CHANGING THE ARMY

reforms digest | #december2015
#NoOneButUs

Goal – to implement system reforms in the economic sector of the Armed Forces of Ukraine
public procurement system: corrupt

system of food supply and material support: destroyed

medical support: has not changed since the Soviet times

state-owned enterprises: either not working, or unprofitable
#MakingChanges
Reforms Project Office of the Ministry of Defence of Ukraine

A consultative advisory body set up by a special decree of the Minister of Defence in August 2015

WE ARE SUPPORTED BY:

[Logos of supporting entities]
Working on projects in four areas

Team of 30 professionals

AGREEMENT ON COOPERATION:
Reforms In MOD

REFORM OF THE PROCUREMENT SYSTEM

- **IMPLEMENTED:** Electronic procurement system

- **PLANNED:** Reorganization of the public procurement system in the Ministry of Defence of Ukraine

REFORM OF MATERIAL SUPPORT OF THE ARMED FORCES OF UKRAINE

- **ESTABLISHED:** Center for Development and Monitoring of Material Support of the Armed Forces of Ukraine

- **IN PROGRESS:**
  - Reform of the system of food supplies and nutrition in the Armed Forces of Ukraine
  - Automation of the inventory of needs and supplies in the field of material support of the Armed Forces of Ukraine
  - Reform of the fuel supply system in the Armed Forces of Ukraine
  - Reform of the norms and standards of material supply of the Armed Forces of Ukraine and other military groups
IN PROGRESS:
Reform of the management in the state-owned enterprises of the Ministry of Defence of Ukraine

IN PROGRESS:
Introduction of a healthcare information system in the Armed Forces of Ukraine

IN PROGRESS:
Introduction of an automated system of medical stock inventory

IN PROGRESS:
Optimization of the system of medical evacuation support of the Armed Forces of Ukraine

IN PROGRESS:
Reform of the management in the state-owned enterprises of the Ministry of Defence of Ukraine
REFORMS STRATEGY

CONCEPT

- identifying a problem/need
- developing a target model of the project
- developing and approving technical specifications
PILOT PROJECT

- carrying out an experiment
- proving the benefits of the reform implementation

SYSTEM LEVEL

- decision to scale the project on the entire system
- implementing the changes in all military units
PILOT PROJECTS
REFORM OF THE PROCUREMENT SYSTEM OF THE MINISTRY OF DEFENCE OF UKRAINE

The Ministry of Defence has switched to electronic bidding for the after-threshold procurement in the economic sector. More than 200 million UAH has been saved so far.

REFORM OF THE MATERIAL SUPPLY SYSTEM OF THE ARMED FORCES OF UKRAINE

Developed the Integrated Combat Equipment of the Armed Forces of Ukraine.

Adopted about 30 NATO STANAG standards of material supply as standards of the Armed Forces of Ukraine.

Introduced new norms for more than 70 items of the uniform.
REFORM OF THE SYSTEM OF FOOD SUPPLIES AND NUTRITION IN THE ARMED FORCES OF UKRAINE

EXISTING NORMS
developed back in the 1960s

NEW NORMS
general military norm

32 products

menu

650 grams of bread and flour

600 grams of potatoes

no fermented milk products

248 products

4 variants of menu
buffet table
including salads, fruit, hot drinks, yogurt

INTRODUCTION OF THE HEALTHCARE INFORMATION SYSTEM IN THE ARMED FORCES OF UKRAINE

Prepared and carried out preliminary testing and implemented pilot projects in three units
HEALTHCARE ESTABLISHMENTS NEAR THE ATO AREA HAVE BEEN CONNECTED TO THE E-HEALTH SYSTEM

Hospitals in Zaporizhzhia and Mariupol have been connected to the E–Health system in a test mode since November 1. Starting from March 2016, we intend to connect at least 500 users to this system.

The E-Health healthcare information system (HIS) should convert all the documentation in medical hospitals from paper form into an electronic one:
- information about all the wounded persons will be centralized
- the data will be updated in real time
- all the doctors involved will have full access to the information about

- the medical condition and medical records of the wounded
- it will be easy to register all the documents after recovery

Preliminary testing and pilot projects are being implemented in three units. The data processing center is being set up, information security measures are being taken, and training of doctors is being implemented.

