic outlook is now more positive. New state institutions have been developed, are maturing, and with continued international support will continue to assume greater responsibility in the coming years. Economic forecasts are more positive and, assuming further economic integration with Europe, the economic situation for all citizens of Kosovo should continue to improve. Indeed, the International Monetary Fund (IMF) forecasts an estimated GDP increase to 4 percent just in 2014. It may be

necessary to adjust government priorities in order to implement the recommendations in the SSSR, but based on current financial projections this should be feasible. Throughout the period covered by the SSSR, the Government of Kosovo will continually evaluate progress of security sector reforms and make budget and financial adjustments as necessarily, to include slowing down or stretching out implementation of programs over time, if budgetary forecasts require such adjustments.

1.2.4 Transparency

Moreover, the SSSR has been a process and was publicly available due to numerous meetings and interactions with the civil society and the public. The civil society has, indeed, arranged independently open discussions for the SSSR and the future of the security sector in general and KSF's development in particular. The input from the civil society has helped to legitimize the SSSR process.

Chapter 2. Process of the SSSR

Section 2.1. Objectives of the SSSR

As mentioned earlier, the purpose of the SSSR process is to conduct a holistic study in a transparent, legitimate, affordable and accountable approach of the security sector institutions corresponding to Kosovo security needs. Defining key roles and missions of each institution in the security sector helps the government to be more efficient and maximize services to the people in a legitimate and affordable manner while avoiding duplication and overlapping services, even avoiding competition amongst institutions that provide security to the people of Kosovo.

The main objectives of the SSSR are:

- To define Strategic Objectives of Kosovo and Security and Defense Policies of the Republic of Kosovo;
- To define the Strategic Security Environment, and possible security Risks and Threats;
- To analyze the current capacities of internal security institutions;

- To define the capacities that internal security institutions need in the future;
- To make recommendations for developing necessary capacities and the dissolution of those not required (needed), based on SSSR capabilities analysis;
- To provide guidance for new National Security Strategy of Kosovo;
- To provide recommendations for necessary legislative changes;
- To establish security institutions based on SSSR recommendations and based on the National Security Strategy.

Section 2.2. Terms of Reference and Stages of the SSSR

Based on the Government’s Decision of 21 March 2012 to begin the SSSR process, the Terms of Reference (ToR) for the SSSR were created and approved by the SSSR Steering Committee. The Terms of Reference specified the responsibilities and the tasks to be followed during the process. The ToR specified the responsible decision making body, the Steering Committee which consisted of:

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| 1. Minister for the Kosovo Security Force, | Chair |
| 2. Minister of Internal Affairs, | Member |
| 3. Minister of Foreign Affairs, | Member |
| 4. Minister of Finance, | Member |
| 5. Director of Kosovo Intelligence Agency, | Member |
| 6. Secretary of the Kosovo Security Council, | Member |
| 7. Security Advisor to the Prime Minister, | Member |
| 8. Security Advisor to the President, | Member |
| 9. Chairperson of Assembly Committee for Security, | Member |
| 10. Commander of the Kosovo Security Force, | Member |
| 11. General Director of the Kosovo Police, | Member |
| 12. Director of Emergency Management Agency, | Member |

Each ministry or agency involved in the SSSR was obliged to establish working groups within their institutions. Then the security institutions developed scenarios to identify potential new requirements and gaps of the capabilities and capacities of the security sector institutions to undertake and respond to eventual crises in Kosovo. Additionally, the ToR specified the tasks for

working groups and to coordinate the results of their work with other coordinators from other ministries, inter-ministerial coordination group (IMCG), and the Steering Committee. The ToR, in particular, stated the stages of the SSSR process. In order for the process to be managed and run effectively and evaluated accordingly, the SSSR encompassed specific phases. The phases of the SSSR process were the following:

The 1st Phase involved setting up the process structure, allocating staff to the process/structure, defining the planning assumptions for the process;

The 2nd Phase defined the strategic objectives of the Republic of Kosovo; the security and defense policies; possible threats and risks to the security of the Republic of Kosovo analysis;

The 3rd Phase described the future security sector architecture as well as capability and capacity (All the institutions and agencies to identify the challenges to security as defined preliminarily);

The 4th Phase included a detailed analysis of current capabilities of all the national security institutions and agencies, as well as defining the missing or the unnecessary capabilities, and rendering necessary capabilities

The 5th Phase involved defining the roles and missions, structures, names, and the sites/whereabouts of all the institutions and agencies of the security sector;

The 6th Phase involved the analysis of budgetary implications and endurance;

The 7th Phase required the presentation and the approval of SSSR recommendations;

The 8th Phase entails the writing of the new National Security Strategy of the Republic of Kosovo;

The 9th Phase includes the proposed changes and adoption of the new legal framework;

The 10th Phase involves the continuing implementation of the new laws and the stand up or the stand down institutional capabilities, as required.

Chapter 3. National Security Interests and Objectives of the Republic of Kosovo

Section 3.1. National Security Interests and Objectives

National Security Interests and Objectives of the Republic of Kosovo are independence, sovereignty and territorial integrity; constitutional order; sustainable economic development; life, welfare, property and safety of the citizens of Kosovo; and regional stability and membership in international organizations. National Security Interests and Objectives form the basis for the mission and tasks of the current and future institutions in general and security institutions, in particular. National Security Interests and Objectives are categorized in the following way:

1. Independence, sovereignty and territorial integrity
 - 1.1. Conservation and protection of sovereignty and territorial integrity
 - 1.2. The use of diplomatic means in the interest of protecting the sovereignty and integrity of the Republic of Kosovo
 - 1.3. Capacity development of Security and Defense
 - 1.4. Integrated management and control of the state borders
2. Constitutional order
 - 2.1. Maintaining and strengthening the rule of law and order throughout the country
 - 2.2. Respect for the human rights and freedoms according to the international standards and norms
 - 2.3. Ensuring a unified and independent judicial system
3. Sustainable economic development
 - 3.1. Policy development for a free market and stable economy
 - 3.2. A favorable environment for foreign and domestic investment
 - 3.3. Regional and international economic cooperation
4. Life, welfare, property and safety of the citizens of Kosovo
 - 4.1. Protection of life and property
 - 4.2. Increase social welfare for all citizens
 - 4.3. Ensuring the overall safety of the citizens
5. Regional stability and membership in international organizations

- 5.1. Integration and cooperation with the European Union and Euro-Atlantic structures
- 5.2. Membership in international organizations
- 5.3. Active participation in Regional and International mechanisms
- 5.4. Promotion of Kosovo abroad.

Chapter 4. Strategic Security Environment of the Republic of Kosovo

Section 4.1. Strategic Context

The Republic of Kosovo is a small, new country in the Balkans and is geographically bordered by small countries. In a world that is constantly globalizing, the Republic of Kosovo believes that it is not immune to the risks and threats associated with this occurrence. On the one hand, the security environment in Kosovo and our region is expected to be more affirmative, especially after the April 2013 agreement for normalization of relations between the Republic of Kosovo and the Republic of Serbia. Thus, there is a sense of significant and positive developments and opportunities for economic development, peace, stability and regional security. On the other hand, there are numerous contemporary difficulties that demand understanding, dialogue and cooperation. Due to this broad spectrum of the strategic context, the security institutions in Kosovo have taken a wider approach in terms of the strategic security environment, taking into consideration the global, regional and internal environment.

Section 4.2. Global Security Environment

The threat of conventional state against state war is significantly diminished in the 21st Century. In particular, conventional confrontations between countries within and around the Euro-Atlantic area are less likely to happen in the near and mid-future. Nonetheless, the global security environment is shaped by different phenomena, including transitions of political systems in different countries, economic difficulties, and global terrorism. The global security environment has become more unpredictable and more challenging in the recent years and will continue so in the coming years. The global risks, challenges, and threats that could affect Kosovo's security stem more from economic inequity, terrorist activities, trans national crime, nuclear and other weapons of mass destruction , proliferation of small arms, organized crime including trafficking, and cyber crime. In an interdependent world, Kosovo faces similar risks and many other countries do either directly or indirectly.

Section 4.3. Regional Security Environment

From the conventional point of view, our country and our region have a security map that is much more favorable than it was five years ago. The security of our country is also favored by the fact that the Republic of Kosovo promotes good neighborly relations with all the Southeast European countries. Kosovo has no territorial claim towards any of its neighbours and expects from its neighbours the same national policy and position. Regardless of the traditional barriers of the security environment, there is sensible improvement of regional security and there are expectations that this security climate will further improve. Notably, the relaxation and normalization of relations between the Republic of Kosovo and Serbia has commenced and is continuing in the spirit of non-confrontation and European integration. The confrontation policies between countries are being replaced gradually with a new spirit of cooperation and economic competition. The presence of EU, NATO, and other organizations in the region continues to remain a factor of building a sustainable peace and regional stability.

Our region now consists of allied countries, and nations, which are already or aspire to be members of EU and NATO. Many countries in the region have initiated their own security and defense reforms. The key objective of their security sector reforms is security and defense within the framework of self-defense and collective defense and security, which is being reflected through the development of small, professional forces with complementary defense capabilities. This is also the aim of the Republic of Kosovo.

Regional cooperation is expected to increasingly extend to the political, economic and security area. Like never before, we are conducting joint regional exercises, offering reciprocal assistance in civilian emergencies, establishing diverse cooperation formats and other areas within the framework of enhancing regional cooperation. The Republic of Kosovo aims to extend this cooperation to all regional countries.

The Republic of Kosovo is committed to fight negative phenomenon that could threaten its security from a regional context. Regional risks and threats are proliferation of small arms, ethnic and religious extremism, organized crime including trafficking, economic crimes, WMD proliferation, regional political instability epidemics, and natural disasters.

Section 4.4. Internal Security Environment

Through the process of the SSSR numerous internal risks have been identified, including ethnic and religious extremism, natural disasters, UXO/IED, proliferation of small arms, organized crime, economic underdevelopment, unemployment, weak security/justice institutions, corruption, contested/undetermined border, and misuse of natural resources. All these risks could threaten Kosovo's security, rule of law, and damage the image of the country abroad.

4.4.1. Natural Disaster- Human-made disasters

Having a continental climate and being located in a seismically active zone, Kosovo experiences natural disasters, including earthquakes, flooding, and snow in remote areas. Sometimes, the natural disasters are beyond the management of Kosovo institutions. Kosovo has also identified industrial accidents or human negligence risks that threaten the security of its population. Industrial accidents and human negligence be that air or land accidents or disasters, eliminating/mitigating major land and air pollution in the country, as well as various infectious diseases, wildfires, global warming and climate change, have been identified as internal security challenges.

