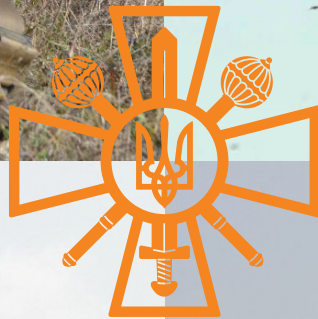




TOWARDS **NEW** ARMED FORCES OF UKRAINE

OVERVIEW OF DEFENCE REFORMS IN UKRAINE 2016



The 6th of December

IS THE NATIONAL ARMED FORCES DAY.
SALUTE TO OUR SOLDIERS FOR COURAGEOUSLY
DEFENDING UKRAINE AND EUROPE. MAY YOUR
FAITH, WILL AND STRENGTH NEVER FAIL YOU!

2016 has been a key year for the Ukrainian Defence Ministry in terms of systemic reforms.

Following the adoption of the National Security and Defence Strategy and the Military Doctrine that, for the first time, incorporated our commitment to join NATO, we approved the Strategic Defence Bulletin – a roadmap containing clear monthly action plans for upcoming reforms.

The path that we have chosen and incorporated in the strategic defence documents will take much time and effort to complete. However, this path is right for and understood by our people, which is best evidenced by an ever-increasing number of service members signing enlistment contracts with the Armed Forces – in 2016, upwards of 65,000 Ukrainians has chosen to become professional soldiers.

The revival of the Ukrainian Armed Forces is the priority issue for the country's leadership and government: in the last two years, we have had the largest defence budget Ukraine could possibly afford in its current state.

Ministry of Defence has developed and submitted for the government's consideration the Draft State Program for the Development of the Armed Forces of Ukraine until 2020, in which most activities are focused on achieving the NATO standards. With the help of our allies, we have managed to improve the general level of logistic support of our troops, increase operational capabilities and combat effectiveness of the forces that take part in the anti-terrorist operation. Since 2014, 18 countries have been providing multiple equipment and tools for the Armed Forces.

The Comprehensive Assistance Package, endorsed during the NATO Warsaw Summit in July this year, envisaged 40 targeted support measures in 13 key areas. With a view of assisting Ukraine in meeting its defence reform objectives, NATO has established eight tailored Trust Funds, supplemented by four capability-building programmes and assistance from allies through bilateral channels. The CAP has also brought advisory support by NATO to a strategic level and now incorporates 10 reform areas.

We now have 29 international advisers working in the Ministry and the General Staff, with the recent addition of strategic-level advisers from the United States, Canada, Lithuania, and the United Kingdom.

With the support of the United States, the Baltic countries, Canada and the United Kingdom, we are enhancing training of our troops – they are now trained locally and abroad by international instructors. Trained professionals will serve in well-equipped and modern military units.

In 2016 alone, our Armed Forces adopted 17 new items of military equipment and procured modern rocket artillery, armoured



STATEMENT BY THE MINISTER OF DEFENCE

equipment, military vehicles, aircraft and helicopters, surveillance equipment, and many more.

We are introducing innovations in how command and communications, logistic and medical support work in Ukrainian Army.

This year has been marked by major positive changes in how our soldiers are equipped, what they eat, and how much they earn.

We are gradually introducing new uniforms that have been first demonstrated during the military parade in celebration of Ukraine's 25th Independence Anniversary. We have supplied the Armed Forces with new field uniforms and are now working on the electronic system for handling military clothing. There have been major changes

in approaches to food supply, both within permanent locations and during military operations.

We have seen many positive changes in the Ukrainian Army this year. Next year, they will become even more tangible.

Today, our Armed Forces is the combination of courage and strength of Ukrainian service personnel, volunteers and ordinary people who fight for their right to live in a free and independent country.

Together we will win!

Stepan Poltorak

*General of the Army of Ukraine
Minister of Defence of Ukraine*

UKRAINIAN ARMY IN 2016

ACHIEVEMENTS OF THE ARMED FORCES OF UKRAINE

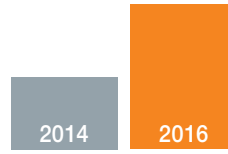


The only army in Europe with experience in fighting a hybrid war as well as carrying out defence reforms while engaged in a military conflict on home territory.

+100 000



more personnel employed by the Ukrainian Army compared to 2014. There are currently 250,000 people serving in the Armed Forces of Ukraine.



Defence spending has doubled compared to 2014. The defence budget in 2016 was €1.98 billion.

63%

of Ukrainians trust the Armed Forces of Ukraine – an 18% increase over 2015.

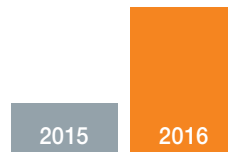
63 700



people have signed up to serve in the contract army since the start of the year.



Special Operations Forces have been created, including psychological operations units and special units.