THE MAIN MILITARY MEDICAL CLINICAL CENTER IN KYIV: 4 KM OF FIBER OPTIC INSTALLED, COMPUTER NETWORK INSTALLED
At the final stage, the system will cover all the main military medical clinical centers, as well as another 20 healthcare establishments, including those in the ATO area. To implement this project, it is necessary to search for and pool charity aid of different types: from the network to the servers, from the system integration services to the training. All these elements are integrated by the Reforms Office and the charitable organizations on the platform of charity fund “Patients of Ukraine.” After experimental operation and state tests, the healthcare information system will be passed into service of the Ministry of Defence.

FULLY IMPLEMENTED SYSTEM:
1500 USERS
NUTRITION SYSTEM IN THE ARMED FORCES OF UKRAINE IS BEING REFORMED

Two military units – in Lviv and Odesa – and frigate “Hetman Sahaidachnyi” are taking part in the pilot project of the food supplies and nutrition reform in the Armed Forces of Ukraine.

The pilot project, which started on September 16, aims at changing the approach to subsistence support of the military. It is hard to imagine but the diet of Ukrainian soldiers is still based on the norms developed back in the 1960s: it includes 30-40 products, there is only one menu for everyone, and people are offered 600 grams of bread and bakery products and 650 grams of potatoes each day.

It is clear that the diet is not balanced. Therefore, the Reforms Office has developed a catalogue of foodstuffs including 248 products, in particular fresh fruit and vegetables, fermented milk products, etc. According to the new procedure, the person in charge of feeding in the military unit shall compile a menu in a computer program, choosing the starter and the main dish, the salad and the drink, which should contain a specific amount of calories and cost a particular sum of money per person.

NEW NORMS:
248 PRODUCTS,
4 VARIANTS OF MENU,
BUFFET TABLE
WE INTEND TO START IMPLEMENTING A NEW SYSTEM OF FOOD SUPPLIES AND NUTRITION IN THE ARMED FORCES OF UKRAINE GRADUALLY, YET ON A LARGE SCALE, STARTING FROM JANUARY 2016.

Diana Petrenia, Project Manager

The Reform Project Office has already taken inventory in the military units and calculated the cost of additional equipment to be purchased to support transition to a new model. The E-Storage system and electronic records of subsistence support are going to be implemented next. This record will be organized in the following way: all the military will receive electronic manning cards. These cards will be scanned at the entrance to the canteen, so the Ministry of Defence will get exact data on how many people were fed on that particular day. This system is already working in Lviv and will shortly be implemented in Odesa.
30 NATO STANAG STANDARDS HAVE BEEN ADOPTED AS DEPARTMENTAL STANDARDS OF THE ARMED FORCES OF UKRAINE

Project “Reform of the norms and standards of material supply of the Armed Forces of Ukraine and other military groups” started in February 2015. So far, we have developed the Integrated Combat Equipment of the Armed Forces of Ukraine and approved it for all branches of troops, introduced new norms for more than 70 items of the uniform and 26 new technical arrangements, and designed universal camouflage pattern ‘Varan of the Armed Forces of Ukraine’.

However, we are most proud of the fact that 30 NATO STANAG standards have been adopted as departmental standards of the Armed Forces of Ukraine.

TECHNICAL REQUIREMENTS AND PROJECT KPI HAVE BEEN APPROVED BY NSPA NATO
(NATO SUPPORT AND PROCUREMENT AGENCY)
Successful preparatory work of the project group laid down a foundation for the establishment of the Center for Development and Monitoring of Material Support of the Armed Forces of Ukraine. The Center develops new samples of uniform, boots, equipment, and food ration in line with the international standards and with due account of the combat experience. It will also work on development of the material supply quality control system, as well as a computerized material supply records database.

**KOSTIANTYN LIESNIK,**
MASTERMIND AND MANAGER OF THE PROJECT

**MATERIAL SUPPORT OF OUR SOLDIERS SHALL NOT DIFFER FROM THE ONE OF AMERICAN OR BRITISH MILITARY SERVANTS.**
THE PROCESS OF REFORMING SHOULD BE CONTINUOUS

YURIY HUSYEV, Deputy Minister of Defence of Ukraine

- The process of reforms was launched a year and a half ago. What has really changed so far?

