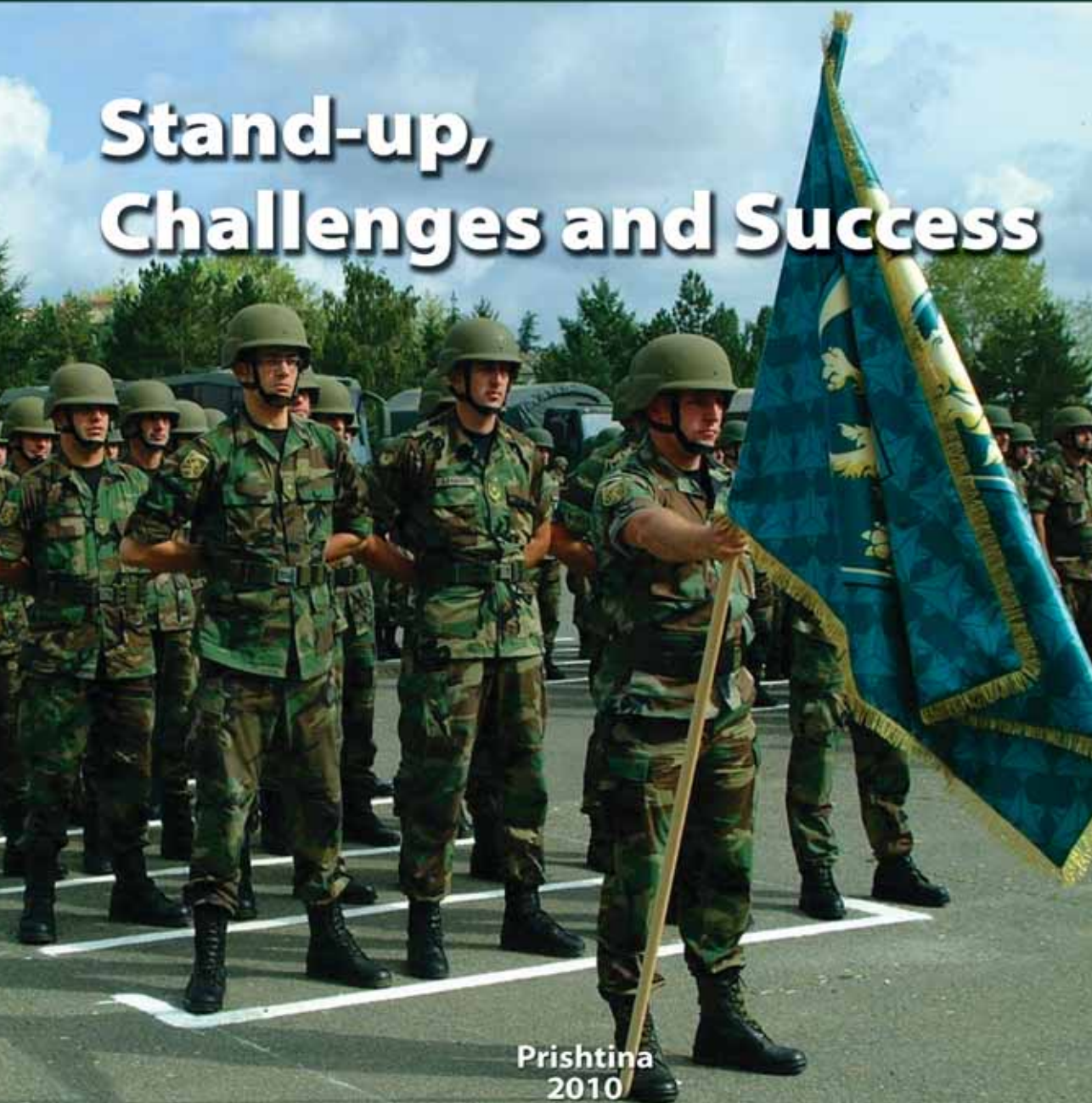




Republika e Kosovës  
Republika Kosova-Republic of Kosovo  
Qeveria - Vlada - Government  
Ministria e Forcës së Sigurisë së Kosovës  
Ministarstvo za Kosovske Snage Bezbednosti  
Ministry for the Kosovo Security Force



# Stand-up, Challenges and Success



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## Content

Minister's foreword: Two Years of Work and Success.....	5
Commander's foreword: KSF – A Professional Force with NATO Standards.....	6
The Missions and Tasks of the MKSF and KSF .....	7
The History of the MKSF .....	8
The Ministry and KSF Structures .....	10
International Cooperation: the Way toward Euro-Atlantic Integration.....	12
The Personnel of the Ministry and KSF .....	13
KSF Training in Line with NATO Standards .....	14
Achieving KSF Initial Operational Capability.....	17
EOD Company with Excellent Results .....	18
The KSF's Successful Missions in Albania .....	19
Cooperation with Citizens Increases the Credibility of KSF.....	20
KSF: An Open Opportunity for All Communities .....	21
High Level of Respecting of Human Rights in MKSF.....	22
Emblems, Ranks and Uniform of the KSF.....	23





**Fehmi Mujota, Minister for the KSF**

## Two Years of Work and Success

The period between the establishment of the Ministry for the Kosovo Security Force (MKSF) until today can be described as a mixture of work, engagements and challenges but now, two years after its establishment, the results and achievements are judged to be evident. As with each new start, the beginning of the MKSF's work was not easy: there was only a small number of staff members, a lack of budget and a lack of necessary working space.

Our work has always been supported by the full co-operation of, and in coordination with, the Government of the Republic of Kosovo, President, Kosovo Assembly and Parliamentary Oversight Commission for the KSF.

During these two years we have had the support of KFOR and NATO. Special assistance was given by NATO Advisory Teams: The NATO Advisory Team in the Ministry (NAT) and KFOR's Military Civilian Advisory Division (MCAD).

Our legislative basis is almost complete and it is derived from the Constitution of the Republic of Kosovo and from the necessary laws, regulations and instruction issued to determine the activities, duties and responsibilities of the Ministry for the KSF.

