ACQUIRING MILITARY CAPABILITIES to respond effectively to threats to national security in the military sphere, Ukraine's defence and protection of its sovereignty, territorial integrity and inviolability

ACHIEVING THE EURO-ATLANTIC STANDARDS AND CRITERIA as necessary prerequisite for joining NATO

HOW TO ACHIEVE THE PURPOSE?

- Automation of management and accounting processes
- Unification, modernization and recovery of weapons and military equipment
- Creation of necessary reserves, supply troops by all what they need
- Personnel professionalization
- The use of international military-technical assistance
- Improving the regulatory framework
- Transition to capability based defence planning system
- Standardization and codification of weapons and property in accordance with the NATO standards
- Training and readiness evaluation according to the NATO standards
THE PLACE OF THE STATE PROGRAM

National Security Strategy of Ukraine
Military Doctrine of Ukraine
Concept for the Development of the Security and Defence Sector

Development programs for services, separate branches of troops, forces
State target defence development programs in certain areas
Annual plans for the sustainment and development of the Armed Forces
Plans for conducting organizational measures and training activities of the Armed Forces, etc.
CHARACTERISTICS

01. Aimed at achieving strategic goals and objectives of the Strategic Defence Bulletin based on their priorities.

02. Includes measures of the State target defence program for the weapons and military equipment development for the period until 2020 and international technical assistance.

03. Includes only measures aimed at the development of the Armed Forces (operations and maintenance measures are defined by annual plans).

04. Consistent with the Partnership Goals within the Planning and Review Process (PARP).

05. Implemented during a special period.

06. Financed within expenditures from the State Budget of Ukraine allocated to the needs of the Armed Forces of Ukraine.
STRATEGIC GOALS

01
The development of the Ukrainian Armed Forces’ command and control system in line with the NATO standards

02
Improving the system of defence planning, implementation of transparent and effective resource management using modern Euro-Atlantic approaches

03
Acquiring the capabilities of the Armed Forces of Ukraine needed for guaranteed repelling of an armed aggression, national defence and participation in the support of international peace and security

04
Creating a unified logistics management system and improvement of medical support system of the Armed Forces of Ukraine according to the NATO standards

05
Professionalization of the Armed Forces of Ukraine and establishment of necessary military reserve of the Armed Forces of Ukraine
The State Program for the Development of the Armed Forces of Ukraine until 2020

**C2 DEVELOPMENT**

**Commander-in-Chief of the Armed Forces of Ukraine***

- **Chief of the General Staff**
  - General Staff of the AFU
    - Main Directorates
      - **J1**
      - **J9**
  - National defence planning, strategic planning on the employment and development of the Armed Forces of Ukraine

- **Depute Commander-in-Chief**
  - Logistics Force Command
  - Main Directorate for Operational Support
  - Main Directorate for Moral and Psychological Support
  - Central Military-Medical Directorate
  - Support of troops (forces)

- **Active commanders, Airbone, SOF**
  - Land Force, Air Force, Navy, Airbone, SOF Commands
  - Headquarters of Operational, Air, Naval Commands
  - Formation, training, support and development of troops (forces); conducting operations**

- **Commander of Joint Forces**
  - Joint Operations Staff of the AFU
  - Task Force HQs
  - Control during the employment troops (force) formations

---

**Notes:**

* Commander-in-Chief of the Armed Forces of Ukraine is subordinated to the President of Ukraine and the Minister of Defence of Ukraine

** Could be conducted under the leadership of services, separate branches (troops) led by Commanders
COMMAND POSTS AND AUTOMATION

COMMAND POSTS (CPs)

Stationary

Commissioning secure CPs for C2 bodies at the strategic level

Recovery, modernization and repair of the CPs for separate branches of troops (forces)

Establishing CPs for the new C2 bodies at the operational level

Mobile

Unification of staff personnel and bringing into compliance with perspective the Armed Forces structure