The minimum level of material support has tripled compared to 2015.

506



Ukrainian servicemen are currently participating in 10 UN and NATO international peace and security operations, and joint peacekeeping missions.

» TRAINING

5



battalions of the Armed Forces of Ukraine have reached interoperability with NATO forces.

~900

military trainings held this year, 20 at the brigade level.



The joint Lithuanian-Polish-Ukrainian brigade LITPOLUKRBRIG was created, which follows the best standards of military training.

10

Ukrainian servicemen have participated in 10 multinational exercises. Ukrainian staff officers and observers have taken part in an additional 28 exercises.

>700



foreign instructors have been involved in training the Ukrainian military throughout the year.

» MILITARY INDUSTRIAL COMPLEX

>60

countries have purchased military equipment from Ukraine.

11



Ukroboronprom has designed 11 innovative weapons, including the ANCER and Horlytsia drones, the Nabat 120-mm self-propelled mortar, a laser weapon system using LWS technology, the Taipan combat module, and the Pelican radar station.

~15 000



new modernised and refurbished weapons and military equipment delivered to the AFU since the start of the ATO.

UK SPECIAL DEFENCE ADVISOR PHIL JONES ABOUT THREE TOP ACHIEVEMENTS OF THE MINISTRY OF DEFENCE OF UKRAINE

In 2016, the MOD has made significant progress in reforming Ukrainian defence sector. Those are the three achievements that deserve particular praise:

- 1 Production of the Strategic Defence Bulletin (SDB)
- 2 Implementation of ProZorro in the MOD
- 3 Establishment of the Defence Reform Advisory Board (DRAB)

The approval of the SDB by the President before the NATO Warsaw Summit provides clear direction on what needs to be achieved on defence reform. This was a groundbreaking achievement: for the first time this work was conducted in real partnership between the Ukrainian institutions and international advisors, demonstrating what can be achieved through collaborative work. This approach must continue. Reform is not just



about building a better army based on western standards, it is also about establishing better mechanisms of governance to support them. The MOD was at the forefront of the implementation of ProZorro, led by the Reform Office, working closely with international advisors. Implementation has led to more transparent and timely procurement of services and supplies, and delivered signifi-

cant savings for the MOD. More transparency in decision making now needs to be adopted in the procurement of armaments and equipment, based on NATO standards. The establishment of the DRAB by Minister Poltorak in August, involving very senior international advisors, provides opportunities for the delivery of reform related advice to the highest level of Government.

SPECIAL OPERATIONS FORCES



In 2016, the Special Operations Forces (SOF) were created as a separate branch of the Armed Forces of Ukraine specialising in intelligence and non-conventional operations.

SOF will be used in psychological operations, counter-terrorism, combating illegal arms and drug trafficking, supporting resistance movements.

Future special ops will be trained by NATO experts as required by the Strategic Defence Bulletin and objectives of the NATO-Ukraine partnership.

In 2016, 10 special ops groups and 70 instructors completed training at the SOF Training Centre in Khmelnytsky through the Joint Multinational Training Group-Ukraine (JMTG-U).



IHOR DOLHOV, DEPUTY MINISTER OF DEFENCE OF UKRAINE FOR EUROPEAN INTEGRATION

WE NEED TO JOIN OUR EFFORTS

In late September, President Petro Poroshenko sent an official request to NATO for Ukraine to join the Enhanced Opportunities Program. A positive decision by the Alliance would bring cooperation between Ukraine and NATO to a more practical level. This is the highest level of cooperation non-NATO countries can expect.

The Enhanced Opportunities Program is a key component of the Partnership Interoperability Initiative launched at the NATO Wales Summit in 2014. Following the withdrawal of NATO troops from Afghanistan, the Initiative was a logical way for NATO and its partners to maintain and deepen the cooperation developed through multinational operations. Australia, Finland, Georgia, Jordan, and

Sweden have joined the program. Ukraine could be next in line.

A positive decision by the Alliance would have significant consequences for Ukraine. We have had a special partnership with NATO for a long time, actively adopting its standards. Since 1992, Ukraine has contributed to international peacekeeping and security operations, all the while training alongside NATO



forces. We saw this experience in action with Russia's military aggression; those units that served in international operations were more combat-ready and suffered fewer losses.

In 2014, in response to the escalating tensions along our eastern border, the United States, our closest partner, created a special mechanism to support the Armed Forces of Ukraine – foreign instruction at the military training centre in Yavoriv.

Other countries soon joined the initiative, and thus the Multinational Joint Commission on Defence Reform and Security Cooperation with Ukraine (MJC), led by the United States in partnership with Great Britain, Canada, and Lithuania, was created.

The Multinational Training Group is training Ukrainian troops at Yavoriv using NATO standards. The contingent of foreign instructors is quite large, with Americans alone numbering some 350. This December will see the fifth Ukrainian Armed Forces battalion complete a training rotation this year.