4.4.2 Unexploded Ordnance/Improvised Explosive Device UXO/IED

Given the use of landmines and different bombs in the latest war, it was inevitable that Kosovo citizens would be greatly affected during and in the post war period. The UXO/IED has taken a toll on civilians. According to ITF Enhancing Human Security, the mine and cluster problem on Kosovo territory stems from 1999 circumstances and consequent NATO bombing campaign. Accordingly, there is still tenths of confirmed dangerous sites in Kosovo which will need to be cleared from UXO/IED. Until all landmines and unexploded ordnance have been cleared from Kosovo territory the risk to civilian lives will be significant.

4.4.3 Extremism

In the future, extremist movements from outside Kosovo are expected to increase at the national, regional or international level and affect the security environment inside Kosovo. They may be of various natures, cultures, ideologies and intentions and may use forms that are more sophisticated, more advanced technology, more diversionary, destabilizing methods, and media effect on the public. Their risk level may increase if they are supported by failed states or countries that for different purposes want to relocate their opponents, problems and crises outside

of their countries. Thus, in order to improve its internal security environment, the Republic of Kosovo will cooperate with neighbouring countries to counter any form of extremism, be that political, religious or ethnic.

4.4.4 Proliferation of small arms

Different sources and the Ministry of Internal Affairs has confirmed that there is still a large number of estimated that units of Small Arms and Light Weapons (SALW) in Kosovo, and a large number of which are in the illegal possession of individual citizens and other groups. Considering the internal security environment, Kosovo needs to develop and/or improve its capacities to deal with such concerning matters.

4.4.5 Organized crime

Another risk would be the organized crime. The latter is not limited only within the territory of Kosovo but rather it is a transnational problem. It threatens and impairs the rule of law and the economic development perspective in Kosovo.

4.4.6 Corruption

Another risk is Corruption. Corruption undermines confidence in public institutions, and negatively impacts economic development and Euro-Atlantic integration.

Section 4.5. Non-conventional Threats

These emerging risks and threats aim confrontation between countries on the one side, and non-governmental opposing actors on the other side. They have more limited objectives than conventional ones and may come from extremist movements, failed states, illegal activities and other diverse crises. Such emerging threats are weapons of mass destruction, terrorism and cyber crime.

4.5.1. Weapons of Mass Destruction (WMD)

The spread of WMD (chemical, biological, radiological and nuclear) and the equipment that activate them, constitutes a great threat to global security, especially when efforts for their proliferation and possession are taken by irresponsible countries or terrorist and criminal organizations.

4.5.2. Terrorism

Geographical position and its Euro-Atlantic aspiration and close cooperation with countries that are part of the Euro-Atlantic organizations make Kosovo vulnerable to terrorism. Kosovo

considers terrorism and acts of terrorism not only as a risk and threat against itself but also against its friends and allies. The Republic of Kosovo is ready and endeavors to cooperate with all countries in order to prevent and mitigate international terrorism and terrorist activities.

4.5.3. Cyber crime

The increasing reliance upon communication and information systems has made countries vulnerable to cyber attacks that can cause major damage to national systems, networks or infrastructures of information, economy, banks, business, and air and land traffic. InfoSecurity Europe warns that hundreds of cyber attacks occur on a daily basis, and are getting more severe every day, and resolving such attacks costs millions of Euros. It is expected that the threat of cyber attacks against Kosovo will increase in the coming years. It could cause extreme damage on public administration, Kosovo's economy, and infrastructure. Cyber crime is acknowledged to be stimulated and induced by a political agenda or criminal activities. Thus, cyber crime displays a risk to security, stability and the functioning of the state.

Chapter 5. Security and Defense Policies of the Republic of Kosovo

Section 5.1. Security and Defense Policies Concept

The Republic of Kosovo aims to build a functional and modern security system. As a small and newly independent country, Kosovo's security will be based on developing sufficient capabilities of security institutions. It also aims to become a part of the Euro-Atlantic policy by being both a beneficiary and contributor. The presence of KFOR forces and other international security structures in the territory of the Republic of Kosovo will allow time to develop a good foundation of internal security capabilities by respecting international agreements and the Constitution of the Republic of Kosovo. Security policies are addressed from the internal, regional and global perspective. The security policies are related directly or indirectly in preserving or promoting national interests. These policies will be achieved by short-term, mid-term and long-term planning. The level of their achievement will be done in accordance with the priority of national interests, with human, material and financial requirements related to them and with concrete possibilities for the development of the Republic of Kosovo in the mid-term

period.

Section 5.2. Internal Policies for Security of the Republic of Kosovo

The Republic of Kosovo's primary concern is the security of its citizens considering all the basic and human elements.

5.2.1. Fostering a Secure Environment for Kosovo's Citizens

- Protect citizens and territorial integrity of Kosovo;
- Strengthen the rule of law , independent judicial system and enforcement and implementation of the laws;
- Promote a functional democracy, to further develop political pluralism, to promote free trade economy and to respect human and ethnic minority rights;
- Consolidate and further develop security and defense institutions and instruments;
- Harmonize the legislation according to EU and NATO standards;
- Develop, build and strengthen intelligence services in the interest of security, fight against terrorism, organized crime and corruption;
- Develop sufficient national infrastructures for the free movement of people and goods within, and with neighboring countries;
- Investment in education and schooling;
- Continuously improve health care services for the population;
- Encourage development of scientific research and develop and use new technologies.

5.2.2. Establishment of Security and Defense Structures

- Advancement and establishment of a defensive national security system with the necessary security capacities in the fields of diplomacy, intelligence services, defense and security;
- Functioning of the defense and security institutions in the concepts of "joint", inter-agency and multinational, with a wide participation of military and civil capacities, as well as governmental and non-governmental agencies;
- Gradual transformation of KSF to an organization with a mission of protecting Kosovo's sovereignty and territorial integrity;
- As one of the basic principles of a democratic country, the security institutions of the Republic of Kosovo abide by the principle of civilian and democratic control of the

authorities as foreseen by the Constitution and the laws as well as all international legal acts.

Section 5.3. Regional Policies for Security of the Republic of Kosovo

5.3.1. Contributing to regional security and stability

- The Republic of Kosovo contributes to the processes of regional integration and cooperation, pursues membership with full right and obligations and participates actively in regional organizations and initiatives;
- Development of national capabilities to face civil emergencies within and outside the territory of the Republic of Kosovo;
- Development of capabilities to enhance regional cooperation and partnerships.

Section 5.4. Global Policies for Security of the Republic of Kosovo

5.4.1. Contributing to international and global security

- Membership and integration of the Republic of Kosovo in the European, Euro-Atlantic and global institutions, particularly NATO/EU/OSCE/UN;
- Preparation of capabilities to contribute in peace and humanitarian operations and other international missions of NATO /OSCE/ EU/ UN.

Chapter 6. Future Security Sector Architecture of the Republic of Kosovo

The IMWG has discussed the future Security Sector Architecture of the Republic of Kosovo and proposes the security architecture below. It builds up existing institutions, recognizing that they have made valuable contributions to the Republic of Kosovo’s security. Some changes are necessary, for example creating a new Assembly body to provide oversight of the new Ministry of Defense.

FUTURE SECURITY SECTOR ARCHITECTURE OF THE REPUBLIC OF KOSOVO

| | | |
|-------------------|-----------------|-----------------------------|
| Supervisory Level | Executive Level | Security Institutions Level |
|-------------------|-----------------|-----------------------------|

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| <ul style="list-style-type: none"> - Assembly Committee on Security - Assembly Committee for Defense - Assembly Committee on Intelligence | <ul style="list-style-type: none"> - Kosovo Security Council - Ministry of Foreign Affairs - Ministry of Internal Affairs - Ministry of Defense - Ministry of Justice - Ministry of Finance | <ul style="list-style-type: none"> - Kosovo Armed Forces - Kosovo Police - Kosovo Intelligence Agency - Emergency Management Agency - Correctional Service - Kosovo Customs - KSC Secretariat - Civil Aviation Agency |
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Chapter 7. Analysis of Security Sector Ministries

Section 7.1. Ministries Analyzed by the SSSR

To reinforce that the Strategic Security Sector Review was instigated to endeavor for an enhanced intergovernmental and interministerial cooperation, the process has taken into account all the security sector ministries. The SSSR process studied not only the core security sector institutions, such as the KSF, police and the intelligence services, but also the responsible ministries of KSF, foreign affairs, interior, justice, finance, health, education, environment and infrastructure. This section will look at the different ministries and agencies, and for each ministry and agency describe its legal basis, its current roles and missions, how its future roles and missions may change, and offer recommendations as to steps each ministry and agency will need to take in order to fulfill the guidance established in the SSSR.

7.1.1. Kosovo Security Council (KSC)

Legal basis for its Authority and Responsibility. The Kosovo Security Council (KSC) was established in 2008 with an advisory role on all matters relating to the security of Kosovo and its contribution to regional stability. The legal foundations of the KSC are found in both the Constitution and the Law on the Establishment of the Kosovo Security Council Law No. 03/L-050.

Current Roles & Mission. The Constitution, Article 127.1, explicitly vests in the KSC the authority to develop the security strategy for the Republic of Kosovo, acting for this purpose in cooperation with the President of Kosovo and the Government. The Constitution establishes that the KSC is chaired by the Prime Minister, with the support of the Government, except during a state of emergency, when the KSC is chaired by the President of Kosovo (Article 127.2). During a state of emergency, the KSC exercises executive functions which are limited to those functions which specifically relate to the state of emergency (Article 131.8). In such situations, the KSC is required to exercise its executive functions in close cooperation with the Government, the Assembly and international authorities.