Redistribution of technical means; recovery, modernization and refurbishment

AUTOMATION AND COMMUNICATIONS

Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR)

INTEGRATION

Unified Defence Resource Management Information System (DRMIS)

- Establishing secure telecommunications network
- Transferring strategic, operational and tactical communications systems to digital platform
- Implementing automated control system in the intelligence service
- Improving automated control system for the Air Force
- Establishing automated control systems for the Land Forces and the Naval Forces

Concept for the establishment of the Unified Defence Resource Management Information System (DRMIS)

Program for the establishment of the Unified Defence Resource Management Information System (DRMIS)
DEFENCE PLANNING

IMPROVING DEFENCE PLANNING PROCESS

Planning methods

"Capabilities-based planning, focused on threats"

Planning principle

"An integrated approach to defence"

DEFENCE PLANNING ACTIVITIES

LONG-TERM

- Conducting cyclical Defence Reviews, based on which the President of Ukraine will approve a long-term concept document
- The Cabinet of Ministers of Ukraine will develop and approve the relevant State target programs

MID-TERM

- The Ministry of Defence and the General Staff of the Armed Forces of Ukraine will approve a comprehensive document for the development of the Ukrainian Armed Forces’ capabilities

SHORT-TERM

- Improving the planning system for the sustainment and development of the Armed Forces of Ukraine, the MOD’s budget, aimed at the acquisition of specified defence capabilities
- Monitoring the acquisition of the required defence capabilities
IMPROVING PLANNING AND PROCUREMENT EFFICIENCY

Establishing integrated procurement system
- Drafting a Concept to establish an Integrated Defence Procurement Management System
- Developing criteria for the gradual transition to public procurement of conventional weapons
- Establishing a single unit responsible for ensuring the entire life cycle of weapon systems and logistical resources

Developing a system of authorities’ delegation
- Staff selection, hiring and training to perform the functions of the authorized representatives
- Establishment of the centralized organizations in the services of the Armed Forces of Ukraine and regional procurement agencies
- Transition from decision-making by tender committee to the system based on the decision-making by the authorized representatives
The State Program for the Development of the Armed Forces of Ukraine until 2020

01 - Improving legislation based on the lessons learned from the anti-terrorist operation

02 - Improving training and material base

03 - Compatibility with the NATO armed forces

04 - Joint training of the Armed Forces with other components of defence forces

TRAINING

OFFICERS

SPECIALTY TRAINING PROGRAMS
TRAINING COURSES
DISTANCE EDUCATION

NDUU – National Defence University of Ukraine
HMEIs – higher military educational institutions

ENLISTED AND NCOs

COURSES

TRAINING MEETINGS

RESERVISTS (OR 1, OR 2)

NDUU
HMEIs
Departments of Military Training

NDUU

Training Centre

Training Centre

Military base
### Peacetime

<table>
<thead>
<tr>
<th>LF, Airborne, SOF, Navy (land component)</th>
<th>Basic</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Intensive</td>
</tr>
<tr>
<td></td>
<td>Supporting</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Air Force, LF, Navy (aviation and air defence)</th>
<th>Cycle – 11 months</th>
</tr>
</thead>
<tbody>
<tr>
<td>Navy (ships)</td>
<td>According to the tasks (expeditions, combat duties, shiprepair)</td>
</tr>
<tr>
<td>Reserve troops</td>
<td>During exercises with delivery of supplies</td>
</tr>
</tbody>
</table>

### Special period

#### Renewal of fighting capabilities (up to 4 months)
- Removal from the area, replacement, review of combat readiness and recovery
- Preparing training and material resources, resupplying, conducting training camps (classes)
- Operational coordination; receiving missiles, munitions and materiel; conducting readiness assessment
# Optimizing Organizational Structure