Today the staff is pretty much complete and the Ministry is structured and functioning according to the model of an integrated ministry, comprised of 60% civilian staff members and 40% of the uniformed staff members. The KSF, one and a half years after its activation, has over 2000 regular members and the selection boards for recruitment of the reserve component have finished. We have paid special attention during the recruitment and selection process to respecting ethnic, cultural, religious and gender diversity.

The Kosovo Security Force has finished its basic training and in September the last year KFOR and NATO have declared it had reached Initial Operational Capability. Now it is working on the achievement of Full Operational Capabilities during 2012. We are determined to create a modern and professional security force, well trained and with equipment and infrastructure according to NATO standards.

During this time, special attention was paid to bilateral cooperation with neighbouring countries, countries of the region and beyond. As of today, memorandums of cooperation have been signed with the Ministries of De-



fense of seven countries and we are working on attaining similar agreements with a lot of other countries.

We are grateful to NATO for the Trust Fund for the stand up of the KSF and to all the other fellow countries which have contributed in this fund or that have directly assisted us with different donations.

Based on our achievements to date, KFOR and the Government, during the last weeks and months, have transferred new responsibilities to the KSF in several areas: demining explosive ordnances and other hazardous materials.

Based on the working plans and our efforts, we hope to fully recruit the staff of the Ministry, 2500 regular KSF members and 800 reservists during 2011, who will then be well trained and equipped and ready to take over new responsibilities. In this way we hope to accomplish our Constitutional and legal obligation towards our institutions and citizens.

**Fehmi Mujota**

*F. Mujota*

***Sylejman Selimi, Lieutenant General, KSF Commander***

# **KSF – A Professional Force with NATO Standards**



**A**fter the establishment of the Ministry for the Kosovo Security Force and the nomination of the KSF Commander, the Kosovo Security Force started functioning on 21st January 2009.

Planning of the stand up of the Kosovo Security Force was initially done through the selection process for all the Kosovo Protection Corps (KPC) members that had applied for the Kosovo Security Force. The process was led by NATO in full coordination with the Ministry for the Kosovo Security Force. I am convinced that we have done a good job by selecting the best of the best. But the organizational structure of the KSF was limited numerically. The selection process for KSF personnel was transparent and equal for all: regardless to their rank, gender or ethnicity. The process of establishment of the KSF was a separate process from that of the KPC dissolution. It is satisfactory that this extremely difficult process was finished in a very professional manner.

During the process of establishing the KSF, we have also developed priorities based on the development of the necessary doctrine for the basic functioning and command and control of the KSF. Based on the current legislation and the basic regulations for the establishment and function of the KSF, we drafted the KSF Strategy. This strategy was approved as a draft by the Kosovo Security Council and was used as a bases for the drafting the Kosovo Security Strategy.

Good cooperation and coordination with NATO and KFOR experts at all levels were, and they will remain, one of the key factors in the achievement of Initial Operational Capability by the KSF. Thanks to this cooperation and with great support from the Government of Kosovo, we have successfully fulfilled our logistic needs for the normal operation of the KSF. Considerable work in all directions, beside the development of KSF doctrine, is taking place. We have also chosen weapons and equipment so that it is to the same standard as NATO member countries. Special focus was dedicated, during this period, to developing a functional chain of command between units, especially between COMKSF and Land Forces Command. Based on the readiness, commitment and professionalism of the KSF members, we are convinced that the tasks and challenges we have ahead are going to be successfully overcome. The declaration of Initial Operational Capability last year encouraged us to continue our accomplishment of tasks and to cause further progress and greater advanced developments in the KSF. We demonstrated a high level of skills in field exercises “Dynamic Appearance 2010”, “Agile Lion 2” and “Agile Lion 3” proving that the KSF has developed professionally and can accomplish its mission and achieve Full Operational Capability.

**Sylejman Selimi, Lieutenant General**

A handwritten signature in black ink, appearing to read 'Sylejman Selimi', with a stylized flourish at the end.



# The Missions and Tasks of the MKSF and KSF

Kosovo, after the declaration of independence on 17th February 2008, established new institutions, including the Ministry for the Kosovo Security Force (MKSF) and Kosovo Security Force (KSF).

The Constitution of the Republic of Kosovo entered into force on 15th June 2008 and also the Law on the Ministry for Kosovo Security Force, the Law on the Kosovo Security Force and the Law on Service in the Kosovo security Force have been enacted.

Pursuant to Article 126 of the Constitution of the Republic of Kosovo, the Kosovo Security Force will serve as a national security force for the Republic of Kosovo and can deploy its members for missions abroad in accordance with its national responsibilities. The Kosovo Security Force shall protect the population and all communities of the Republic of Kosovo, based on the competencies provided by the law. The President of the Republic of Kosovo is the Commander in Chief of the Kosovo Security Force, which will always be under control of the civilian authorities that have been elected in a democratic way. The MKSF is an inte-

grated Ministry (civilian and uniformed staff members within the organization) based on the example of several similar ministries in NATO member countries.

## Ministry for the Kosovo Security Force: Mission

The Ministry for the Kosovo Security Force is responsible for the civilian oversight of the Kosovo Security Force including management and administration. It is staffed by a mixture of civilian and KSF members, and through the Prime Minister they are accountable to the Kosovo Assembly.

The MKSF, which is also the KSF Main Headquarters, has the mission to create, implement, assess and develop KSF policies and activities within the legal framework and in accordance to the Constitution of the Republic of Kosovo.

## Kosovo Security Force: Mission

The Kosovo Security Force is a new, professional, multiethnic force, lightly armed and uniformed under civilian-democratic control.

The KSF mission is to conduct rapid reaction operations and to assist civilian authorities by responding to natural catastrophes and other emergencies.

KSF tasks include: search and rescue operations, EOD, control and clearance of the dangerous or hazardous material, fire-fighting and other tasks of humanitarian aid. The KSF shall protect all Kosovo citizens.



# The History of the MKSF

**4 August 2008**

**The Minister for the KSF was nominated:** The Prime Minister of the Republic of Kosovo, Mr. Hashim Thaqi, nominated Mr. Fehmi Mujota as the Minister for the Kosovo Security Force.