INTRODUCING NATO STANDARDS IS AN INSTRUMENT FOR ENHANCING THE CAPACITY OF THE ARMED FORCES OF UKRAINE TO A LEVEL WHERE THEY ARE CAPABLE OF RESTORING UKRAINE'S TERRITORIAL INTEGRITY AND THE INVIOABILITY OF OUR BORDERS.

But introducing NATO standards alone is not the end goal of our reforms. It is more an instrument for enhancing the capacity of the Armed Forces of Ukraine to a level where they are capable of restoring Ukraine's territorial integrity and the inviolability of our borders.

Defence reform is something Ukraine must do on its own, but it will be much faster if these changes are made in cooperation with the most modern armies of the world. Membership in NATO's Enhanced Opportunities Program and further integration with NATO is a rational and wise choice.

Full article published in FOCUS magazine on 23 November 2016

NATO TRUST FUNDS

SUPPORTING REFORM OF THE UKRAINIAN ARMED FORCES

NATO Trust Funds are one of the most effective partnership policy tools available to Ukraine.

In response to Russian aggression, NATO set up five new Trust Funds in 2014 to support projects on such priority issues as command, control, communication and computers, logistics and standardisation, cyber-defence, career transition for military personnel, and medical rehabilitation. In 2015, a sixth project was launched to counter improvised explosive devices.

In conjunction with other measures provided in the Comprehensive Assistance Package for Ukraine, endorsed at the NATO Warsaw Summit in July 2016, NATO Trust Funds are helping Ukraine build army capacity and facilitate reform of the defence sector.



Trust Fund	Lead Nations		Budget
 COMMAND, CONTROL, COMMUNICATION, AND COMPUTERS (C4)	Canada, Germany, United Kingdom	To modernise Ukraine's C4 structures and capabilities and promote interoperability of these structures with the Alliance	€1 760 000
 LOGISTICS AND STANDARDISATION	Czech Republic, Netherlands, Poland	To support on-going reform of the logistics and standardisation systems of the Ukrainian Armed Forces and other national military formations	€4 100 000
 CYBER DEFENCE	Romania	To provide Ukraine with support to develop its capabilities in countering cyber threats, including by creating Cybersecurity Incident Response Team and procuring necessary equipment and training materials	€560 000
 MILITARY CAREER TRANSITION	Norway	To assist the MoD in designing an effective re-training program for released or retired military personnel based on models in selected NATO member states	€435 000
 MEDICAL REHABILITATION	Bulgaria	To assist Ukraine in providing rehabilitation to wounded Ukrainian servicemen and civilian personnel from the defence and security sector, procurement of equipment, support of prosthetic centres, etc	€2 250 000

STRATEGIC DEFENCE BULLETIN

Elaboration and approval of the Strategic Defence Bulletin has been one of the biggest strategic achievements of the Ukrainian Defence Ministry. The document, which had been developed by the MOD and the General Staff in close cooperation with the NATO experts, foreign advisers and local activists, outlines five clear strategic goals and timeframes for defence reforms. According to the Bulletin, Ukrainian Army will be completely transformed by 2020.

The next step following the approval of the Strategic Defence Bulletin will be the development and implementation of the State Program of Development of the Armed Forces, State Program of Development of Other Components of Defence Forces, and the State Target Defence Program. With the adoption of the Strategic Defence Bulletin and state development programs, Ukraine's army is becoming increasingly interoperable with NATO and EU forces.

STRATEGIC GOALS OF DEFENCE REFORM:



Establish a unified command of defence forces in line with NATO principles and standards



Introduce effective defence planning and resource management based on modern Euro-Atlantic approaches



Ensure the operational capacities of defence forces are sufficient to repel armed aggression, provide effective defence, and maintain peace and international security



Create an integrated logistics system and medical support system



Enhance the professional capacity of the army and create sufficient reserves

UKRAINIAN MINISTRY OF DEFENCE REFORM COMMITTEE

The Ministry of Defence Reform Committee was created this autumn and includes representatives of the Defence Ministry and Armed Forces of Ukraine, advisors from NATO member states, parliamentarians, volunteers, and representatives of civil society organisations.

The new advisory body is tasked with elaborating defence planning documents, such as the Strategic Defence Bulletin, and developing proposals on reforming the MOD and the Armed Forces.

REFORM COMMITTEE:

5

subcommittees

23

working groups

17

strategic-level advisers

14

foreign advisers

16

Reforms Project Office representatives

The Reform Committee reports directly to the Minister of Defence of Ukraine and focuses on the five strategic goals identified in the Strategic Defence Bulletin. There is a subcommittee for each strategic goal and working groups dealing with operational goals. The working groups analyse ways to achieve the stated strategic objectives and propose necessary changes to legislation, doctrinal documents, army training, command and control systems, organisational structure, infrastructure, etc. The Committee also monitors and assesses the progress of reforms as well as assists in preparing legislative and regulatory documents.