<table>
<thead>
<tr>
<th>Key tasks</th>
<th>Expected result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regulatory compliance</td>
<td>The structure, composition and strength of the Armed Forces of Ukraine are determined</td>
</tr>
<tr>
<td>Transferring combat brigades and separate combat support units to standardized TOE (table of organization and equipment)</td>
<td>Combat brigades, regiments and battalions (according to their functional purposes) are brought to the most similar indexes of their combat capability</td>
</tr>
</tbody>
</table>
| New distribution of the Armed Forces’ functions                           | Armed Forces composition in peace time is divided into:  
  • immediate reaction forces  
  • augmentation forces  
  • reserve forces |
## WEAPONS AND MILITARY EQUIPMENT

<table>
<thead>
<tr>
<th>Before reform</th>
<th>After reform</th>
</tr>
</thead>
<tbody>
<tr>
<td>Most of the weapons and equipment and their components are produced in the Russian Federation</td>
<td>National standards for the development and production of the weapons and military equipment, and needed requirements to the performance characteristics have been developed and implemented</td>
</tr>
<tr>
<td>No testing ground for testing the weapons and equipment</td>
<td>The testing ground was established</td>
</tr>
<tr>
<td>Most of the weapons and equipment have exhausted their resources</td>
<td>Major overhaul of the weapons and military equipment is conducted</td>
</tr>
<tr>
<td>The pace of the weapons and equipment development, the level of provided ammunition and new (upgraded) samples did not meet the needs of the Armed Forces of Ukraine</td>
<td>68 types of the unified weapons and military equipment have been introduced into service</td>
</tr>
<tr>
<td>Reduction of production capacity</td>
<td>Stationary repair capacity has been expanded and the production infrastructure was improved</td>
</tr>
<tr>
<td></td>
<td>appropriate conditions for improving the technical readiness of the weapons and equipment were created allowing to fully execute assigned tasks</td>
</tr>
</tbody>
</table>

Reduced weapons and equipment conditions did not allow to perform assigned tasks in full
SPECIAL OPERATIONS FORCES

The State Program for the Development of the Armed Forces of Ukraine until 2020

The NATO criteria are achieved and NATO-compatible units are created.

Military units are equipped with the NATO standard weapons and equipment.

Special Operations Forces are ready to perform assigned tasks.

REVISION OF REGULATIONS

- Objectives
- Operating procedures
- Training and employment principles
- Comprehensive provision

REGULATIONS, DOCTRINES, GUIDELINES, STANDARDS, PROGRAMS, PLANS, MANUALS

Structure optimization

Objectives

Operating procedures

Training and employment principles

Comprehensive provision

Special Operations Forces are ready to perform assigned tasks
INTELLIGENCE

MODERN EFFECTIVE INTELLIGENCE SYSTEM

- Capability development to obtain intelligence information in the interests of the Armed Forces of Ukraine
- Improvement (unification) of organizational structures
- Implementation of the NATO procedures for the management of military intelligence capabilities
- Unification of all intelligence flows
- Implementation of the automated intelligence management system as part of the automated management system of the Armed Forces of Ukraine
- Equipping with modern means of intelligence

- Increased capability to obtain intelligence information in the interests of the Armed Forces of Ukraine
- Improved structure and optimized the number of C2 bodies and military intelligence units
- J2 is created as a part of the General Staff of the Armed Forces of Ukraine
- Training of personnel for the C2 bodies, military intelligence units in accordance with NATO standards is provided
- Intelligence units have been provided with high-tech assets for collecting intelligence
THE MINIMUM REQUIRED NAVAL CAPABILITY HAS BEEN DEVELOPED
MILITARY POLICE

CREATING MILITARY POLICE

01
The overall structure of the Military Police and its main functions have been identified by law

02
The required set of C2 bodies and the Military Police units has been formed

03
Military Police has been provided with funds, weapons and equipment, communications, special means, etc.

04
Effective training and material resources have been provided; the Military Police training system that meets the NATO standards was launched

The Military Police is an effective law enforcement agency for special purposes with additional rights regarding their implementation:

- Pre-trial investigation of crimes;
- Investigative operations
The State Program for the Development of the Armed Forces of Ukraine until 2020

**PROBLEM**

- Inadequate logistics support
- Existing stocks are being used without replenishment
- Reserve stock replenishment requires a large amount of financial resources
- Paper records

**SOLUTION**

- To improve regulations regarding the volume and procedures for the maintenance of operational and strategic reserves of the Armed Forces and optimize their volumes
- To approve mobilization tasks (orders) for the special period
- To define storage location for the maintenance of strategic reserves
- To replenish the emergency reserve of materials

**EXPECTED RESULTS**

- Reserve stock indicators have been optimized
- Procedure and places for storage have been identified
- Appropriate framework for the deployment of the strategic reserve was created

**Automation**
OPERATIONAL SUPPORT

INCREASING OPERATIONAL SUPPORT CAPABILITY

- Creating a training department at higher military educational establishment and forming the operational support training center
- Creating a typical set of operational support units in operational command structure
- Improving the effectiveness of organizational and manpower structures consistent with their rearmament program
- Forming a reserve of operational support
- The rearmament program and comprehensive support from partner countries

EXPECTED RESULT

Increased effectiveness of the military forces, their survivability, mobility and autonomy
The State Program for the Development of the Armed Forces of Ukraine until 2020

TERRITORIAL DEFENCE SYSTEM

01 Improvement of legislation

02 Re-establishment of territorial defence areas

03 Bringing organizational and manpower structures in line with the assigned tasks

04 Accumulation, distribution of critical supplies and materiel for territorial defence units

05 Implementation of training standards according to the NATO standards

Territorial defence capabilities have been strengthened and the efficiency of territorial defence system is achieved

THE NUMBER OF PERSONNEL OF THE TERRITORIAL DEFENCE FORCES IS UP TO 400 THOUSAND PEOPLE
INFRASTRUCTURE

01. Construction and restoration of barracks and living facilities, canteens, utilities
   - Construction (reconstruction) and overhaul, especially in eastern and southern regions
   - Construction (reconstruction) of military facilities using advanced technology and modern manufacturing process (modular, sub-assemblies etc.)
   - OVER 700 military facilities

02. Quartering (permanent basing) of military units in the areas where they assigned to operate
   - Providing troops with modern, portable, modular buildings and other field facilities
   - TILL 2020

03. Restoring and improving airfield infrastructures
   - Maintaining the airfield network in the best condition to support flying operations
   - Airfield restoration (construction)
   - OVER 20 airfields
   - 5 airfields

- Required number of barracks and living facilities were built
- The quartering problem was mostly solved
- Infrastructure at military bases and other military installations was partially renovated
The State Program for the Development of the Armed Forces of Ukraine until 2020

LOGISTICS

SINGLE LEGAL FRAMEWORK

CAPABLE TO PROVIDE ALL THE COMPONENTS OF THE DEFENCE FORCES DURING THEIR USE IN A SINGLE SYSTEM

CONSISTENCY WITH AGREED NATO PRINCIPLES

OPTIONS

- The establishment of Logistics Management System
- The adaptation of NATO Codification System
- The adaptation of logistics support system to the NATO standards
- The improvement of logistics support to military operations

Logistics Directorate of the General Staff

AFU Logistics Command

CONTROL

PLANNING

ACCUMULATION

STORAGE

SUPPLY

EXPECTED RESULT

- Efficient logistics system of the Armed Forces of Ukraine, integrated with relevant components of the other defence forces and able to effectively cooperate with the NATO and EU forces
- The military command and civilian government authorities are making great efforts to meet the needs of troops (forces) during combat operations
- The unified command is responsible for accumulation, storage and supply of materials (including medical supplies)
MEDICAL SUPPORT