The KSC has an advisory role in all matters relating to the security of Kosovo. The role of the KSC is to recommend security policies and strategies, and to provide information and assessments on the security situation in Kosovo to enable the Government of Kosovo to make informed decisions on security related issues. In addition, the KSC is required to provide written comments on all draft laws related to the security sector and its institutions; review the rolling ten year plan for the Kosovo Security Force; review the annual intelligence platform and strategic priorities for the Kosovo Intelligence Agency; review the policies and strategic plans presented by the Minister of Internal Affairs pertaining to the Kosovo Police and the Customs Service; review the foreign security policy, the drafts of all treaties and international agreements relevant to security, and the establishment of relations between national security agencies and foreign counterpart agencies or organizations; submit advice to the President and the Government of the Republic of Kosovo on the proposed deployment of Kosovo security institutions and agencies on operations outside the territory of Kosovo. The KSC has its own Secretariat, which is headed by the Secretary of the KSC. The KSC Secretariat tasks are the following: preparation of reports and periodic analyses on issues related to politics and security for the Kosovo Government and for the KSC; coordination of strategy development and security line of action in Kosovo, including capacity building, as well as development of the line of action and adequate investigation instruments; provision of administrative, technical and functional support to the KSC, Situation Center, Intelligence Committee, and any other committee which may be formed by the KSC in accordance with the Law on the Establishment of the KSC. Besides the Secretariat, the KSC is also supported by a

Situation Center, the responsibility of which is to provide timely situational awareness, to coordinate Kosovo-wide operational response activities and to serve as an operational center for information gathering, basic analysis, and support of crisis management.

Future Roles & Mission. The KSC will continue to conduct the same roles and missions, as foreseen by the applicable laws and regulations, with an enhanced authority, derived from the Prime Minister or President as appropriate. It plans to improve cooperation with other security sector institutions in different security areas to effectively and efficiently address security issues in Kosovo.

Analysis

Kosovo Security Council Secretariat

Status of Secretariat: The KSC Secretariat is currently an integral part of the Office of the Prime Minister. This situation is at variance with current legislation. It is submitted that the KSC Secretariat should be recognized as a separate office directly and exclusively providing services to the KSC, as an independent administration body with its own budget in accordance with Article 26 of the Law on the State Administration of the Republic of Kosovo.

Capacity: Upon acquiring new competences in the security field, Kosovo Security Council Secretariat should increase its internal capacity building in order to fulfill its mandate.

Personnel: The staff of the Secretariat of the KSC has long faced extremely limited space and an inadequate working environment.

Kosovo Security Council Situation Center

Even though the SITCEN has been used only once in the last five years, it is manned and operated on a 24 hours basis seven days a week. Most security institutions have their own SITCENS. Since the KSC SITCEN has been used only on rare occasions, manpower that could be used for other essential duties and responsibilities are manning the SITCEN.

KSC Recommendations

- The Situation Center should be redesigned as an “empty room” to be used during an emergency situation as a facility for situation management by representatives of all security institutions. In normal situations, KSC Situation Centre will continue to exist with a skeleton staff, where its equipment and offices will remain there and will be maintained by the

Secretariat staff. However, in a state of emergency the Situation Center will be activated and manned with staff from all security institutions necessary for that particular situation (no budget implication);

- The reporting and information collection functions presently vested in the Situation Center should be transferred to the Secretariat with the consequence that the Secretariat would be the institutional locus for information processing, reporting and analysis (no budget implication);
- The Kosovo laws that apply to intelligence sharing with KSC Secretariat should be harmonized (no budget implication);
- The status of KSC Secretariat personnel should be redefined. The more adequate status would be that of a public employee, as defined in the Law on Civil Service. The terms of employment and remuneration should be regulated directly in the law governing the KSC (this will cost 532.930 Euros during the period 2014-2018).

7.1.2. Ministry of Foreign Affairs (MFA)

Legal basis for its Authority and Responsibility. Since its establishment in 2008, the Ministry of Foreign Affairs (MFA) accomplishes its mission based on the following laws: Law on Amending the Law No. 03/L-044 on Ministry of Foreign Affairs and Diplomatic Service of the Republic of Kosovo; Law on Ministry for Foreign Affairs and Diplomatic Service of Republic of Kosovo; Law on the status, Immunities and Privileges of Diplomatic and Consular Missions and Personnel in Republic of Kosova and of the International Military Presence and its Personnel; Law on International Agreement; Law on Implementation of International Sanctions

Currently, the MFA is at the stage of legislative initiative for drafting the Law "On the Ministry of Foreign Affairs" - as a single and comprehensive law, which is based under the principle, "One Institution One Service." The purpose of this law is to regulate the activities of the foreign service and diplomatic status as a separate part from the Civil Service, as well as the organization, coordination and functioning of the institutions responsible for foreign policy of the Republic of Kosovo. This bill is expected to come into force during 2014, but has no implications for the role and responsibilities of the Foreign Ministry in SSSR, besides the internal and institutional coherence.

Current Roles & Mission. The mission of the Ministry of Foreign Affairs (MFA) is to formulate and implement the foreign policy of Kosovo, the protection of Kosovo interests in relation with other countries and international organizations, representing Kosovo in foreign countries, preservation and protection of immunities and privileges of diplomatic missions and persons entitled to them under international laws and conventions, and the development and coordination of policies in relation to other countries. The Ministry of Foreign Affairs promotes and protects national, cultural and economic policies of Kosovo in the world. Within this context, based on the legislation mentioned above in addition to organizing and implementing foreign policy, the MFA has important responsibilities of coordinating national and governmental institutions that deal with issues of international relations, respectively, initiation of international agreements from line ministries and approved in principle by the Government, upon the recommendation of the MFA. Also, MFA is required to issue authorization to perform actions related to international agreements, and to issue the consent for negotiations of such agreements.

Future Roles & Mission. The core roles and mission of MFA will remain unchanged during the 2014-2018 period. As far as inter-institutional and interagency cooperation the MFA has signed the Service Level for Attaches in 2013 with MKSF which will build a sustainable foundation for inter-agency use of the Kosovo Diplomatic Missions. The MFA responsibilities, tasks and challenges will continue to focus on supporting other institutions in the future political developments that are expected to occur with full membership of the Republic of Kosovo in the international organizations during the period 2014 till 2018. This will promote regional stability and security.

Analysis. The MFA has built new capacity within the organizational structure in 2013, through the establishment of the Department for NATO and Security Policy, responsible for preparing the necessary policy documents towards NATO integration and provides recommendations to initiate bilateral and multilateral agreements in the field of security. Indeed, the active involvement of the Republic of Kosovo in regional and international security mechanisms continues to be a priority that will help Kosovo towards the European Union and NATO integration. It is a goal of the Republic of Kosovo to join Euro - Atlantic structures. It is also the most powerful denominator of the Government of the Republic of Kosovo, as well as an indication of willingness and confirmation to be an exporter of regional and international

security. Protecting the interests and national security is essential to the welfare and safety of Kosovo citizens to guarantee stability and prosperity of Kosovo and its ability to demonstrate its role as guardian and guarantors of security. Kosovo's national security is closely related to regional and broader Euro - Atlantic security. Kosovo aims to strengthen its security through a collaborative policy on defense and security with NATO and the EU, and certainly through regional security cooperation initiatives.

The level of regional cooperation is growing every day through regional organizations in the field of security. Kosovo is now a full member of the Regional Cooperation Council (RCC), and aims to join the following regional organizations: the Adriatic Charter - A5, the Adriatic - Ionian - AII, Center for Security and Cooperation – RACVIAC, Southeast European Cooperation Initiative – SECI, Southeast European Cooperation Process - SEECP, the South Eastern Europe Defense Ministerial – SEDM, NATO South Eastern Europe Initiative - SEEI and South East Europe , Central Office – SEEC.

Kosovo's full membership in these organizations will contribute to cooperation in various fields and would strengthen partnerships in the fight against corruption, organized crime, trafficking in arms and human beings, and border security cooperation. In order to be able to give its full contribution, Kosovo pursues full and active membership in the INTERPOL, EUROPOL, and other similar mechanisms.

The Ministry of Foreign Affairs in collaboration with MKSF and Ministry of Interior plans to advance the collaborative agenda by increasing the number of Police and Security Attachés at Diplomatic Missions of the Republic of Kosovo.

So far, the Republic of Kosovo is recognized by 104 UN member states. The process of international recognition is a priority for the MFA. This state-building process is based on the principle of democracy, ethnic diversity, and secularism.

The Republic of Kosovo shall promote and maintain friendly relations in the region. Kosovo has no territorial claims against any state in the region and no claims for union with any state or part of any state. Kosovo expects reciprocity from its neighbors. The Republic of Kosovo has excellent relationship with all regional countries except Serbia and Bosnia and Herzegovina. In this context, Kosovo remains committed to closing the historic conflict with Serbia through the process of normalization dialogue that started in Brussels in October 2012 under the facilitation

of the High Representative of the EU. In this dialogue process, the two countries have reached a number of important agreements that established the concrete basis of the agreement of 19 April 2013.

The Republic of Kosovo currently has 21 diplomatic and 14 consular missions, and has signed over 150 bilateral and multilateral agreements. MFA plans to increase the number of Diplomatic and Consular Missions starting in 2014. At this point, it is not possible to project the number of new diplomatic missions that may be opened in the future; thus, the financial implications associated with the opening of new diplomatic missions are unknown.

MFA Recommendations

- Pursue membership in regional organizations and initiatives;
- Pursue full and active membership in the INTERPOL, EUROPOL, and other similar mechanisms;
- Increase the number of Diplomatic and Consular Missions as well as the representation of other Kosovo institutions within those missions.

7.1.3. Ministry for the Kosovo Security Force (MKSF)

Legal basis for its Authority and Responsibility. The Constitution of the Republic of Kosovo provides the framework for establishment, function, and competencies of MKSF and KSF, include the chain of democratic civil control, in article 73, paragraph 1 (2), article 84, paragraph 12 and 20, article 126 and 131, paragraph 7. Based on this, Assembly of the Republic of Kosovo has issue three main laws in 2008: Law Nr. 03/L-045 on the Ministry for the Kosovo Security Force amended with the Law Nr. 03/L-107; Law Nr. 03/L-046 for the Kosovo Security Force amended with the Law Nr. 03/L-108; and Law Nr. 03/L-082 on Service for the Kosovo Security Force.

In order to complete the legal framework for the mission of the KSF given by Constitution, the MKSF has drafted other laws that are already into force: Law Nr. 03/L-213 on the Kosovo Security Force Reserve Component, Law Nr.04/L-089 on Humanitarian Demining, Law Nr. 04/L-084 on Pensions of members of the Kosovo Security Force, and the Law Nr. 04/L-177 on Overseas Deployment of the Kosovo Security Force.