MOD REFORM COMMITTEE SUCCESSES IN 2016:

- First draft of the Concept of Democratic Control of the Armed Forces of Ukraine developed jointly with the OSCE
- Draft Defence Sector Cybersecurity Strategy developed
- Agreement signed with NATO Support and Procurement Agency for the provision of non-systemic brokerage services
- Legislation passed on Special Operations Forces and Airmobile Forces
- Ministry of Defence Order "On Approval of the Main Provisions of Logistical Support of the Armed Forces of Ukraine" signed
- Draft Law of Ukraine "On Military Police" developed
- Draft law prepared amending the Law of Ukraine "On Social and Legal Protection of Servicemen and Their Families" that would provide contracted military personnel with monetary compensation for housing rental



ABOUT THE REFORMS PROJECT OFFICE

Reforms Project Office of the Ministry of Defence of Ukraine (RPO) is an advisory body of MOD, created by the Order of the Minister of Defence in August 2015. In fact its activities began in April 2015.

Reforms Project Office is a case of cooperation of civil experts and volunteers with the military.

MISSION

To become a catalyst of changes in the Armed Forces, bringing up a concern, preparing draft decisions, proposing mechanisms for their achievements and help these mechanisms implementation.

- **PARTICIPATION IN THE SYSTEM REFORM OF ARMED FORCES OF UKRAINE**
- **PARTICIPATION IN THE DEVELOPMENT OF THE HIGH LEVEL DOCUMENTS**
- **PARTICIPATION IN THE REFORMS COMMITTEE OF THE MINISTRY OF DEFENCE AND GENERAL STAFF OF ARMED FORCES OF UKRAINE**

Since the end of 2015 RPO already began to actively participate in planning and defining of reforming architecture of MOD and GS AFU. RPO staff actively participated in the creation of Strategic Defence Bulletin (SDB), which became the main target model of reform in 2016.

RPO was directly involved in the establishment of the MOD Reform Committee. This body, headed by the Minister of

Defence under the SDB is the main platform for the development and submission of decisions on reforms that are submitted to the MOD, GS and the country leadership consideration.

OUR TASK is to establish a comprehensive approach to statutes and guidelines alteration in accordance with NATO standards, which will radically change the activity of the Armed Forces of Ukraine.

A separate strategic direction of reform is the work on strengthening and institutionalizing the role of civil society in monitoring the activities of the Armed Forces of Ukraine ("Democratic Civil Control over the Armed Forces of Ukraine"). This initiative is held by RPO from the third quarter of 2016 within the joint project with the OSCE and is described below.

The RPO activity has already identified the need for additional western expert assistance to the MOD and engagement of the western experts in the activity of the MOD Reform Committee.

INTERNATIONAL COOPERATION

Reforms Project Office actively developed international cooperation direction during 2016.

RPO representatives took immediate part in the Multinational Joint Commission (MJC) on Defence Reform. Head of RPO as a representative of MOD participated in the meetings of the executive board of MJC in second half of 2015 and in 2016. It should be noted that MJC is a body that directs international assistance to Ukraine from key partner countries and supports system reforming of the AFU.

Representatives of RPO also actively cooperate with the office of NATO in Ukraine. RPO gave a speech during a meeting of the international working group Ukraine-NATO in Brussels (February 2016) to more than 20 NATO member countries, representing the AFU reform strategy.

RPO team held personal meetings with the Minister of the UK Armed Forces and with several Assistant of State Secretary of Defence of the USA during their visits to Kyiv in 2016.

RPO continued active work with public authorities of partner countries, who assist to Ukraine. Numerous negotiations with the Department of Defence, the US State Department, the White House Administration and the Ministry of Defence of UK in Ukraine, EU countries, US and UK were conducted. The meetings and speeches took place involving expert organizations and think tanks that are working in defence construction. In particular, in the summer of 2016 a speech was held in the largest British think tank – Chatham House. We should also mention the close cooperation with the NATO Supply and Procurement Agency (NSPA).

THE PROJECTS OF THE REFORMS PROJECT OFFICE OF THE MINISTRY OF DEFENCE OF UKRAINE

- 1 **REFORM OF THE ARMED FORCES FOOD SUPPLY**
- 2 **REFORM OF THE PROCUREMENT SYSTEM**
- 3 **REFORM OF THE MEDICAL SYSTEM**
- 4 **PROJECTS OF IT AND INFORMATION SYSTEMS IMPLEMENTATION**
- 5 **REFORM OF FUEL SUPPORT SYSTEM OF AFU**
- 6 **REFORM OF HOUSING PROVISION SYSTEM (JOINTLY WITH PWC AND UK GOVERNMENT)**
- 7 **JOINT PROJECT WITH THE OSCE "DEMOCRATIC CONTROL OF ARMED FORCES OF UKRAINE"**
- 8 **INITIATIVES TO IMPROVE EDUCATION AND TRAINING SYSTEMS IN AFU, LEGISLATIVE AND REGULATORY INITIATIVES**



KEY PROJECTS OF THE MOD REFORMS PROJECT OFFICE



REFORM OF THE ARMED FORCES FOOD SUPPLY

Pilot project was launched in October 2016 and immediately gave positive results – a satisfaction of military with a quality of food has reached more than 90%. In 2017 the general AFU food supply reform will be based on the RPO approach.