**20 December 2008**

**The KSF Commander was nominated:** The President of the Republic of Kosovo, Mr. Fatmir Sejdiu, appointed Lieutenant General Sylejman Selimi as the Commander of the Kosovo Security Force.

21 January 2009 KSF stood up: On 19th of January 2009, based on the legal competencies, according to the Law on the Ministry for the KSF and the Law on the Kosovo Security Force, the KSF Minister Mr. Fehmi Mujota mandated the KSF Commander Lieutenant General Sylejman Selimi, to activate the KSF. Kosovo Security Force officially started its work on 21st of January 2009 at 00:01hrs and this date is also considered as the date of KSF establishment. The standing up of the KSF is a historical act and marked a new reality in Kosovo.

**2 February 2009**

**The first contingent of KSF started training:** At the Kosovo Center for Public Safety, Education and Development, in Vushtrri, the training of the first Contingent of the KSF started.

**27 April 2009**

**Certification of the first generation of the KSF officers:** At the KSF Doctrine and Training Command in Prishtina, 44 senior officers were solemnly certificated in the ranks of Lieutenant Colonels and Majors. Their training had lasted 5 weeks and was led by KFOR officers.

**24 June 2009**

**Oath of the first recruits of the KSF from civil society:** The solemn oath of the first generation of 106 KSF recruits from civil society was made after the basic training. On this occasion they were issued certificates for accomplishment of the basic course.

**7 July 2009**

**Certificates of decree were issued to the KSF Generals:** Minister for the KSF, Mr. Fehmi Mujota, issued to the KSF Generals the certificates of decree from the President of the Republic of Kosovo, Mr. Fatmir Sejdiu. Certificates were issued to: Major General Rrahman Rama, Deputy Commander of KSF and Commander of Land Forces Command, Major General Kadri Kastrati, Director for Operations, Brigadier General Nazmi Brahimaj, Commander of the Rapid Reaction Brigade, Brigadier General Zymer Halimi, Head of the Operation and



Training Department, Brigadier General Imri Ilazi, Commander of the Operational Support Brigade, Brigadier General Enver Cikaqi, Commander of Doctrine and Training Command.



**7 August 2009**

**The first generation of the KSF cadets has graduated:** At the KSF Center for University Studies, the first generation of the KSF cadets has graduated. Minister of the KSF, Mr. Fehmi Mujota, KSF Commander, Lieutenant General Sylejman Selimi and other senior KSF officer participated in the graduation ceremony.

**3 - 5 September 2009**

**Exercise “Agile Lion-1” was held:** At the KSF National Training Center in Ferizaj, Exercise “Agile Lion 1” was conducted. The exercise was planned, organized, supervised and assessed by KFOR experts, with the objective of demonstrating the level of readiness and training of KSF members. The main elements of the exercise were demonstrated in the presence of a significant number of senior state personalities, KFOR Commander and KSF Generals as well as the media. The main elements of the exercise were: search and rescue, demining, firefighting and exercises with hazardous materials. The level of organization and commitment of the KSF members during the exercise was very high. The joint assessment of the exercise was that it was successful.

**15 September 2009**

**Declaration of Initial Operational Capability:** Exercise “Agile Lion 1” was assessed by NATO as a significant achievement. Partly based on the results of this exercise and the positive assessment, KFOR initiated the process of declaring that the KSF had achieved Initial Operational Capability. NATO declared that KSF has achieved Initial Operational Capability based on the success of exercise “Agile Lion 1”, the professionalism of KSF as well as eight months of training.



**12 July 2010**

**KSF starts de-mining action:** KSF EOD Unit began its first humanitarian de-mining action, which means the disposal of unexploded ordnances that presents a hazard to the civilian population. With a symbolic controlled detonation by the Minister for the KSF, the EOD Unit started its performance in the premises around houses of village Milaj. This is an important activity since the company is certified and trained in line with international standards and it is the first time that this unit had taken over the responsibilities for de-mining and EOD (Explosive Ordnance Disposal) activities. The KSF de-mining units started their work at a total of six locations of Kosovo.

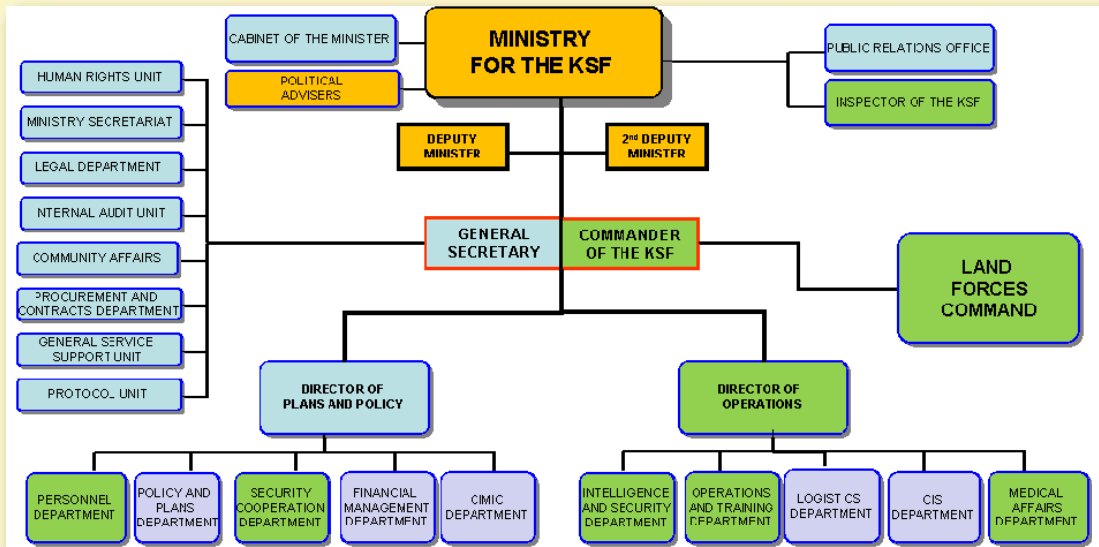
**15 September 2010**

**The first recruitment campaign of KSF Reserve Component:** The Ministry for the Kosovo Security Force conducted the first recruitment campaign for its Reserve Component.