Current Roles & Mission. Kosovo Security Force is an entirely voluntary force drawn from all strata of the society. The mission of Kosovo Security Force (KSF), as an instrument of security, is to support the Government of the Republic of Kosovo. The KSF is designed and prepared to fulfill security functions that are not appropriate for the police or other law enforcement organizations. Kosovo Security Force is lightly armed. According to laws in place its current missions are:

- Participate in crisis response operations, including peace support operations. This includes operations within the territory of the Republic of Kosovo and abroad, when invited for such task;
- Assist civilian authorities to respond to natural disasters and emergencies, including readiness for a regional or an international response;
- Work on explosive ordnance disposal;
- Assist civilian authorities in civil protection operations.

According to current legislation of the Republic of Kosovo, the KSF performs a supporting role in civil emergencies. However, in reality, the KSF has been playing a primary role as the first responder in many civil emergency cases in Kosovo because it has the capabilities and training to perform these tasks. Based on the findings of the SSSR, the Emergency Management Agency (EMA) will assume primary responsibilities as first responder in civil emergencies by 2018. After this transition period, the KSF will have only a supportive role in civil emergency situations.

Future Roles & Mission. The thorough and methodical analysis conducted during this Strategic Security Sector Review has revealed a need to develop capabilities to assume greater security tasks in line with the Republic of Kosovo's sovereignty and territorial integrity. Furthermore, the assessment of the security environment and the security risks and threats in specific has revealed that there is a low risk of inter-state conflict and that the Republic of Kosovo faces largely human security threats. Therefore, given the need for development of capabilities to assume greater security tasks in line with Republic of Kosovo's sovereignty and territorial integrity, the low risk of inter-state conflict, the presence of KFOR and largely human security threats, the SSSR recommends gradual development of capabilities.

As a sovereign and independent country, the Republic of Kosovo is responsible for the safety and security of its citizens and territory. Therefore, the future force will assume over time primary responsibility for homeland defense. In addition, it will continue to participate in crisis response operations, including peace support operations; assist civilian authorities to respond to natural disasters and emergencies, including readiness for a regional or an international response; conduct explosive ordinance disposal; and assist civilian authorities in civil protection operations tasks.

To reflect the evolution of KSF to perform its new future roles, the future force will be called the Kosovo Armed Forces. The Kosovo Armed Forces will be a national military force, reflecting the ethnic diversity of the people of the Republic of Kosovo, recruited from among the citizens of the Republic of Kosovo, equipped to perform defense missions, authorized to serve in country and deploy abroad to support peace support operations. The Kosovo Armed Forces will be a professional force, subject to civil democratic control, the rule of law and international commitments. It will support local communities and be a force for good in Kosovo and the region. The Kosovo Armed Forces will be comprised of the active and reserve components, volunteers from all communities and built to NATO standards of interoperability, as appropriate. It will have a clear goal of eventual participation in appropriate international operations, as part of a national strategy to build a closer relationship with NATO and ultimately NATO membership.

Similarly, MKSF will be renamed the Ministry of Defense. It will be lead by a civilian Minister of Defense. The Minister of Defense will be responsible for the management and administration of the Ministry and the future Kosovo Armed Forces. The Minister of Defense will formulate, implement, assess and develop defense policies.

Analysis. The SSSR included a thorough analysis of the security environment, identification of the future roles and mission for the Kosovo Armed Forces, analysis of the capabilities required to perform those future roles and missions, and a gap analysis between current and required capabilities. Based on this analysis, it was determined that the Kosovo Armed Forces will take on, over time, primary responsibility for homeland defense; and gradually transfer capabilities for responding to civil emergencies to the Emergency Management Agency. Additionally, it was determined that the Kosovo Armed Forces will continue to participate in crisis response

operations, including peace support operations; assist civilian authorities to respond to natural disasters and emergencies, including readiness for a regional or an international response; conduct explosive ordinance disposal; and assist civilian authorities in civil protection operations tasks. In response to this analysis, MKSF has identified principles to guide the development of the future force and created a plan for establishing the capabilities required to carry out its future missions.

Principles

The Kosovo Armed Forces will be developed according to the following principles:

- A force focused on homeland defense
- A force for good that will serve as a model of voluntary commitment
- A force subject to democratic civilian control
- A force accountable to elected officials
- A voluntary force
- A professional force
- An inclusive, multi-ethnic force
- A force developed according to international standards

Force Development Plan

Developing Kosovo Armed Forces that are sustainable, affordable and capable of performing its new tasks will take time and occur in phases. As a result, the MKSF has been required to look beyond the timeframe of the SSSR. The future Kosovo Armed Forces will be comprised of a maximum of 5,000 active personnel and a maximum of 3,000 reserve personnel and the development of these forces will follow a transparent process, and is foreseen in three phases:

Phase I: 2014-2016

In Phase I, the analysis foresees developing and completing the necessary constitutional, legislative, doctrinal and conceptual foundations for the new force. This phase will focus on training, operational and tactical doctrine development, professionalism, institution building and staffing and providing due time for decisions that regard material acquisitions, all with a primary focus on homeland defense.

Roles and missions to respond to emergencies on national level will continue to be developed and maintained by KSF until they are transferred to other relevant institutions designated in the Security Architecture (which may not be completed until Phase II). This phase also foresees our forces continuing to enhance military cooperation with allied countries, in order to train and gain skills to eventually participate efficiently in appropriate joint operations with regional and international organizations including but not limited to EU, NATO, OSCE, UN partners.

Phase II: 2017-2019

The second phase foresees an emphasis on improving and further modernizing command, control and communications capabilities; procuring essential individual and collective equipment; and embarking upon the creation of additional skills and operational capabilities required by the new force to support the constitutional mission. Some long-standing skills may also undergo further refinement and enhancement and this regards specifically the capabilities under the current mandate and the need to continue to fill capability gaps.

Phase III: 2020- 2024

Phase III will include the culmination of our force development efforts. During Phase III, each of the major commands will reach their full manpower and equipment authorizations. In addition, the major commands will achieve competence in their assigned missions, thus completing the long term development plan.

MKSF Recommendations

- The name of the Kosovo Security Force should change to Kosovo Armed Forces;
- The name of the Ministry of the Kosovo Security Force should change to Ministry of Defense;
- The Kosovo Armed Forces should gradually be developed with homeland defense as its primary mission, in accordance with appropriate international standards;
- The mission of the Kosovo Armed Forces should be to be ready and capable to defend the sovereignty and territorial integrity and to defend the citizens, their property, and the interests of the Republic of Kosovo, as well as contribute to building and safeguarding regional and global stability;

- The core tasks of the Kosovo Armed Forces should be as follow:
 - Defend the sovereignty and territorial integrity
 - Support to civilian authorities
 - Support to communities
 - Participation in international and peace support operations
- The Kosovo Armed Forces should be developed with the following broad structure: Land Forces, a National Guard Command, a Logistics Command and a Training and Doctrine Command;
- The Kosovo Armed Forces should develop in the following three phases:
 - Phase I (2014-2016): Develop required constitutional, legislative, institutional and doctrinal foundations for the force. Focus on staffing, doctrine, training and infrastructure
 - Phase II (2017-2019): Emphasize command, control and communications capability improvements; procure essential equipment; and create additional skills and operational capabilities
 - Phase III (2020-2024): Complete the personnel recruitment, training, and equipping of the force for its new, homeland defense mission
- An additional 5 million Euros should be provided for the MKSF budget each year through 2019 (in addition to the increases already projected in Medium Term Expenditure Framework);
- The Constitution of the Republic of Kosovo and relevant MKSF and KSF legislation should be revised to reflect the new name, mission and tasks of the future force and ministry;
- The establishment of a defense and security curriculum at Pristina University should be requested, in order to educate and train university students in order to assist in developing future leaders for both the Ministry of Defense and the Kosovo Armed Forces.

7.1.4. Ministry of Internal Affairs (MIA)

Legal basis for its Authority and Responsibility. The Ministry of Interior Affairs (MIA) accomplishes its mission and strategic objectives is based on the following Legal Infrastructure: Police Law no. 04/L-076; Law on cooperation between the authorities involved in the Integrated

Border Management no. 04/L-216; Law and Control of the State Border No. 04/L-072, Law no. 04/L-027 for Protection Against Natural and Other Disasters, Law on Foreigners No. 04/L-219, Law on Preventing and Combating Trafficking in Persons and Protection of Victims of Trafficking no. 04/L-218; Law for weapon no. 03/L-143, Law on Asylum Nr.04/L-217.; Kosovo Citizenship Law No. 04/L-215; Law on Civil Registration Agency no. 04/L-160; Law no. 04/L-012 Fire Protection, Law no. 04/L-003 on Civil, Law no. 04/L-064 on Kosovo Agency for Forensics, Law no. 04/L-053 for Kosovo Academy for Public Safety, Law no. 04/L-022 for Civil Use of Explosives; Law no. 04/L-004 Private Security Services, Law no. 04/L-049 Fire and Rescue, Law no. 03/L-231 Police Inspectorate of Kosovo; Law no. 03/L-246 on Weapons, Ammunition and Relevant Security Equipment Authorized Institutions State Security, Law no. Readmission 03/L-208; Law no. 03/L-142 Law on Public Peace and Order, Law no. 03/L-118 Public Gatherings; Law no. 03/L-099 on Identity Cards, Law no. 03/L-051 for Civil Aviation, Law no. 03/L-037 on Travel Documents, the Law no. 02/L-118 for Personal Name etc.

Current Roles & Mission. MIA holds the main responsibility in the field of home affairs. Its roles and missions are performed through MIA's independent bodies such as the Kosovo Police, Emergency Management Agency (EMA), Kosovo Police Inspectorate, Kosovo Academy for Public Safety, National Forensic Agency and Civil Registration Agency. The Ministry of Internal Affairs takes care for rule of law and public safety in the whole territory of the Republic of Kosovo. In particular the primary role of MIA is protection of constitutional order, protection of life, wellbeing of citizens, and safety of each individual by guaranteeing their fundamental human rights. MIA coordinates its activities in fulfillment of constitutional duties with other institutions in Kosovo. Additionally, MIA supports other institutions in securing the independence of the country, guaranteeing state sovereignty and territorial integrity. In order to perform its tasks promptly and concerning national interests, MIA is actively engaged in promotion of regional stability and its membership in international organizations, especially its representation in security initiatives and institutions. MIA is actively engaged in creating an appropriate legal infrastructure in the area of internal affairs, fair implementation of the law, takes care of protection of life and property and ensures freedom of movement for citizens in Kosovo. MIA is committed to prevent and reduce crime in general and in particular organized crime, corruption and terrorism and to ensure public order and safety.