REFORM OF THE PROCUREMENT SYSTEM

The two agreements with NSPA (NATO Supply and Procurement Agency) on non-system brokerage services and on partnership to support joint management of procured items.



REFORM OF THE MEDICAL SYSTEM

OUR GOAL is to lay the basis for reform of military medicine to NATO standards. The Ministry of Defence of Ukraine approved the roadmap on medical reform for the end of 2016 and 2017.

MAIN PRIORITIES: creating and equipping of departments under the international assistance according to the field ambulance model; development of guidelines and implementation of NATO standards as regulatory documents of MOD; implementation of the tactical medicine center project.



PROJECTS OF IT AND INFORMATION SYSTEMS IMPLEMENTATION



PROGRAM OF COMPLEX AUTOMATION OF THE AFU

The Program of implementation of IT-based solutions for the AFU was launched within the framework of Ukraine Security Assistance Initiative. The project covers all the areas of AFU activity, which makes this initiative an unprecedented. It is being implemented at the highest level in AFU with the active participation and support of the leadership of the General Staff of AFU.

The project was officially launched on November 17, 2016 at a constituent meeting with the participation of First Deputy of General Staff of the AFU, other members of the leadership of the General Staff of AFU, leadership of MOD, the armed forces representatives that would participate in the project deployment, representatives of the US Department of Defence, US Embassy in Ukraine, NATO office in Ukraine etc.

Concerning logistics and medicine the Program of complex automation is based on the same software system, as the pilot projects 'Automation of material supply' and 'E-Health', using the solutions and algorithms of these pilot projects. Thus, the development of the abovementioned projects at the system level will continue in the Program of complex automation.

The project 'Automation of material supply' was initiated in 2015 as a pilot project to establish an information accounting and to determine needs of material supply for the AFU.

'E-Health' project aims at development a single medical information system where all the key data is stored in one database on a secure server and all medical institutions are connected to this system.



REFORM OF FUEL SUPPORT SYSTEM OF AFU

The project aims to find the best way of objective monitoring of the use of fuels and lubricants in the AFU.

The Project team expects up to **20% savings**, that is **500 million UAH a year**. The project provides for the installation of counters at thousands of vehicles across the country and transition to the write-off of fuel according to the counter, but not according to the norm (as it is happening today).



JOINT PROJECT WITH THE OSCE "DEMOCRATIC CONTROL OF ARMED FORCES OF UKRAINE"

Military and political division of OSCE Project Coordinator in Ukraine together with the Verkhovna Rada of Ukraine and RPO implements the project "Strengthening of Democratic Control of the Armed Forces of Ukraine." The project started in August 2016.

IT AIMS to lay the foundations of civilian control of the AFU, to draw attention to the problem, to develop the architecture of solution, to align it with the Government and Parliament of Ukraine, National Security and Defence Council, DCAF Center, NATO Liason Office.

INITIATIVES TO IMPROVE EDUCATION AND TRAINING SYSTEMS IN AFU



IMPLEMENTATION OF DISTANCE EDUCATION SYSTEM (TRAINING OF AFU)

The purpose of the project is to use the latest developments and tools of knowledge transfer for theoretical military training of personnel. The powerful integrated ecosystem of online education was deployed and it was adapted to the military area.



DEFENCE MANAGEMENT SCHOOL

The project aims to strengthen the implementation of Defence Reform of Ukraine by providing specialized training programs in the field of defence management, built on modern Euro-Atlantic methods for the management of the MOD and GS of AFU, other components of the security and defence sector.

The further development calls for establishing a modern school of defence management on the base of the National University of Defence of Ukraine (NUDU).

DEMOCRATIC CONTROL OF THE ARMED FORCES OF UKRAINE

Developing a system of democratic oversight of the Armed Forces of Ukraine is one of the key directions of defence reform outlined in the Strategic Defence Bulletin.

The first draft Concept on Democratic Control of the Armed Forces of Ukraine was presented on 31 October 2016 and provides a greater role in the army for civilian leadership and civil society.

When drafting the document, the team applied the international experiences and best practices that were presented by the OSCE Project Co-ordinator in Ukraine this summer. Ukrainian parliamentarians, military representatives and international experts discussed the draft Concept prepared by the MOD Reforms Project Office with OSCE support.