**10-11 November 2010**

**Field Exercise “Agile Lion 3”:** The largest field exercise “Agile Lion 3” took place in November 2010 and 850 members from different institutions were involved. The purpose of this exercise was to prove the reaction abilities of the KSF during crisis and natural disasters as well as to demonstrate coordination abilities of inter-institutional actions at the state level.

# The MKSF and KSF Structures



## MKSF Structure

The Ministry for the Kosovo Security Force is an integrated ministry which is composed of civil servants and KSF personnel.

**KSF Minister:** The Ministry for the KSF is led by the Minister, who is responsible for overall control and administration of MKSF. He is also member of Kosovo Security Council (KSC). The Minister has two deputies and up to six political advisors, who can get specific tasks delegated by minister. Except the Minister's Cabinet, Public Relations Office and KSF Inspectorate, which directly report to the Minister, other departments of the Ministry work through the General Secretary and KSF Commander.

**KSF Commander:** The Commander is subordinated to the Minister and exercises full command over the KSF, including the reserve component. The KSF Commander is the key advisor to the President and Prime Minister of Kosovo, Kosovo Security Council and KSF Minister for the issues related to the KSF. He is also a member of the Kosovo Security Council.

**General Secretary:** The General Secretary is the highest civil servant in MKSF and reports directly to the KSF Minister. They must be politically impartial

and responsible for the overall management and administration of the Ministry. They are also responsible for the efficient management of resources, including daily activities, as well as the drafting and implementing long-term policies, plans and programmes. The General Secretary cooperates with KSF Commander and is responsible for the recruitment of civil personnel.

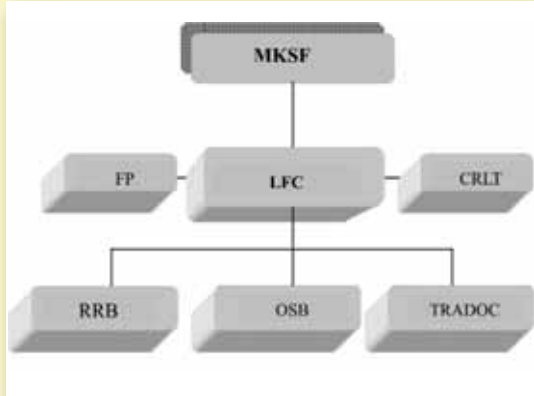
**Directorate of Policy and Plans:** The Directorate of Policy and Plans is responsible for the development of policies and plans for MKSF and KSF. There are five departments which directly work under the Director of Policy and Plans. These are the Departments of Personnel, Policy and Plans, Security Cooperation, Finance Management and Civilian – Military Cooperation (CIMIC).

**Directorate of Operations:** The Directorate of Operations is responsible for planning and conducting KSF operations, such as logistics, communications and the development of doctrines and operational concepts. The Director of Operations has five subordinate departments. These are Departments of Intelligence and Security, Operations and Training, Logistics, Communication and Information Systems (CIS) and Medical Affairs.

## KSF structure

### Land Forces Command (LFC)

The Land Forces Command controls, commands, recruits, trains, equips and maintains its subordinate units within territory of Kosovo and abroad. Land



Forces Command, through the Ministry for the KSF, provides forces in order to support its mission in close cooperation with other institutions in Kosovo as directed. It coordinates all the capacities, resources and activities of the Operational Support Brigade, the Rapid Reaction Brigade and the Training and Doctrine Command.

### Operational Support Brigade (OSB)

The Operational Support Brigade provides civil protection, logistics and engineering capacities, as well as support services for other units of KSF. The OSB is able to activate units to respond to any crisis and provides support to the civilian authorities in Kosovo, as well as joint operations abroad.

### Rapid Reaction Brigade (RRB)

The Rapid Reaction Brigade enables, trains, equips, maintains and commands its subordinate battalions, such as crisis re-

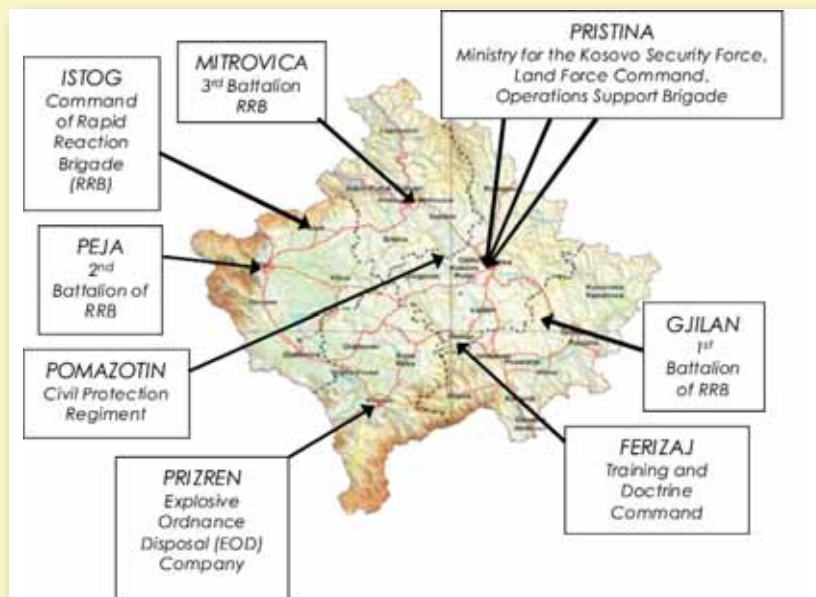
sponse units, as well as supports and increase basic capacities of KSF. It also supports civilian authorities in Kosovo for joint operations abroad.

### Training and Doctrine Command (TRADOC)

TRADOC is responsible to conduct basic, specialized, leading and collective training for active and reserve personnel of KSF. TRADOC, in cooperation and coordination with the Ministry for the KSF, develops doctrine, documents and basic and final regulations, as well as maintains the Archive of Doctrine and other publications.