MIA has a significant role in supporting the defense of the territorial integrity and sovereignty. This feature of MIA's is of supportive nature and is accomplished through its agencies such as the Kosovo Police. MIA in this field along with other relevant institutions has an important role in the management and control of the border in particular its role consists of coordinating activities between agencies involved in the Integrated Border Management. MIA has an important supporting role in the safety of civil aviation. MIA currently also coordinates activities and cooperates closely with international institutions / military and civilian missions that are located in Kosovo, in particular cooperation with the EULEX in the field of rule of law and border management is important. Moreover, MIA has an important supporting role in a governmental group in defining border issues and marking of the border.

MIA has a leading role in collecting, analyzing and describing the internal criminal threats to the security of Kosovo; such threats that arise from criminal activities, such as general crime, organized crime, corruption and financial crime. In this area MIA develops policies and coordinates activities with other local and international institutions to successfully cope with these threats. Additionally, MIA has a supporting role in collecting and analyzing information to prevent espionage activities, internal revolt and extremism and terrorism.

The MIA also holds a leading role in managing natural catastrophes; this mission is mainly carried out through EMA. EMA has a leading role in the mission on Operations aiding international catastrophes, while other institutions have had a supporting role as foreseen in the current legislation and strategic documents such as the National Response Plan and the Integrated Emergency Management System. Apart from this, the EMA is also part of the European coordinating group for Civil Protection.

Future Roles & Mission. The MIA's role and mission in primary areas will be the same in 2018 as it is in 2014. MIA will be engaged in drafting and implementation of policies in the field of security, mainly in prevention and combating of all forms of crime, managing of public safety, managing of state border, managing of emergencies. Thus, MIA will continue to play a supporting role in securing the independence of the country, guaranteeing state sovereignty and territorial integrity. MIA will increase international cooperation and will assign and deploy liaison police officers in four EU member states and Turkey to strengthen police cooperation in the fight against organized crime, terrorism and illegal trafficking. MIA/ EMA in the future will

be able to respond to regional disasters caused by nature or human beings, and will take initiatives for a membership of its agencies in international institutions of disaster response nature.

In the future MIA will also have a leading role in managing and dealing with all cases resulting from terrorist acts. The MIA/KP will coordinate its activities with other supporting institutions. The organization and coordination of activities which are part of this mission needs to be carried out based on the procedures laid out in the National Response Plan, as well as in the Integrated Emergency Management System. The MIA will have a leading role in disaster management. This mission will be carried out through the EMA as a specialized agency. The EMA will have the main leading and coordinating responsibility in this field. In addition, the EMA has the lead role in the management of international disasters, while other institutions will play a supporting role.

Analysis. With regards to relationship with international missions, such as KFOR and EULEX, MIA will maintain and develop such relationships depending on the mandate they will have in the future. The forthcoming period for MIA will be marked by enhancing preparedness for additional competences depending on the situation and the environment. .

During the 2014-2018 period, Kosovo Police should further develop capacities in managing major incidents, especially Kosovo Police should be equipped with adequate means (armored vehicles). These incidents include protests, violent crowds and riots and other incidents of high scale of violence.

While MIA has always had a lead role for disaster response in legislation, the Emergency Management Agency has never been sufficiently resourced for this mission. Instead, KSF has played a de facto first response role for many domestic emergencies. Therefore, in the period between 2014 and 2018 MIA will focus on increasing the capacity of EMA (human resources, training, logistics) in order to fulfill its main role in managing of incidents and natural disasters.

Between 2014 and 2018, MIA will increase the capacity and capabilities of EMA so it can function as the leading institution for managing hazardous materials, which is currently a function being carried out by the KSF. In addition, in the specific area of radiological hazards, Agency of Kosovo on Radiation Protection and Nuclear Safety, AKRPNS (an agency currently

within the Prime Minister's Office) that deals with policy and regulatory issues will be moved to MIA, and take on a broader role in regulating and monitoring hazardous materials.

The National Response Plan and the Integrated Emergency Management System must be reviewed and harmonized with the future needs, requests and the future security sector architecture.

Based on the strategic documents, National Response Plan and the Integrated Emergency Management System, it is foreseen that an Operative Center - which will serve for managing and coordinating emergency situations - be established within MIA. In addition, within MIA, all reporting structures, such as reporting/operational centers within the KP, the 112 emergency warning and alarm system within the EMA, and the Operative Centre for Integrated Border Management, will continue functioning.

MIA Recommendations

- Develop the Kosovo Police capacities and capabilities in the field of management of major incidents, such as crowd and riot control - (armored vehicles including maintenance, human resources, training and other support needs) necessary for managing such incidents (this will cost 1,500,000.0 Euros during the period 2014-2018);
- Draft the law for EMA to enhance capacities in Emergency Management Agency, in order to fulfill its main role in managing of incidents and natural disasters;
- Continue to gradually assume responsibilities in managing and controlling state border green line, which has not yet been transferred to Kosovo Police. Assuming these responsibilities requires increasing of capacities in Kosovo Police. The project costs for increasing capacities for this project has been planned and is included in the current budget;
- Review the National Response Plan and the Integrated Emergency Management System to harmonize with the future needs, requests and the future security sector architecture;
- Establish an Operative Center which will serve for managing and coordinating emergency situations within the MIA, and could play an important role with regards to reporting (this will cost 225.000,0 Euros during the period 2014-2018);
- MIA/EMA to take the lead in responding to emergencies and be supported by other institutions (particularly in coordination with KAF. For capacity building and being prepared

for the implementation of roles and functions, EMA will need a budget close to 2.279.000,0 Euros;

- MIA / EMA take the lead in managing the Hazardous materials and be supported by other institutions. The budget needed for this is 890.000,0 Euros during the period 2014 - 2018, which includes personnel, equipments, vehicle , laboratory, facilities and trainings;
- Build capacities of a helicopter unit in order to accomplish activities in its mission in the field of public order and security, border control, emergency management, special operations and support of other institutions such as transport and medical support (this project will cost in year one = 10.590.715,00 Euros, year two = 15.592.830,00 Euros and year three = 9.972.830,00 Euros, in total = 36.156.375,00 Euros).

7.1.5. Ministry of Justice (MoJ)

Legal basis for its Authority and Responsibility. The legal basis for MoJ authority and responsibilities to fulfill its role and mission is based on the following laws: Constitution Article 93; Governmental Regulation No. 02/2011 about the administrative responsibilities of Prime minister Office, Ministries and legal provisions; CLK; CPOK; Law on Execution of Penal Sanctions; Forensic Law; Law on Protected Witnesses; Law on Confiscation of Property Acquired by Criminal Offense (Law anti-mafia); Law on Criminal Responsibility of Legal Persons; Law on International Legal Cooperation in Penal matters; Law on Courts; Law on Prosecutor.

Current Roles & Mission. Since its establishment, the MoJ role and mission has been to:

- Develops policy within its scope of responsibility, enabling the preparation and implementation of legislation in the field of justice;
- Manages Administrative, financial and budget of the Ministry;
- Exercises executive supervision over all correctional and probation service , in accordance with the provisions in force;
- Develops and implements policies to ensure fair and effective access to justice for all members of the community in accordance with applicable law;

- Performs responsibilities in seeking, obtaining , securing and verifying information on the whereabouts and fate of missing persons and return of remains of missing persons , the use of aid and expertise of personnel, and other specialists, in accordance with provisions in force;
- exercises responsibility for issues dealing with forensics and investigation of war crimes in accordance with the provisions in force;
- Provides international legal assistance;
- Represents public authorities in court and arbitration proceedings;
- Provides expert support in the preparation of the Government agreements of international cooperation in the field so that they are consistent with the Constitution of the Republic of Kosovo;
- Oversees the notary system, mediation and the bar exam;
- Maintains and manages assets seized or confiscated in cooperation with the prosecution , court or other competent bodies, in accordance with applicable law ;
- Performs other duties assigned to the Ministry with the relevant legislation in force.

Future Roles & Mission. Between 2014 – 2018, the roles and mission of MoJ will not change. MoJ responsibilities, tasks and challenges will continue to be focused in support of other future political developments that are expected to occur with full membership of the Republic of Kosovo in international organizations. This will promote regional stability and security. Also, the relationship of the remaining international presence (EULEX) and capacity building services (central state bodies) will remain an important aspect of the work on the field of justice. MoJ and the Government reaffirm their commitment to work closely with EULEX and other international missions/organisations working on the field of justice and security. Additionally, the MoJ expresses the willingness and readiness to assume new responsibilities as foreseen by law and that will emerge from the process of normalization dialogue with Serbia.

Analysis. EULEX currently plays a significant role in monitoring, mentoring and advising in the justice sector. The period of 2014-2018 will be marked by the process of gradually transferring competences from EULEX to local institutions. However, MoJ acknowledges that there is a need to have continued international assistance mainly through Mentoring Monitoring and Advising and providing of expertise with the aim of further strengthening the capacities of the local institutions.

Courts and Prosecution: In line with best established practices and the Judicial Reform process, the MoJ will ensure the drafting of the laws on the field of the Judiciary in compliance with the EU standards and will support the implementation of these laws and also support the increase of the number of judges and prosecutors, in accordance with the needs and specifics of the situation. Obligations stemming from the dialogue with Serbia are fully taken into account by the MoJ, and up to date the MoJ has undertaken all the measures required from it to meet these obligations aiming at the integration and functionality of the Courts and Prosecutors that are in the north under the full jurisdiction of Kosovo and under Kosovo Law. The MoJ aims at creating a fully functional Judicial system in Kosovo, that would include the functioning of courts and law enforcement agencies in Northern Mitrovica, Zvecan, Zubin Potok and Leposavic, under the umbrella of the Kosovo institutions and in accordance with the Law in force.

Correctional Services: It is still necessary to increase the efficiency of the Kosovo Correctional Service and Probation Service of Kosovo, by increasing work discipline as well as respecting the rights of prisoners. To support this effort, MoJ has established an Inspection Department. This Department has four inspectors, which is insufficient to fully perform its mission. From 2014-2018, construction of the Gjilan Detention Center and the Prishtina Detention Center will also increase the capacity of the correctional services (The budget for these projects is covered by the Ministry of Public Administration.) Adequate riot control equipment is also required for the prisons; in the period 2014-2018, MoJ will work with OSCE on procuring this equipment. In general, continued advice and mentoring would be appropriate in the area of correctional services.

The MoJ will continue to develop training plans in Kosovo Academy for Public Safety (KAPS) in Vushtrri and as necessary supplement and amend the trainings ranging from basic to the most advanced in cooperation with KP and EULEX experts.