“Democratic civilian control is not about the number of civilians on the ministry’s payroll. In fact, we already have a lot of civilian personnel working in the defence ministry right now. The issue here is that none of them holds senior positions or is involved in strategic decision making. What we really need is a civilian minister, deputy ministers and heads of departments”, said Andriy Zagorodnyuk, director of the Reforms Project Office.



Ministry of Defense of Ukraine
Reforms Project Office



Organization for Security and
Co-operation in Europe
Project Co-ordinator in Ukraine

WWW.CIVILIAN.DEFENCE-REFORMS.IN.UA

was created as a part of the project

“DEMOCRATIC CIVILIAN CONTROL OF THE ARMED FORCES OF UKRAINE”

You will find the following information on the website:



DEMOCRATIC CIVILIAN CONTROL IN THE WORLD

- What is democratic civilian control
- International experience
- OSCE norms of civilian control



RIGHTS OF MILITARY PERSONNEL

- Information for veterans, conscripts and servicepersons
- Useful contacts



DEMOCRATIC CIVILIAN CONTROL IN UKRAINE

- How it works and what is controlled
- Democratic civilian control system in Ukraine



RIGHTS OF CIVILIANS

- Protection of rights of civilian population
- Types of responsibility for violations

FOREIGN ADVISORS

WORKING WITH THE MINISTRY OF DEFENCE OF UKRAINE



This November, a group of foreign advisors began working with the Ministry of Defence of Ukraine to provide strategic recommendations on defence reform.

The advisors made several study visits in 2016, and will now move on to the practical phase of their work.

The foreign advisory group includes:



John Abizaid

retired United States Army General, U.S. Central Command commander from 2003 to 2007



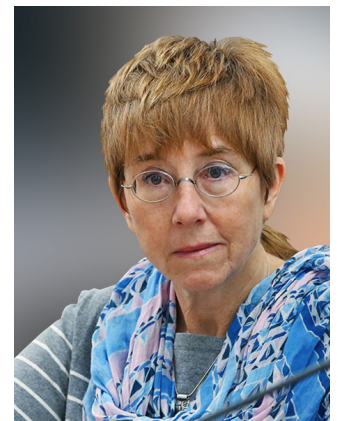
Nick Parker

General in the British Armed Forces, former Commander of the British Land Forces, member of the Royal College of Defence Studies



Jonas Andriuskevicius

Major General, first Commander-in-Chief of the Lithuanian Armed Forces (1993-1996)



Jill Sinclair

Senior Fellow at the University of Ottawa, former Assistant Deputy Minister Policy at the Department of National Defence of Canada



WE ARE MARCHING TOWARDS EUROPE, NATO, AND DEMOCRATIC VALUES. WE HOPE OUR FOREIGN ADVISORS CAN HELP US AVOID MISTAKES AND LOWER RISKS AS WE REFORM THE UKRAINIAN ARMY

Stepan Poltorak

*Minister of Defence of Ukraine
General of the Army of Ukraine*



AFU PARTICIPATION IN ALLIED JOINT EXERCISES

» TRAINING OF PERSONNEL BY FOREIGN INSTRUCTORS

Starting in 2014, there have been three training missions in Ukraine within the framework of the Multinational Joint Commission on Defence Reform and Security Cooperation. Their aim is to train the Armed Forces of Ukraine based on NATO standards, enhance the training infrastructure, and improve the training system to achieve interoperability with NATO forces.

Mission	Description	Led by	Duration	Foreign Instructors
JMTG-U	Joint Multinational Training Group	US	through 2020	427 
UNIFIER	Operation	Canada	through March 2017	223 
ORBITAL	Operation	Great Britain	extended for 2017	46 

» TRAINED UNDER THE THREE MISSIONS:

4 500

servicemen



3

battalions of the National Guard of Ukraine

5

battalions of the Armed Forces of Ukraine

1

mechanised company of the Armed Forces of Ukraine

1

land and assault battalion of the Ukrainian Airmobile Forces

10

special forces groups

70

SOF instructors



Ministry of Defence of Ukraine
Reforms Project Office

**TOWARDS NEW
ARMED FORCES
OF UKRAINE**

LEARN MORE

www.defense-reforms.in.ua

UKRAINIAN MILITARY PARTICIPATION IN MULTINATIONAL EXERCISES

In 2016, Ukrainian Armed Forces personnel took part in **10** multinational training exercises, **6** of them abroad.