### Infrastructure (The KSF Barracks)

Currently, KSF is based in nine locations (barracks) across the whole of Kosovo. Most of these barracks needed to be reconstructed or repaired and there is a need to construct new barracks as well. Some of the renovation and construction projects are funded by the NATO Trust Fund and implemented by local contractors. All important construction will be completed during 2012. The Ministry for the KSF is funding some infrastructure projects, which will increase capabilities of the KSF in order to accomplish their mission.





# International Cooperation: The Way toward Euro-Atlantic Integration

Integration into Euro-Atlantic structures is one of the key objectives of Kosovo and the MKSF as well. In order to reach this crucial objective, the Ministry is closely cooperating with NATO member countries and KFOR. The main purpose of this international cooperation is to enable Kosovo and the KSF to participate in regional and international security organizations. The financial, training and advisory support of NATO and other countries is very important for the stand-up and development of MKSF and KSF. The MKSF aims to establish the KSF in line with NATO's standards, therefore, the continuous support and cooperation are very crucial.



## Advisory support by NATO and KFOR

During the initial establishment of the MKSF and KSF, and in their latter development as well, an important contribution is provided by the NATO and KFOR advisory teams, which are called the NATO Advisory Team (NAT) and their partner from KFOR, the Military-Civilian Advisory Division (MCAD). The NAT supports the Ministry, so that it can exercise efficient civilian control and management over the KSF, create strategies and policies for the KSF, develop a planning, programming, budgeting and implementation system, act in the international environment as a force for peace and security in the region, as well as sign memorandums of understanding. The MCAD supports the stand-up of the KSF within its responsibilities and provides mentoring and training for the KSF personnel and units.

## Donations from KFOR member countries

NATO Trust Fund was established in 2008 to support the stand-up of the KSF. Funds donated are used

to meet the requirements for basic training and capabilities which were necessary to achieve Full Operational Capability of the KSF. This support has included funding the medical screening of the KSF recruits, clothing, training equipment, manuals, firefighting equipment, search and rescue equipment, personal equipment as well as projects related to medicine and infrastructure. The KSF has, so far, received around €7 million in financial donations. The KSF has received donations from countries such as Albania, Czech Republic, Denmark, Finland, Hungary, Italy, Luxembourg, The Netherlands, Slovenia, Sweden, Turkey and USA. The Trust Fund has also been a mechanism through which a considerable number and important donated equipment could be given to the KSF.

## Signing Memorandums of Understanding (MOUs)

As part of its work the Ministry for the Kosovo Security Force has developed its relations with regional and NATO member countries. The MKSF has signed MOUs with Defense Ministries of the following countries:

The United Kingdom of Great Britain and Northern Ireland – May 29, 2009;  
The Republic of Lithuania – November 30, 2009;  
The Kingdom of the Netherlands – December 23, 2009;  
The Republic of Turkey – December 24, 2009;  
The Republic of Albania – February 16, 2010;  
The Republic of Macedonia – April 14, 2010;  
The Republic of Montenegro – November 3, 2010.

Currently, the MKSF is in the final phase of discussions of signing such MOUs with many other countries as well.

## Bilateral trainings in Kosovo and abroad

In order to achieve a high level of professionalism within the Ministry and the KSF, the MKSF has paid particular attention to the training of personnel abroad, as well as inviting mobile training teams to Kosovo. Since the establishment of the Kosovo Security Force around 90 courses have been provided from different countries, such as the United States, the United Kingdom, Albania, Turkey, the Netherlands, Lithuania and Japan.

# The Personnel of the Ministry and KSF

Personnel of the Ministry and KSF					
Units		Personnel	Male	Female	Minorities
<b>MKSF</b>	<b>Civ</b>	108	74	34	7
	<b>Unif</b>	55	53	2	0
<b>LFC</b>		223	205	18	12
<b>RRB</b>		981	929	52	99
<b>OSB</b>		711	690	21	47
<b>TRADOC</b>		177	170	7	13
<b>Total Uniformed</b>		<b>2147</b>	<b>2047</b>	<b>100</b>	<b>171</b>
<b>%</b>		<b>100%</b>	<b>95%</b>	<b>5%</b>	<b>8%</b>

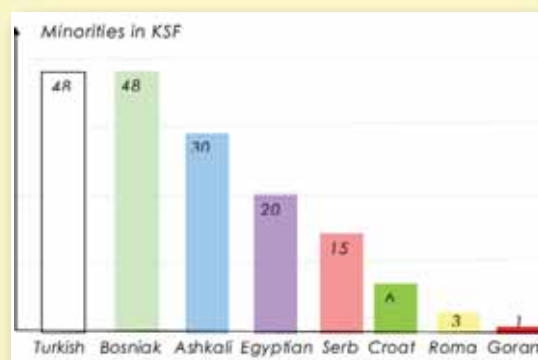
According to the law, the Kosovo Security Force is foreseen to have up to 2500 uniformed active members and 800 reservists. 1400 officers and soldiers were recruited from the former Kosovo Protection Corps, with the other part recruited directly from the civil society. The recruitment policies have always respected the criteria of selection boards – by selecting the best and most proficient applicants. A Selection Board has already selected the first contingent of the reservists.

Currently, a total of 2304 civilian and uniformed members are employed in MKSF and KSF. The KSF has in total 2147 uniformed members, whereas 15% of them are officers. More details on the current picture of the MKSF and KSF personnel are showed in the table.

The MKSF is an integrated ministry, which means that there are both civilian and uniformed staffs working together into its sectors. Civil servants make up the majority of staff within MKSF, while members of the KSF are 40%, who are engaged in specific tasks in accordance with the posting rotation.

Civilian and uniformed staff recruitment policies

are based on NATO's standards and criteria. NATO Advisory Team's members, who are working in the Ministry, have always been part of the interview boards of civilian staff recruitment. This was done just in order to meet and respect the criteria of professionalism and transparency required by the law. Regarding the recruitment policies, the Ministry has



respected the criteria of equality and the right of all citizens to compete regardless of ethnicity, race and gender by aiming to have as large as possible number of members from minority communities in order to have the representation of the ethnical diversity of

# KSF Training in Line with NATO Standards

Kosovo.