Problems

01
Not able to provide adequate medical support to all military operations

02
Outdated methods and procedures for the medical care, evacuation and treatment of wounded

03
The absence of a unified management body of medical support

04
Outdated system of training and retraining of medical personnel

Solutions

01
Improvement of legislation and creation of the medical information system of the Armed Forces

02
Introduce modern methods and procedures for medical care, evacuation and treatment of wounded, provide modern means of medical evacuation

03
Create a single governing body responsible for the management of medical support

04
Conducting training and retraining of medical personnel in accordance with the NATO standards
# Professionalization

## Key tasks

<table>
<thead>
<tr>
<th>Legislative changes</th>
<th>Advanced training techniques</th>
<th>Human resources provision</th>
<th>Contract personnel — up to 80%</th>
</tr>
</thead>
</table>
| The set of measures to improve the attractiveness of the service | The basis for training - lessons learned from the ATO, military operations, international operations | The establishment of the Unified State Register for the Military Reserve | Correlation  
- general officers − 0,2%  
- senior officers − 39,8%  
- junior officers − 60% |
| The development of military clergy (chaplaincy service) | Effective training of scientific and pedagogical staff | An effective Reserve and conscripts’ training system | Junior officers:  
- staffed positions − 71%  
- creation of a reserve − 130 thousand people |

## Priority

<table>
<thead>
<tr>
<th>Manning operational units</th>
</tr>
</thead>
</table>

The State Program for the Development of the Armed Forces of Ukraine until 2020
### FINANCING

<table>
<thead>
<tr>
<th>NO.</th>
<th>INDEXES</th>
<th>AMOUNT OF FUNDING</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td>The total amount for development activities identified by the Program, including:</td>
<td>100 939,38</td>
<td>7 173,21</td>
<td>22 211,95</td>
<td>33 402,10</td>
</tr>
<tr>
<td>1.1</td>
<td>Strategic Goal 1</td>
<td>4 955,47</td>
<td>595,76</td>
<td>1 335,31</td>
<td>1 529,62</td>
<td>1 494,79</td>
</tr>
<tr>
<td>1.2</td>
<td>Strategic Goal 2</td>
<td>Maintenance Funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.3</td>
<td>Strategic Goal 3</td>
<td>63 798,82</td>
<td>3 620,29</td>
<td>11 391,98</td>
<td>22 481,94</td>
<td>26 304,60</td>
</tr>
<tr>
<td>1.4</td>
<td>Strategic Goal 4</td>
<td>31 796,06</td>
<td>2 899,22</td>
<td>9 379,27</td>
<td>9 284,77</td>
<td>10 232,80</td>
</tr>
<tr>
<td>1.5</td>
<td>Strategic Goal 5</td>
<td>389,03</td>
<td>57,94</td>
<td>105,39</td>
<td>105,76</td>
<td>119,94</td>
</tr>
</tbody>
</table>
**RESULT**

**PERFORMANCE SCHEDULE**

<table>
<thead>
<tr>
<th>Event</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>The General Staff of the Armed Forces of Ukraine and other C2 bodies have completed the implementation of the NATO standards and principles related to the separation of function to carry out the formation, development and training of troops (forces), and functions to manage their use</td>
<td>2020</td>
</tr>
<tr>
<td>Capabilities-based planning has been implemented</td>
<td>2018</td>
</tr>
<tr>
<td>The Armed Forces have acquired the necessary operational (combat, special) capabilities; staffed by trained personnel (contract personnel - up to 80%) with the serviceable weapons and military equipment</td>
<td>2020</td>
</tr>
<tr>
<td>The unified logistics management system has been established, the medical support system has been improved</td>
<td>2020</td>
</tr>
<tr>
<td>The Military Police has been established</td>
<td>2018</td>
</tr>
<tr>
<td>The territorial defence system has been improved</td>
<td>2020</td>
</tr>
<tr>
<td>The level of material support has been raised and salary structure has been adjusted</td>
<td>2018</td>
</tr>
</tbody>
</table>