» IN UKRAINE

Exercise	Duration	Location	Ukrainian Contingent
JMTG-U	January – December 2016	International Peacekeeping and Security Centre, training grounds of the Armed Forces of Ukraine	10 000 servicemen
RAPID TRIDENT 2016	27 June – 8 July 2016	International Peacekeeping and Security Centre	up to 1 400 servicemen with weapons and military equipment
SEA BREEZE 2016	18-31 July 2016	Black Sea, training grounds of the Armed Forces of Ukraine	up to 400 servicemen with weapons and military equipment
MAPLE ARCH 2016	7-11 November 2016	International Peacekeeping and Security Centre	up to 150 servicemen with weapons and military equipment

» ABROAD

Exercise	Duration	Location	Ukrainian Contingent
FLAMING SWORD 2016	1-20 May 2016	Lithuania	10 servicemen with weapons and military equipment
ANACONDA 2016	7-17 June 2016	Poland	33 servicemen with weapons and military equipment and 18 staff officers from the LITPOLUKRBRIG command
SABER GUARDIAN 2016	26 July – 7 August 2016	Romania	14 servicemen and 38 staff personnel from the battalion tactical group of the AFU
FLAMING THUNDER 2016	1-12 August 2016	Lithuania	37 servicemen with weapons and military equipment
BLONDE AVALANCHE 2016	19-23 September 2016	Romania	17 servicemen
REGEX 2016	17-28 October 2016	Bosnia and Herzegovina	65 servicemen (mechanised and airmobile platoons)



NEW UKRAINIAN MILITARY UNIFORMS

On 5 July 2016, the President of Ukraine approved the country's new military uniforms. They were unveiled by the Ukrainian Armed Forces at the Independence Day parade in Kyiv on 24 August.

It was important that the new uniforms be uniquely Ukrainian in design, while at the same time stylish, comfortable, and European. The working group that designed the new uniforms included representatives of the Ministry of Defence, heraldry experts, artists, historians, and volunteers.

Some 20 specialists worked on the designs for six months, creating nearly 1,700 separate elements. The collection includes dress and everyday uniforms for privates, sergeants, and officers of all branches of the AFU and rules for wearing them.

According to Vitaliy Haidukevych, coordinator of the "New Army" volunteer group, the emblems, badges, insignias, new epaulettes, patches, cockades, etc., "embody the collective Ukrainian military identity of the defenders of our Homeland, starting from the warriors of Kyivan Rus, to the soldiers of the first liberation movements."

Much has changed in the two years since the start of the Russian-Ukrainian war in terms of our tactics, delivery, and weaponisation, and most importantly public opinion of our Army. But the issues of tradition, appearance, symbols, and awards – the ideological foundation of the Army – remained unchanged. The Ukrainian Army of 2014 was, by statute, weapons, tactics, and traditions, a descendant of the Soviet Army.

For that reason, national traditions and the military uniforms of other countries were studied when coming up with the new designs for Ukraine. New elements of the dress uniforms were introduced, such as combat boots and belts with a special buckle. This combination is worn only for special ceremonies. In other situations, the combat boots are





replaced by regular boots, and the belt isn't worn at all.

You'll see these combinations in most armies of the world, including the US, Germany, France, and Poland. The bulk of the time was spent designing everyday uniforms, since they are worn the most. Here, practicality and comfort were priority.

The uniforms come in winter and summer versions. Uniforms of more than 60 countries were reviewed when designing the berets and choosing colors for the various military branches and services.

The pentagonal star has been replaced by the four-pointed Shining Cross used during the times of Hetman Skoropadsky.

The concept of the new uniforms for the Armed Forces of Ukraine provided an impetus to fundamental changes within the Ukrainian Army.

The new military uniforms are being tested and improved, and new rules are being drawn up for wearing dress uniforms, insignia, and awards. The designs of the uniforms are to be finalized and approved in the first half of 2017.

The transition to the new uniforms will take two to three years.



KEY ACHIEVEMENTS

IN PREVENTING AND DETECTING CORRUPTION IN THE MINISTRY OF DEFENCE AND ARMED FORCES OF UKRAINE



LAYING THE GROUNDWORK FOR FIGHTING CORRUPTION IN THE MINISTRY OF DEFENCE FOR STRATEGIC OUTLOOK

- Including the task of combating corruption in the Ministry of Defence and Armed Forces of Ukraine into the Strategic Defence Bulletin
- Introducing the unified anti-corruption system in the Ministry of Defence and Armed Forces of Ukraine
- Defining and specifying objectives in fighting corruption under reform
- Establishing cooperation with regulatory authorities, Secretariat of the Cabinet of Ministers and profile committees of the Verkhovna Rada



INTERNAL AUDIT

- Separating functions of internal audit and internal control; the Department of Internal Audit and Financial Control reserves the function of internal audit under reform
- Introducing European standards of internal control in the Ministry of Defence and Armed Forces of Ukraine
- Establishing cooperation with regulatory authorities: The Department of Internal Audit reports semi-annually to the State Audit Service of Ukraine on internal control in the Ministry of Defence



IMPROVING PERSONNEL POLICY AND INTEGRITY TRAINING

- 688 officials passed staff trainings at the Building Integrity Centre upon recommendations by Transparency International and other international partners
- Developing the draft Code of Ethics for military and civilian personnel of the Ministry of Defence and Armed Forces of Ukraine
- Drafting the E-Declaration Manual



ANTI-CORRUPTION ACTIVITIES IN THE ATO AREA

- The monitoring group in the ATO Headquarters prevented UAH 4.9 million in illegal payments for ATO tasks
- Accounting system in place for charitable assistance received by military units



EXPERT ANTI-CORRUPTION ADVISORY COMMITTEE

On July 22, 2016, the Minister of Defence of Ukraine signed Order №373 creating the Expert Anti-Corruption Advisory Committee, which includes representatives from Ukraine and the international defence community.