The accomplishment of the main objectives of the KSF – the achievement of Full Operational Capability and meeting NATO standards - requires intensive, continuous and high-quality training and exercises. The objectives of the exercises, which must be achieved, vary over time and depend on the mission but the techniques of accomplishment, exercise and assessment is covered in the motto: train, evaluate and retrain, by ensuring the continuation of process of self-development. The aim of the exercises is to generate motivated, disciplined and trained personnel who can act individually and in teams as well as having excellent psycho-physical skills in order to meet the requirements and qualities that characterize the KSF member. The target results of the exercises are achieved through the implementation of institutional programmes organized within timeframes, stages and modules in the training institutions, units and sub-units.

The training system is based in two main development pillars. Individual training includes basic and advanced training and is carried out according to the NATO standards and criteria. Collective training includes reinforcing individual and collective training of the unit. All integral elements of operational, operational support and operational service support units participate in this type of training.

## Training and Doctrine Command

At the beginning of 2009, which is also the year in which the KSF was established, all members required basic training. The establishment of the Training and Doctrine Command (TRADOC), which is located in the KSF barrack in Ferizaj, was another big and important step for completing the KSF infrastructure. TRADOC, in cooperation with NATO Training Teams in MCAD, conducted training and professional education programmes to develop a professional, apolitical and multiethnic force capable of meeting the training and education criteria stipulated by NATO.

Three centers operate within TRADOC: the Basic Training Center, the Specialist Training Center and the Professional Leadership Training Center. Within the scope of continuous building the professionalism of TRADOC, significant and key successes were the certification of KSF trainers and the handover of responsibilities from international trainers to the KSF instructors. Up to now, three courses of people recruited from the civil society have finished the basic training at TRADOC.





## University Study Center

University Study Center (USC) was founded in June 2005. The primary purposes of this center were to educate and train young generations in the field of leadership and military sciences, so that these young people could be the leaders in the future.

It is also worthy pointing out the support of the American University in Kosovo, the University of Business and Technology, as well as the University “Dardania”, which have provided support to the cadets for bachelor studies.

In the first year, 12 cadets joined the programme. Today, there are 47 cadets on the programme and 2 generations have graduated. From many applicants, 8 new students were admitted to the sixth generation - 2010. The programme is based on the US programme for education and training of officers. This is a four-year program, where every cadet is obliged to attend a university programme at any civilian university and the military science element is conducted at the University Study Center.

Cadets are educated and trained to be mentally alert, physically strong and morally straight. So, the whole cadet training program is designed to train more junior cadets and learn from experience so that they can be very successful upon graduating as second lieutenants.

Most of the cadets of the first generation, who have graduated at USC in 2009, have continued their studies in different military specialist fields in the



USA and Great Britain.

## KSF Exercises

The exercises are the best way to prove the level of preparations for real situations and to show the commitment, discipline, order and dynamic progress as



evidenced by the KSF meeting its declared objective – the achievement of Initial Operational Capability (IOC). This achievement was demonstrated, through the field exercise “Agile Lion 1”, in September 2009.

In 2010 important progress was shown in the fields of individual, basic, specialist and collective training. Through the Command Post Exercise, held in late June by LFC, code named “Agile Lion 2”, the progress was noticeably high as, for the first time, the planning, organization, leadership and accomplishment were all conducted by KSF itself.

In November 2010, “Agile Lion 3” was the largest field exercise held so far, with 850 people involved in it. The aim of this exercise was to prove the KSF’s reaction skills during crisis and natural disasters as well as to demonstrate the coordination skills of inter-institutional actions at state level. The field exercise was conducted with other ministries and agencies such as: the Secretariat of Kosovo Security Council, the Government Situations Center, The Ministries of Internal Affairs, Health and Local Governance as well as Prishtina International Air-

port, the Kosovo Red Cross and three municipalities: Podujeva, Lypjan and Istog.

The exercise was assessed as successful and also proved the high level of preparation and readiness of KSF to intervene in emergent situation in coordination with other security institutions to the benefit of Kosovo’s citizens.

### **KSF members are being trained to use weapons**

Based on the adequate training plans and programs, as well as relevant approved documents, members of the KSF conducted training with light weapons. At the beginning of October 2010, the basic training for weapons started for all members of the KSF. The training was carried out by KSF instructors who were previously certified by the instructors of HECKLER&KOCH and GLOCK companies. KSF members attending the training at TRADOC in Ferizaj use NATO standard weapons - GLOCK pistols and HECKLER&KOCH weapons.



# Achieving KSF Initial Operational Capability

Based on the mission stipulated by the law, the Kosovo Security Force is obliged to be prepared to, and increase its capabilities to, conduct operations within the territory of Kosovo, and if required, to be deployed and conduct operations abroad as well. Achievement of Full Operational Capability (FOC) anticipate the stand-up of KSF with personnel and equipping units with adequate equipment (including weapons), as well as well-trained personnel so that they can carry out the basic tasks of the mission.

KSF will achieve Full Operational Capability with manning levels of up to 2500 active members and 800 reservists. The MKSF, KSF and Commanders of KSF's units and commands have been tasked to achieve Initial Operational Capability (IOC) in line with criteria agreed for the achievement of FOC within a certain period of time. Within these two years, all commands and units of KSF have to conduct operational capabilities in crisis response in several specialized fields.

The MKSF has enabled the development and implementation of policy as well as the operational and training doctrine for the KSF at the strategic level. It has also prepared and developed the necessary documents required for achieving KSF operational capabilities.

Since January 2009, KSF has conducted three field exercises in order to test its operational capabilities. These field exercises were as follows: "Dynamic Ap-



pearance 2010", "Agile Lion 2", and "Agile Lion 3". The field exercises were assessed as very professional, meanwhile the coordination skills of inter-institutional actions at state level were proved as well.