Forensic Medicine: MoJ will continue to improve the capacities of the Department of Forensic Medicine: through equipment that will be available in collaboration with the Ministry of Health, and staff capacity building in collaboration with the Governmental Commission for Missing Persons (with a focus on identifying mortal remains). In the area of forensic medicine, MoJ also believes continued mentoring and advising from relevant international bodies is would be

appropriate particularly in the form of expertise. MoJ will continue to develop training plans in Kosovo Academy for Public Safety (KAPS) in Vushtrri and as necessary supplement and amend the trainings ranging from basic to the most advanced in cooperation with KP and EULEX experts.

MoJ Recommendations

- Increase the Inspection Department by six inspectors (this will cost 180.000 Euros during the period 2014-2018);
- Increase the number of judges and prosecutors (the budget implications will depend on future needs);
- Increase cooperation among all the Law enforcement agencies in Kosovo with the aim of ensuring a more efficient judicial system.

7.1.6. Kosovo Intelligence Agency (KIA)

Legal basis for its Authority and Responsibility. Kosovo Intelligence Agency has been established based on the article 129 of the Kosovo Constitution and the Law on the Kosovo Intelligence Agency Nr. 03/L063.

Current Roles & Mission. KIA's main role is to accomplish the needs of the Republic of Kosovo in terms of providing exact intelligence information on time, counter intelligence, internal and external threats, internal or international terrorism, narcotics manufacturing, organized crime, economic crime, sabotage, and all other intelligence issues regarding the security of Kosovo. In order to accomplish its objectives, KIA collects, analyzes, and disseminates information rapidly and responsibly in relation to threats against Kosovo, including: threats against territorial integrity, institutional integrity, constitutional order, economic development and stability and global threats that harm the Republic of Kosovo. KIA's mandate is to operate throughout the territory of the Republic of Kosovo and to gather information concerning threats to the security of Kosovo, including espionage and encouragement of internal revolt, extremism and terrorism. In addition, KIA has the responsibility to conduct security verification procedures in relation to individuals and legal persons within the public institutions and contractors with access to classified information in Kosovo.

Future Roles & Mission. While currently KIA has capabilities to operate within the territory of the Republic of Kosovo in order to fulfill its legal mandate, it will also be more responsible and attentive for collection, analysis and dissemination of information concerning potential external or foreign threats to the security of the Republic of Kosovo.

Analysis. KIA's new mission broadens its mandate to collect information not only on domestic threats to Kosovo's security but also foreign threats. KIA personnel will need to inter-act with foreign counterparts to perform its new mission responsibilities. KIA structure, personnel, legal framework will need to be adapted to take on these new tasks.

KIA Recommendations

- Provide additional financial resources to enable additional training, equipment and personnel required for an increasingly professionalized Agency (2 million Euros during the period 2014-2018).

7.1.7. Ministry of Education Science and Technology (MEST)

Legal basis for its Authority and Responsibility. Since its establishment in 2002, the Ministry of Education, Science and Technology (MEST) accomplishes its mission based on the following laws: Law on Higher Education in the Republic of Kosovo No.04/L-037; Law on Pre-University Education in the Republic of Kosovo No.04/L –032; Law on Scientific Research Activity No.2004/42; Law on Inspection of Education in Kosovo No.2004/37; Law for Vocational Education and Training No. 04/L-138; Law for Adult Education and Training No. 02/L-24; Law on Preschool Education No. 02/L-52; Law on Publishing School Textbooks, Educational Teaching Resources, Reading Materials and Pedagogical Documentation No. 02/L-67; Law on Education in the Municipality No. 03/L-068; Law on Final Exam and State Matura Exam No. 03/L-018; Law on National Qualifications no. 03/L-060.

Current Roles & Mission. The right to education is guaranteed for all by the Constitution of Republic of Kosovo (April 2008) and other applicable laws, where public institutions ensure equal opportunities for everyone in accordance with their abilities and needs. The national development imperative is to ensure universal access and that the poor and vulnerable groups and ethnic population have equal access to basic education, thus supporting opportunities for

employment and participation in economic activities. MEST puts great effort to create an inclusive education system and to provide all citizens in Republic of Kosovo with equal access to quality education at all levels; a system which provides the people of Kosovo with life-long skills for an advanced knowledge integrated into European society and to contribute to the long term sustainable development of the country through job creation and enhanced social cohesion.

Future Roles & Mission. In the period 2014-2018, the core roles and mission of MEST will not change.

Analysis. In the period 2014-2018, MEST aims to strengthen education for the Kosovo citizens, with a particular focus on:

- Facilitating and promoting the integral development of every individual;
- Developing and encouraging an education system which satisfies the requirements of Kosovo and its people through sustained life-long learning;
- Establishing, preserving and improving standards and relevance of all levels of education in Kosovo to European standards;
- Making the benefits of all levels of education available as widely as possible to all people of Kosovo;
- Promoting science and technology for a modern society with special attention to information and communication Technologies ICT;
- Promoting inclusiveness in education and training that is accessible to the socially excluded persons, persons in poverty, persons with disabilities as well as to those who are educationally disadvantaged and marginalized and to improve educational opportunities for women and girls;
- Promoting social inclusion as an overarching concept which encompasses the full participation by all people, irrespectively of their social differences (such as gender, ethnicity, social class and disability), in economic, social and cultural life;
- Ensuring broad participation in the decision making of people that affects their lives and access to their fundamental rights.

MEST Recommendations

- Based on the SSSR, it is apparent that that Republic of Kosovo needs to prepare professionals trained and educated in security studies to fulfill positions in security institutions. It is

recommended that the University of Pristina establish a defense and security program to educate and train university students in order to assist in developing future leaders for both the Ministry of Defense and the Kosovo Armed Forces.

7.1.8. Ministry of Environment and Spatial Planning (MESP)

Legal basis for its Authority and Responsibility. Since its establishment in 2002, the Ministry of Environment and Spatial Planning (MESP) accomplishes its mission based on the following main laws: Law Nr. 03/L-025 2009 - Law for Environmental Protection; Law for Natural Protection; Law Nr. 03/L-230 2010 – Law for Strategic Environmental Assessment; Law Nr. 03/L-104 2010 – Law for nuclear safety; Law - 012-2010 - Law for Air Protection from Pollution; Law Nr.04/ L-147 – Law for Water in Kosova; Law Nr.04/L-174 - Law for Spatial Planning; Law Nr. 04/L – 110 - Law on Construction; Law Nr. 03/L-039 2008 - Law for Special Protected Zones.

Current Roles & Mission. MESP is responsible for the regulation and management of environment and coordination of spatial development. More precisely, the MESP is mandated for the development and monitoring of policies, norms and standards as well as coordination of activities such as the environmental protection, air monitoring, water management, development of housing and construction, expropriation, cadastre and spatial planning. Concretely, MESP is responsible for:

- Environmental protection and rational utilization of natural resources;
- Monitoring and evaluation of the environmental situation;
- Efficient management of waste;
- Integrated management of water;
- Sustainable spatial development and coordination;
- Improvement of living standards and quality of life;
- Development of safe and sustainable building;
- The development and promotion of policies and strategies in the field of cadastre;
- Monitoring the potential impact of Climate Change;
- Inspection and enforcement of laws in MESP mandate;

- Active participation and cooperation in European and international initiatives for the environmental sector.

Future Roles & Mission. In the period 2014-2018, the core roles and mission of MESP will not change.

Analysis. MESP will continue to fulfill its mandate for the regulation and management of environment and coordination of spatial development. MESP will enforce the implementation of all the laws, policies and standards. Additionally, MESP and its specialized units are responsible for providing complete information on endangered location, including:

- Hydro-Meteorological data and its forecast;
- Spatial data on the location of a scene with all supporting data, including surface, the number of people and objects in danger, information about the environment, the type and amount of land risk; detailed information about water and its impact, and other relevant information.

MESP Recommendations

- Improve human and technical capacities in the sector of hydrometeorology and weather forecasting, in order to provide accurate weather forecast and to make timely warnings for meteorological possible contingencies (approximate needed annual budget of 50,000€ for three years in the period 2014 - 2018);
- Improve human and technical capacity in Geographical Information System (GIS) sector, in order to provide all necessary information, including spatial data on the environment, water, housing and other relevant spatial information (approximate needed annual budget of 50,000€ for three years in the period 2014 - 2018).

7.1.9. Ministry of Finance (MoF)

The legal basis for its Authority and Responsibility. The Ministry of Finance is organized and operates under the legislation in force, which regulates relations in the financial, tax and customs field. MoF responsibilities are determined by a number of laws and regulations, which are directly linked with the Ministry of Finance and its administrative structures. The most important are: Law no. 03/L-048 on Public Financial Management and Accountability, as amended and supplemented, the Law no. 03/L-049 on Local Government Finance, Law no. No.03/L-090 on

Public - Private Partnerships and Concessions in Infrastructure and procedures for their award; Law No. 03/L-175 on Public Debt; Law no. 03/L-196 On Prevention of Money Laundering and Terrorist Financing, Law no. 2004/48 and amending the Law no. 03/L- 071 on Tax Administration and Procedures, the Law no. 03/L-109 on Customs and Excise Code, as amended by Law no. 04/L-099 , Law no. 03/L-152 for membership in the International Monetary Fund and the and the World Bank Group Organizations; Regulation no. 02 / 2011 on the Areas of Administrative Responsibility of the Office of the Prime Minister and Ministries, Medium Term Expenditure Framework 2014-2016; Law No. 03/L-222 on Tax Administration and Procedures.

Current Roles and Mission. The mission of the Ministry of Finance (MoF) is to maintain macro-fiscal stability for the purposes of the economic development. This is achieved through the development of responsible, fair and transparent fiscal and budgetary policies. Development and implementation of sound macro-economic policies will continue in conjunction with the Kosovo Assembly, Ministries, International Financial Institutions and Donors.