The Committee will provide the Ministry of Defence of Ukraine with recommendations on implementing the Ministry's Anti-Corruption Program. The importance of the Committee is that it aims to provide Ukrainians and the international community with independent expert opinion on the progress of MOD Ukraine's anti-corruption operations. The fact that the Expert Anti-Corruption Committee was authorized by the order of the Minister of Defence is an important step towards greater transparency.

Committee members:

- **Phil Jones**,
Special Defence Advisor, to the Minister of Defence of Ukraine, UK Ministry of Defence
- **Maciej Wnuk**
Anti-Corruption Expert, Ministry of Foreign Affairs of Poland
- **Colonel Terje Haaverstad**
Deputy Director of the Centre for Integrity in the Defence Sector, Norwegian Ministry of Defence
- **Dr. Viktor Soloviov**
Anti-Corruption Expert, Professor at Taras Shevchenko University
- **Hennadiy Chuprykov**
Director of Advisory Services, PwC Ukraine
- **Andriy Zagorodnyuk**
Director of Reforms Project Office, Ministry of Defence of Ukraine
- **David Arakhamia**
Founder of The People's Project Military Charity



SECOND INTERNATIONAL ANTI-CORRUPTION WEEK

“ *The battle against corruption won't be quick and easy. For me the fight against corruption means that every Ukrainian soldier on the front line has the necessary attire, training and resources.*

Ihor Dolhov

*Deputy Minister of Defence of Ukraine
for European Integration*

On November 21-25, 2016, the Ukrainian Ministry of Defence held the Second International Anti-Corruption Week with the participation of the leadership of the MOD, representatives of the National Security

and Defence Council, National Agency on Corruption Prevention, as well as international experts from NATO, Transparency International, Geneva Centre for the Democratic Control of Armed Forces, UK Ministry of Defence, and others.

Ukrainian and international experts provided recommendations for improving mechanisms and tools to prevent and counter corruption in the defence sector.

PLATFORM FOR REPORTING CORRUPTION IN THE ARMY

Preventing and countering corruption in the Ministry of Defence and Armed Forces of Ukraine is the road towards strong European-style military forces.

In October 2016, the Ministry of Defence of Ukraine presented its new anti-corruption platform aimed at informing the Ukrainian public and international community on the implementation of its Anti-Corruption Program, and offers a reliable mechanism for reporting on corruption in the Ministry of Defence and Armed Forces of Ukraine.

The anti-corruption platform is part of a large-scale communication campaign “Corruption in the army kills! Report abuses in the army!” that the Ministry of Defence developed together with the STRATCOM Ukraine NGO.

defence-anticor.in.ua provides a mechanism for reporting on corruption in the army and systematic reporting on the results of anti-corruption efforts.

 Ministry of Defence of Ukraine

Corruption in the army kills!

REPORT CASES OF ABUSING POWER

TELL YOUR STORY

www.defence-anticor.in.ua

INVICTUS GAMES UKRAINE

TORONTO, CANADA
24-30 SEPTEMBER 2017



FOR OUR WOUNDED WARRIORS

IN 2017, TEAM UKRAINE
WILL FOR THE FIRST TIME
PARTICIPATE
IN THE INVICTUS GAMES

info@invictusgames.in.ua

www.invictusgames.in.ua



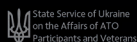
Ministry
of Defense of Ukraine



Ministry
of Youth and Sports



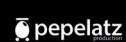
Ministry
of Social Policy



State Service of Ukraine
on the Affairs of ATO
Participants and Veterans



Ministry
of Information
Policy of Ukraine



pepelatz



STRATCOM



NSP

MINISTRY OF DEFENCE OF UKRAINE, MEDIA DEPARTMENT: +38 (044) 271-34-78, +38 (044) 245-44-01, psmodu@mil.gov.ua
DEPARTMENT OF COMMUNICATIONS OF THE ARMED FORCES OF UKRAINE: +38 (044) 454-42-55, pressa@mil.gov.ua
PRESS SERVICE OF THE REFORM PROJECT OFFICE: +38 (096) 844-98-77, +38 (067) 447-41-05, a.lukashevych@stratcomua.org