## Areas in which the IOC of KSF are achieved:

Over 90% of areas in which KSF has achieved IOC are in crisis response. Full levels of operational capabilities are considered to be achieved in the areas as follows:

- Demining – EOD
- Search and Rescue
- Firefighting
- Medical field
- Hazardous chemical-biological materials

These capabilities enable KSF to conduct efficient humanitarian operations. After the achievement of Initial Operational Capability, KSF units have carried out real operations as follows:

- Operation for providing assistance to the people of Shkodra region during the flooding in Albania.
- Search and rescue operation for a dead person in the river, village Zajm in Klina.
- Search and rescue operation for a missing child from Albania in Dragash.
- Operation for identifying a suspect radioactive suitcase in Prishtina International Airport.
- Search and rescue operation for a person in the Badovc Lake, Prishtina.
- Operation for verifying hazardous materials in the industrial building and companies suspected to have hazardous materials.
- Operation to disposal of hazardous chemical materials from RTK warehouses.





## *Demining and Explosive Ordnance Disposal*

# EOD Company with Excellent Results

The clearance and disposal of mines and explosive ordnances, in order to enable a safe movement of all citizens of Kosovo, is one of the main objectives of the KSF. Despite the fact that local and international organizations have conducted demining activities during the postwar period, there are still areas that have not been cleaned and are very dangerous to the life of Kosovo's citizens.

The EOD Company of the Civil Protection Regiment of KSF, which is professionally trained and well-equipped with technical equipment, commenced its humanitarian demining activity and disposal of explosive ordnances (EOD is a joint responsibility with KFOR) in 2010. For this purpose, there is the Mine Action Center within the MKSF, which is responsible to oversee and coordinate clearance of all mines and unexploded ordnances in Kosovo, including Assurance Quality and Mine Risk Education. The EOD Company is comprised of four teams (each team has 25 members). All teams are trained for humanitarian demining and clearance of battlefields. Additionally, there is also a platoon that is trained for the duties and responsibilities of EOD Response.

The platoons of the EOD Company, which are trained for humanitarian demining, have conducted demining operations from 12th July 2010 to 15th November 2010. The KSF demining teams have operated in the following locations: Milaj, Ferizaj, Belincë, Harilaç, Vermicë and Koshare. Within all these locations, they have cleaned around 113.235

square meters, as well as detected and destroyed 243 various unexploded ordnances.

The EOD Response Platoon operates according to the joint action procedures approved by KFOR and MKSF. This platoon started to work on 30th August 2010 and is still doing so in order to operate when needed. The EOD Response teams are located in two KSF barracks – in Prizren and Pomazotin. Currently, KSF is conducting these kinds of duties in cooperation with KFOR and, in the future, the intention is for the KSF to take over the responder role for EOD incidents from KFOR.



*The first KSF mission abroad*

# The KSF's Successful Missions in Albania

**D**ue to the continuous deterioration of the situation in the areas flooded by water in Northern Albania, in early January 2010, the Republic of Albania declared emergent situation and officially requested humanitarian emergent assistance from the Government of Kosovo.



Expressing his full readiness to act, the Minister for the KSF, in coordination with state authorities and KFOR, authorized the KSF Commander to mobilize the Search and Rescue Unit (which is within Civil Protection Regiment and part of Operational Support Brigade) to support the authorities in Albania. The KSF Unit, equipped with necessary equipment, has travelled to Albanian on 5th January 2010. Since the declaration of Initial Operational Capabilities, this was the first time that KSF has been engaged in a humanitarian mission abroad.

On the occasion of the signing of the Memorandum of Understanding between the Defense Ministry of Albanian and Ministry for the Kosovo Security Force on 16th February 2010, the Minister of Defense of the Republic of Albania, Mr. Arben Imami, awarded the KSF Search and Rescue Unit and its Commander Ejup Maqedonci with the decoration "Medal for Outstanding Services" for the great contribution and successful completion of the KSF's mission in Albania. The KSF mission to Albania has reflected very well on the KSF and it was also highly assessed by official international authorities. It was considered to be a successful and very significant mission for future engagements of the KSF in other humanitarian missions at international level.

**KSF again in Shkodra, Albania:** The Government of Albania, on 2nd December 2010, again requested assistance from the Government of the Republic of Kosovo through the Ministry for the Kosovo Security Force, in order to assist in coping with the situation created after the flooding.

A Search and Rescue Unit, comprising of 59 members, including medical personnel and Force Police, has travelled to Shkodra in order to support the population of flooded areas. The KSF troops have operated in villages Dajç and Trush, municipality of Bërdica in Shkodra.

A second contingent included 15 trucks, two KSF ambulances and three ambulances of the Kosovo Health Federation Syndicate. The total number of KSF troops who were deployed in Albania was 109, equipped with necessary equipment needed for emergent situations. Thirty-one vehicle and six medical teams operated on the ground. They have evacuated 1536 inhabitants as well as transported and distributed a lot of food supplies.

The KSF Unit has made an outstanding performance and was highly assessed by the local inhabitants. The KSF mission in Shkodra was completed after 17 days, and returned on 19th December 2010.



# Cooperation with Citizens Increases the Credibility of KSF

The proper functioning of the KSF is tightly connected to establishing good relations with the citizens because its mission is to be close to the citizen's needs, especially in emergencies, in order to fulfill this mission there is always the need for citizens to be ready to cooperate.

The mission of Civilian-Military (CIMIC) Department is to coordinate activities between KSF and civilian authorities including the civil population, government and non government organizations, national and international agencies, with the aim to respond to different crises in Kosovo. A CIMIC Unit also exists in Land Forces Command.

## Cooperation with Institutions and NGO's

The CIMIC Department's main objective is to coordinate activities between the KSF and civil actors. The MKSF has been working in preparation of memorandums of cooperation that were signed between the MKSF and the Ministries of Communities and Returns, Education, Science and Technology and Justice, as well as with public institutions such as: Kosovo Railways, KEK and the Sport Federation of Kosovo. The MKSF has also signed several memorandums for cooperation with private universities and Public University of Prishtina. MKSF has continuous cooperation with the Kosovo Agency against Corruption and with Governmental Commission for Missing Persons.



## Projects accomplishment

Several projects have been accomplished such as:

-In Istog municipality, in the villages of Dragolevc, Zallq, Sërbobran, the Serbian community was assisted through work on road construction, a water supply system, electricity connections, building cleaning as well as regular medical visits to all the inhabitants of these areas.