The MoF function consists in its key role in defining and implementing Government's financial and fiscal policies, by taking actions specified by legislation, such as:

- monitors, analyzes and provides forecasts of the macroeconomic developments, prepares key budget documents and Government's financial and fiscal policies;
- reviews and provides comments on international financial arrangements and other related activities of the Government;
- establishes the Kosovo Consolidated Budget as the Government's key strategic tool for planning and allocation of resource, acquiring forecasts, fairness and accountability in public finances and by significantly improving quality and cost effectiveness of provided services;
- ensures Government's expected incomes through effective, efficient and fair transparent system implementation, binding and manageable tax implementation, which is favorable to the stable broad-based development of private sector;
- applies best practices in the public funds managing. Regular, efficient and accurate collection and recording of all government revenues and guaranties provided by donors;
- prepares the financial management rules, internal control systems that support and enable financial management according to the best practices;

- promotes and implements the proper taxation, expenditure and service delivery of responsibilities between the government and municipalities in a financially sustainable, open, fair and functional manner. Additionally, in the event of a disaster or other unforeseen emergencies, a reserve fund is allocated within MoF in order to finance emergency and unforeseen expenses of the Budgetary Organizations. These funds must be applied for and approved separately by the government.

Kosovo Customs. Kosovo Customs has a broad mission, ranging from the protection of the state, economy and citizens. Therefore, the Kosovo Customs mission is to take proper decisions on revenues, to facilitate trade and recruits new tax contributors by promoting awareness regarding the obligations in order to voluntarily comply with tax laws and customs laws, and provide quality and relevant services to the public. As such, this mission is divided into two main categories; the contribution on economic issues and contribution on security. As an executive agency under the Ministry of Finance of the Republic of Kosovo, with over 60% of annual revenues, the Kosovo Customs is the main contributor to the Kosovo budget. As a result of its presence and level of controls that applies on the border, Kosovo Customs has a key role in integrated border management.

Financial Intelligence Unit – FIU. In order to effectively combat money laundering and financing of terrorism in Kosovo, under the Ministry of Economy and Finance (MEF) was established FIU as an independent central national institution responsible for investigating, obtaining, analyzing and distributing to the competent authority, as well public disclosure of information regarding potential money laundering and terrorist financing. FIU duties and responsibilities are defined by law. FIU along with other institutions and other bodies in Kosovo are obliged to cooperate, assisting each other in performing their tasks and coordinate activities within their powers in accordance with applicable laws. FIU has good cooperation with the intelligence bodies, the Intelligence Agency and the Kosovo Police.

Tax Administration of Kosovo (TAK). The mission of TAK is:

- To maximize voluntary compliance of obligations, giving full concentration to legislation and tax regulations;
- Provide professional, transparent and effective services for the taxpayer community, so that they understand their obligations to pay taxes;

- Ensure proper and uniform application, as well as strengthening the tax laws in order to collect revenue for the government budget in an efficient and low cost manner.

Future Roles and Mission. In the period 2014-2018, the core roles and mission of MoF will not change.

Analysis. In the period 2014-2018, the process of European integration will influence the MoF, although this is not expected to require changes to the basic laws in force. Some additional capacities are expected to be built in the future, which will influence the development and advancement of the roles and responsibilities of MoF. Such improvements include: the creation of resources for policy making functions, development of human resources in terms of their administrative and strategic management, reform in the budgetary process based on best practice, and international cooperation.

Stabilization and Association Agreement - Negotiation of Chapter IV - Free Movement of Goods.

Kosovo's government has started negotiations for the Stabilization and Association Agreement with the European Commission. Within the chapters to be negotiated is Chapter IV on free trade of goods. This Chapter will set the length of time for full enforcement and custom rates among signatories.

The offer followed by the Ministry of Trade and Industry to the European Commission, is estimated to have an annual impact of lost revenues on the Republic of Kosovo budget of about 20-25 million Euros annually.

MoF will continue to implement its medium-term objectives, which are:

- Management, planning and execution of the state budget and finances, in accordance with the applicable laws and regulations, their internal control, as well increase of the institutional control of the cash flow in the country;
- Sustainable design policies in order to maintain macroeconomic stability, in particular fiscal stability, through studies and professional assessments of all aggregates, valid for the realization of the contemporary development plans;
- Development and improvement of the system of collection and administration of tax and customs revenues;

- Strengthening the level of cooperation with International Institutions responsible in the financial field, and fulfilling of our obligations in the process of European integration in the financial field.

Kosovo Customs. The majority of functions that Kosovo Customs performs will continue in the future, while additional capacities are expected to be built that will contribute to the prevention of terrorism activities and illegal trafficking. In accordance with the principles of the WCO Framework on Supply Chain Security, Kosovo Customs in the short term will start implementing the system of Authorized Economic Operators and also, whenever technically possible, Kosovo Customs will send a liaison officer to the Center of regional cooperation SELEC, Kosovo embassies abroad country and other international organizations.

Financial Intelligence Unit (FIU). The functions which are currently performed by the FIU will continue in the future without significant changes. FIU is expected to become a member of international organizations, with a focus on joining the Egmont Group. There will be costs associated with membership in this organization, such as an annual membership fee. During the period 2014-2018, additional personnel will be required as EULEX transfers responsibilities to the Government of Kosovo. More generally, FIU requires adequate facilities and appropriate professional staff, as well as strengthened cross interagency cooperation. The Ministry of Finance predicts that the budgetary implications of specific MoF improvements are mainly administrative costs, which can be recovered through annual budgetary appropriations, affordable and without significant changes in operating costs. Financing costs for additional capacities is expected to be covered by domestic savings and be within the annual budgetary appropriations, and without additional impacts on the Budget of the Republic of Kosovo.

MoF Recommendations

- Whenever possible technically, Kosovo Customs should send liaison officers in the regional cooperation center SELEC, in Kosovo embassies abroad and other international organizations (administrative cost, with some minor changes in the current budget lines);
- Provide membership of the FIU in the Regional Working Group of FIU's in the region to enhance international exchange of financial intelligence and to develop prevention and

detection of money laundering and confiscation of proceeds from crime (this will cost 5,000 to 10,000 Euros for the period 2014 - 2018);

- Provide the membership of FIU in Egmont Group of the Financial Intelligence Unit and operational cooperation of FIU with relevant foreign FIUs by signing Memorandums of Understanding to increase international exchange of financial intelligence (it is estimated to cost 8,000 to 10,000 Euros for the period 2014 - 2018);
- Improve cooperation of FIU with other intelligence bodies in Kosovo (the cost is mainly administrative and affordable from the planned appropriations).

7.1.10. Ministry of Health (MoH)

Legal basis for its Authority and Responsibility. Health System operates based on a wide range of laws which are comprehensive; Health Law No. 4/2004; Law on Sanitary Inspectorate of Kosovo no. 22/2003; No. Devices. 26/2003; Law on the rights and Responsibilities of Citizens in Health Care no. 38/2004; Law on Private Health practice nr.50/2004; nr.02-L36/2005 Tobacco Law; the Law on Health Inspectorate no. 02-L38/2006; Emergency Health Care Law no. 02-L50/2006; Reproductive Health law no. 02-L76/2006; Law on the Promotion and Protection of Breastfeeding no. 02-L81/2006; Public Health Law no. 02-L78/2007; Blood Transfusion Law no. 02-L101/2007; Diseases Law no. 02-L109/2007; Law for Termination of Pregnancy nr._03-L-110/2008; Health Law amendment nr.03-L-124/2008; the Law on Kosovo Red Cross no. 03/L-179 / 2010; Products and Medical Equipment Supplementation amendment No.. 03/L-188/2010; Tobacco Control Law no. 04/L-156/ 2013; Law on Chambers of Health Professionals. 04/L-150/2013; Health Law no. 04/L-125/2012. An additional Law is being drafted, the Law on Health Insurance.

Current Roles & Mission. The mandate of MH is the development of a sustainable health system that will provide quality healthcare services to all residents with the aim of achieving the European standard. MH's mission is to improve the health status of the population by promoting healthy ways of life and reduce morbidity, as well as providing equal access to quality services and cost - effective health care, which is provided at three levels - Primary, Secondary and Tertiary.

Future Roles & Mission. Role and mission of the Ministry of Health will not change for the 2014-2018 period.

Analysis. The national policy in the MoH is not being effectively implemented. MoH suggests that the Emergency Medical Services (EMS) be organized as professional service line together with traumatology services as part of hospital and university clinical services of Kosovo. Further development of the EMS System in Kosovo should be placed in a global context of the overall health system and health care at all levels, including the public health programs. This approach is necessary as to improve the consistency of EMS System - and sharing of resources among the various programs of the Ministry of Health (MoH) and municipalities (primary level of EMS in Kosovo).

The current system is partly based on municipalities (Main Family Health Centers) and partly in MoH (regional hospitals in secondary and tertiary level). Therefore, the local EMS system - must not only be consistent with other health priorities of the MoH and the level of primary health care but it should also identify possible unifying points and mutual supplements with the existing and future programs at national and municipal level. It is therefore essential to develop the official national policy on this issue and identify the potential providers of such services from health sector and other sectors in central and municipal level. The development of capacities and abilities to effectively manage the emergency situations by providing pre - hospital emergency services will inevitably also require capacity building of admission hospitals, and especially for trauma management. Increasingly, hospitals will receive a significant number of patients with poly- trauma. Therefore, preparation of National Policy for EMS should take into the account the future National Policy for the Trauma Management. Such a policy should include the possibilities for creating a Trauma Center.

Existing laws and regulations that support the development of EMS should be reviewed and adapted with the National Policy for EMS. It is essential to have a national consensus on the role and functions of emergency centers 112, the main family medicine centers of and the EMS model that Kosovo wants to adopt in the future. Dispatching function of each EMS system is an important issue and therefore should be given special attention.

MoH Recommendations

- Develop a National Policy and identify the potential providers of EMS services from health sector and other sectors in central and municipal level;
- Prepare a National Policy for EMS that takes into the account the future National Policy for the Trauma Management. Such a policy should include the possibility of establishing an Emergency Trauma Center;
- Review existing laws and regulations that support the development of EMS and adapt them to the National Policy for EMS;
- Strengthen the Emergency Medical Services in the period up to 2018, particularly in:
 - Provision of medical equipment including ambulance type B in all municipalities of Kosovo (this will cost 4.900.000,00);
- Train health workers working in Emergency Medical Services (this will cost 60 000,00 Euros for the period 2014 - 2018);
- Integrate emergency health services in collaboration with the Ministry of Internal Affairs (the Emergency Management Agency), including purchasing the necessary equipment for the primary health care services (this will cost 1.000.000,00 Euros for the period 2014 - 2018).

7.1.11. Ministry of Infrastructure (MoI)

Legal basis for its authority and responsibilities. Since its establishment, the Ministry of Infrastructure performs its mission under these laws: Law no. 2003/11 on roads as amended by the Law no. 03/L-120, Law no. 02/L-70 on road traffic safety, Law no. 03/L-051 on civil aviation, Law no. 04/L-063 on Kosovo's railways, Law no. 04/L-179 on road transport and Law no. 04/L-183 on the land transport of dangerous goods.