-In Prishtina and Gjilan municipalities, in cooperation with NGO "Help the Orphan Children" a building for orphan children was constructed, as well as organizing a session for voluntary blood donation.

-In Shtime municipality, the KSF had decontaminated the drinking water in one part of the town.

-In Raushiq village of Peja municipality, in cooperation with US Embassy, Municipal Assembly and "ICI-TAP" a sidewalk for school children was constructed.

-In the village Zhilivodë of Vushtrri municipality in cooperation with KFOR, EULEX and Government Office for Missing persons, initial work on a suspected massive grave was conducted.

-In Lipjan municipality part of the river Janjeva was cleaned of garbage.





# KSF: An Open Opportunity for All Communities

The Office of Community Affairs (OCA) has the primary mission of tracking all issues dealing with members of the KSF and MKSF from all communities. This office follows up and promotes equality of all members of the KSF/MKSF, regardless of their ethnic origin, in accordance with laws, regulations and guidelines.

The task of OCA is to contribute in the implementation of laws and regulations of the KSF, in promoting a high

In the recruitment campaign for the KSF, the Department has been engaged in informing citizens in the municipalities where the majority of the population are from minority communities such as Gjilan, Viti, Ranilluk, Novo-brdo, Partesh, Klokot, Kamenica and Strpce. During meetings with local leaders, the good relations were established for continuous cooperation with the KSF. As a result of working with all communities MKSF has conducted a suc-



standard of respect for the rights of all members from all minority communities. Affirmation of minority rights within the KSF is a good basis for the individual and collective success of units of the KSF. In order to achieve a more effective treatment of this issue by MKSF, the post of second deputy minister is reserved for minority communities. Currently the post of deputy minister is held by Mr. Vladimir Todorovic, under the mandate of the Minister for the KSF, Mr. Fehmi Mujota.

In order to include a large number of minorities in the KSF, there were a series of activities designed to increase the awareness of the importance of equal opportunities. For example, in January 2010 a seminar was organized "On the recruitment of minorities and gender issues in MKSF". The seminar was organized by the Office of Community Affairs of MKSF, and was supported by the Norwegian Ministry of Defense.

cessful recruitment campaign in which the number of minorities in the KSF has increased significantly. In the last KSF recruitment campaign the number of successful applicants from minority communities has doubled compared to the past. This increase has reflected the increase in the percentage of representation of the minority communities in the KSF from 6% in 2009 to 8% in 2010.

KSF units are engaged in construction of infrastructure for the Serbian returnees such as: clearance of the ruins, road openings, road constructions, and the opening of the water supply ditches in the villages of Zallq, Dragojevc and Muzhevina of Istog.

Finally, KSF is fully engaged to be a good example of a professional and multiethnic institution, in which the promotion and affirmation of equality and multi ethnicity is a basis for success as well as its mission and its ambitions for the future.

# High Level of Respecting of Human Rights in MKSF

The Ministry for the Kosovo Security Force has paid a special attention to respecting human rights, communities and gender equality. The MKSF is tasked to ensure that the executive functions of the Ministry and KSF are in accordance with the international and national laws for the protection of human rights. This is the reason why the Human Rights Unit (HRU) was established. This unit over-

**“Only by protecting human rights and freedom of the others, you are protecting your human rights and freedom”**

sees, provides advice and, when necessary, instructs and makes recommendations to decision makers within MKSF and KSF on respecting human rights.

The MKSF Human Rights Unit, in cooperation with Ombudsperson, has organized a lecture “International Humanitarian Law (IHL)” as a part of International Law training. The MKSF made great progress in implementing its policies for community issues in accordance to national and international standards for human rights.

The official MKSF web page is in three languages: in Albanian, Serbian and English. In MKSF and KSF premises, civilian servants and KSF members are free to use their own mother tongues while communicating. All manifestations are done and all the documents are published in official languages (Albanian and Serbian).

## Gender equality issues

In the field of women rights, the HRU continues to monitor the implementation of the Law on Gender Equality and the Law against Discrimination, based on age, gender, religion and beliefs, language and discrimination on racial, ethnical and national origin. At the end of October 2010, a three days seminar was held on the subject: “Human Rights and Gender Equality”. The seminar was organized by MKSF, in coordination and with the support of the Folke Bernadotte Academy from Sweden and with the financial support from

the Norwegian Defense Ministry. This seminar and other seminars that will be held in the beginning of 2011 are designed to help prepare policies and plans in the area of Human Rights and Gender equality and the achievement of the necessary standards in this field. The HRU has taken part in trainings, seminars and round tables, which have served in the wellbeing of the activities and advancement of human rights and gender equality. Also within human rights promotion, this unit has organized different activities on the occasions of marking important dates for human rights, such as: 1st June - International Day for Children Rights, Girls Day, 25th November - International Day for Eliminating Violence against Women, 10th December - International Day for Human Rights as well as distributing leaflets in MKSF and KSF for promotion of the Law Against Discrimination.

## Increase of transparency in MKSF

In order to increase the transparency in KSF, HRU is part of the selection commissions for selecting candidates for both the short list and selection of the candidates according to the procedures in force for the civil servants. This unit also participates in the selection procedure of the new recruits for the KSF.



# Emblems, Ranks and Uniform of the KSF

The Kosovo Security Force has its symbols, ranks and uniforms. These were selected and designed exclusively for the KSF, by national and international military experts on 12th December 2008.

Emblems and ranks are worn on camouflaged uniforms, which are green and were donated by the United States of America and include a black beret. Article 15 of the Law on the Kosovo Security Force creates 9 ranks for KSF officers and 6 ranks for non-commissioned officers. The officer ranks

are: Lieutenant General, Major General, Brigadier General, Colonel, Lieutenant Colonel, Major, Lieutenant and Second Lieutenant. The other ranks are: Sergeant Major Class 1, Sergeant Major, Staff Sergeant, Sergeant, Corporal and Private.

KSF as a uniformed and professional force is also assessed by the way that its members wear their uniforms and ranks. A proper appearance in uniform is required by all the members of the KSF. This contributes in building a force with efficiency and dignity.