Current roles and mission. The primary mission of the Ministry of Infrastructure is the creation of a safe, qualitative and functional environment for development of transportation systems and human resources to enable qualitative and sustainable services, clean environment, economic growth and international integration.

The overall goal of the Ministry of Infrastructure in the transport sector is:

"To contribute to economic growth through the creation of an efficient, low cost and integrated multi-modal system (road, rail and air) that is safe from the environmental viewpoint."

The Law 04/L-179 *on road transport*, Article 36 says: the Ministry in exceptional circumstances issues a directive for the forced transportation of passengers in certain itineraries and periods.

In the field of railway transport MoI issues laws and regulations, draws policies and offers strategic guidance taking into account EU strategies.

In the field of air transport, MoI is responsible for developing national policies for air transport, issuing implementing regulations related to some of the aspects of the economy of air transport and the organization, carrying out or taking measures for the development of civil aviation in Kosovo and international cooperation in the field of civil aviation. According to the Law on Civil Aviation, the Ministry of Infrastructure and the Civil Aviation Authority (CAA) have the authority to determine the use of airspace for civilian flights by foreign aircraft, which could be applicable in the case of emergencies. Responding to emergencies in aviation within a radius of 8 km from the airport is coordinated by the airport operator under a plan that is approved by the CAA. Response outside this radius is coordinated by the Emergency Management Agency. Civil aviation security is overseen by MIA. Since 1999, the upper airspace over the Republic of Kosovo has been closed but it is planned to reopen in April 2014.

Future roles and mission. Roles and missions of the MoI will remain unchanged in the future and during the period 2014-2018 MoI will not undergo any significant changes. MoI in the future will perform its duties in accordance with the duties and responsibilities established by the legislation in force. In the action plans of the strategic documents that MoI has drawn, it has defined the projects and interest groups that are associated with these projects.

Analysis. MoI has built the legal and human capacities and is ready to act in accordance with the responsibilities that belong to it based on legislation in force. MoI authorities according to the legislation are to regulate the field of transport, namely the creation of policies related to this area as well as the legal basis for this field.

Based on a NATO decision, Kosovo's upper airspace will be opened in April 2014. It will be managed by HungaroControl Ptc.Ltd based on the agreement between NATO and Hungarian authorities. HungaroControl Ptc.Ltd will manage the upper airspace for the next five years. After those five years, it is planned that the Republic of Kosovo will be responsible for managing its own upper airspace.

After reopening of Kosovo's upper airspace for overflights, HungaroControl will be responsible for service provision above Flight Level 205 (6,205 m), while Kosovo's Air Navigation Services Provider PIA "Adem Jashari" will provide services in the airspace below.

The re-opening of the Kosovo airspace must be seen from two perspectives: overflying traffic and arrivals/departures to/from Prishtina. In terms of benefits, it is expected that approximately 28 flights will benefit daily from the opening of Kosovo airspace.

As far as the air navigation services, during the second half of the implementation period of the Agreement on services provision in the upper airspace of Kosovo between HungaroControl and KFOR, Kosovo Air Navigation Services Provider (ANSP) plans to use HungaroControl facilities in Budapest to provide training to Kosovar controllers for en route services. This would be followed by on-the-job training in Budapest and eventually their licensing as area controllers by the Hungarian Aviation Authority and Kosovo Civil Aviation Authority. The cost of the training should be covered by the revenues from service provision in the upper airspace of Kosovo. Subject to agreement between parties, Kosovar air traffic controllers can gradually take over the service provision in the upper airspace of Kosovo, initially from Budapest Area Control Center, and later on from ATC Center in Prishtina, for and on behalf of HungaroControl, under HungaroControl's supervision.

Return of the airspace control to the Republic of Kosovo after the five-year period, will ensure substantial cash flow to the Kosovo ANSP. It is envisaged that by 2019, approximately 1,000 aircraft a day will overflow the upper airspace of Kosovo. With a unit rate of approx. 50 EUR per overflying aircraft, Kosovo ANSP will generate annual revenue of more than 18.000.000.00 Euros.

MoI Recommendation

- Prepare, in cooperation with KFOR and HungaroControl, for the eventual assumption of responsibilities with regards to managing upper airspace (The cost of the training should be covered by the revenues from service provision in the upper airspace of Kosovo).

Chapter 8 - SSSR Main Conclusions and Recommendations

After presentation of the conclusions and recommendations of the Steering Committee and upon approval by the Kosovo Security Council and then the Government of Kosovo, ministries are authorized to begin implementation of recommendations discussed in Chapter 7 of this document. The recommendations in this section are of particular importance and deserve special attention as main recommendations resulting from the SSSR. Upon approval of the Kosovo Security Council and then the Government of Kosovo, the designated lead ministry or organization of each main recommendation should take necessary actions to implement the recommendation.

- Constitutional and legislative revision
 - The Constitution of the Republic of Kosovo and respective legislation should be revised accordingly to reflect on recommendations of the Security Sector Strategic Review.
- National Security Strategy:
 - To facilitate the implementation of the recommendations included in this SSSR, the Kosovo Security Council shall, in coordination with the President of the Republic of Kosovo, direct a review of the existing National Security Strategy and develop a new National Security Strategy for approval by the Government and submitted to the Assembly for final approval.
 - This review and presentation of a new National Security Strategy for approval shall occur NLT end of September 2014.
- National Response Plan:
 - Ministry of Internal Affairs shall lead an inter-agency effort to review, revise, and publish a new National Response Plan. Taking into consideration the recommendations included in the SSSR, this review shall examine, but not be limited to, the following areas as part of a government wide effort to improve Kosovo response capabilities: equipment standardization across ministries; operation centers (e.g. are there too few too many, should the mix be altered,

etc.); exercises (e.g., how many, types—joint, field versus table top--, schedule, etc.); and command and control relationships.

- The review and publication of a new National Response Plan shall occur NLT 2015.
- National Defense Strategy:
 - The Ministry of Defense shall write a National Defense Strategy document and present it to the Kosovo Security Council for review prior to approval by the Kosovo Government. The document will describe how the Ministry of Defense and the Kosovo Armed Forces will support the implementation of national interests and objectives as established in the National Security Strategy. The National Defense Strategy will describe the future security environment as it affects the planning of the Ministry of Defense and the Kosovo Armed Forces. It will describe Armed Forces structure, modernization plans, infrastructure requirements, projected budget requirements and other elements that are relevant for understanding and supporting the establishment of a long-term defense program. In addition, the organizational structure of the Ministry how it operates to implement the Minister's oversight, management, administration, and policy guidance for the future military force shall be articulated.
 - The National Defense Strategy shall be produced NLT end of December 2014
- SSSR Implementation Plan
 - The Office of the Prime Minister shall be responsible for managing, coordinating, and monitoring the development of a master inter-ministerial SSSR Implementation Plan based on the individual ministry implementation plans. The master Implementation Plan will at a minimum identify each directed action/recommendation that has been identified in the SSSR; which Ministry and which office in that Ministry has primary responsibility for each directed action/recommendation; what other departments and agencies, if any, must play a role in the implementation; when the action will be completed.

- The Office of the Prime Minister shall establish an inter-agency working group structure with appropriate sub-committees to assist in the management of the SSSR Implementation Plan.
- Inter-agency working group in close cooperation with OPM coordinates the development of individual ministry action plans to implement recommendations of the SSSR.
- The SSSR Implementation Plan shall be developed and published NLT 2nd Quarter 2014 and revised as required.
- Assembly Committees:
 - Office of the Prime Minister shall work with the Assembly to revise the current oversight responsibilities of the Committee on Internal Affairs, Security and Supervision of the Kosovo Security Force and create two new oversight committees: one that focuses on Ministry of Internal Affairs and the other on the new Ministry of Defense.
 - The Office of the Prime Minister will initiate this recommendation NLT 4th Quarter 2014.
- NATO Working Group
 - The Office of the Prime Minister shall establish an inter-ministerial working group for the primary purpose of developing recommendations, ideas, and actions that the Government of Kosovo can initiate to improve its relationship with NATO to put Kosovo on the path towards participation in NATO's Partnership for Peace program with the ultimate goal of NATO membership. This working group shall be led by the Minister of Defense with senior representatives from each ministry that participated in the SSSR. The working group may form sub-working groups as required.
 - The NATO working group shall be established NLT 3rd Quarter 2014.
- Program on National Security and Defense
 - Based on the recommendation of the Ministry for Kosovo Security Force and the endorsement by the Ministry of Education Science and Technology in this SSSR, Pristina University will establish a defense and security curriculum to educate and

train university students in order to assist in developing future leaders for both the Ministry of Defense and the Kosovo Armed Forces.

- The curriculum shall be developed and ready for implementation NLT 2016.

Annex A - Glossary of Terms

| | |
|--------|---|
| AKRPNS | Agency of Kosovo on Radiation Protection and Nuclear Safety |
| ANSP | Air Navigation Services Provider |
| CAA | Civil Aviation Authority |
| EMA | Emergency Management Agency |
| EMS | Emergency Medical Services |
| EBRD | European Bank for Reconstruction and Development |
| EULEX | European Union Rule of Law Mission in Kosovo |
| EUSR | European Union Special Representative |
| FIU | Financial Intelligence Unit |
| IMCG | Inter-ministerial Coordination Group |
| ICR | International Civilian Representative for Kosovo |
| ISG | International Steering Group for Kosovo |
| ICO | International Civilian Office |
| KAPS | Kosovo Academy for Public Safety |
| KIA | Kosovo Intelligence Agency |
| KSC | Kosovo Security Council |
| MEF | Ministry of Economy and Finance - currently Ministry of Finance |
| MEST | Ministry of Education Science and Technology |
| MESP | Ministry of Environment and Spatial Planning |
| MFA | Ministry of Foreign Affairs |
| MIA | Ministry of Internal Affairs |
| MoF | Ministry of Finance |
| MoH | Ministry of Health |
| MoI | Ministry of Infrastructure |
| MoJ | Ministry of Justice |
| PfP | Partnership for Peace |
| RCC | Regional Cooperation Council |
| SSSR | Strategic Security Sector Review |

| | |
|------|------------------------------|
| TAK | Tax Administration of Kosovo |
| SSSR | Terms of Reference |
| UNKT | United Nations Kosovo Team |