- Kakha Bendukidze, one of the persons who inspired me, said that reforms and love are similar in that you should make them rather than just ponder them over. Reform is a very painstaking process. However, when a body loses blood, global reforms are not a top priority. There were no stocks in the storage depots, the system of logistics support was lame in both legs. While the confidence of the public in the army was high, its distrust in the procurement system of the Ministry of Defence went off scale. Therefore, together with the ‘Volunteer assault force’, we selected the strategy of ‘fast victories.’ We have settled upon a few most problematic areas. First of all, these are the norms and standards of material supply, which has not changed since the Soviet times, the logistics system, and healthcare support. Now that ‘the loss of blood’ has been stopped and a number of projects have been implemented, we moved to strategic planning.

- How long will it take to adopt the NATO standards?

- Basic standards have already been adopted. Working upon integration of Ukraine to NATO, we take into account the experience of Poland, Bulgaria, Lithuania, Latvia, and Estonia. We have successfully introduced more than 30 basic NATO standards, the so-called STANAGs. First of all, together with our colleagues in Poland, we have set up a working group on the reform of battlefield medicine, having developed a concept of a military medical doctrine. It will incorporate unique principles: the platinum ten (first aid should be provided to the wounded soldiers within ten minutes after the injury); the golden hour (the span of time when the soldier should be transported to the place where medical aid can be provided). These standards have to be formalized by the relevant documents of a doctrinal character which should become the basis for all other normative acts, instructions, and regulations. These documents will make it
The process of reforms was moved to strategic planning. Projects have been implemented, we ‘blood’ has been stopped and a number of healthcare support. Now that the losses of Soviet times, the logistics system, and supply, which has not changed since the are the norms and standards of material ‘fast victories.’ We have settled upon a few assault force’, we selected the strategy of Therefore, together with the ‘Volunteer of the Ministry of Defence went off scale.

Confidence of the public in the army was support was lame in both legs. While the storage depots, the system of logistics principles: the platinum ten (first aid should be provided to the wounded soldiers within (ten minutes after the injury); the golden doctrine. It will incorporate unique reform of battlefield medicine, having we have set up a working group on the reinforce our colleagues in Poland, Latvia, and Estonia. We have successfully introduced more than 30 basic NATO experience of Poland, Bulgaria, Lithuania, and standards have already been adopted. Working upon integration of needs of the military are formalized in the new military doctrine. Moreover, we are also drafting a logistics doctrine that should answer the questions how the needs of the military are formed, how the standards are developed, how procurement is carried out, how the distance from a soldier to a supplier is calculated. And how supply for every single soldier is monitored.

– Who coordinates the implementation of reforms in the Ministry of Defence?

– The Reforms Project Office set up by the decision of the Minister of Defence. This Office forms project teams of reformists who are willing and able to implement the reforms and, at the same time, do not become government officials. Together with the subdivisions of the Ministry of Defence, the General Staff, and the military units, these managers set up working groups carrying out the tasks of the Reforms Council, which I have the honour to chair. PricewaterhouseCoopers helps to implement the system of corporate management, Ernst&Young – the institutional reform of the procurement system, Deloitte – the housing provision reform, while KPMG helped to prepare the draft laws on state and private partnership in the sphere of national defence.

– The e-procurement project has already been implemented. Do you observe the expected effect?

– The Ministry of Defence has become
the only Ukrainian ministry to implement the e-procurement system on an after-threshold level: more than 200,000 UAH by procurement of goods and services, and more than 1,2 million UAH by performance of works. Any suppliers on the website www.prozorro.org can take part in the electronic bidding whose participants do not know who they are negotiating with. We are planning to broadcast the meetings of the tender committee online. This committee makes a decision to conclude particular agreements in the follow-up of the electronic bidding.

- Have you managed to exclude a corruption element from the procurement system?

- The electronic procurement system is monitored by Transparency International, an international organization that helps Ukraine to implement the reforms. Development of technical specifications and standards of material supply are tackled by the special center headed by Dmytro Marchenko, hero of defence of Donetsk airport, lieutenant colonel of the 79th brigade. All decisions are adopted only after public debates. If someone has any information about the instances of corruption in the system of public procurement for the army, please let me know.

- When will the reforms you launched yield results? When will we see systemic changes?

- Electronic procurement is already functioning. Three projects in the sphere of battlefield medicine have been initiated. Moreover, the Ministry of Defence has
developed a military medical doctrine which covers, for example, the project of automation of medical storage depots. All medicines delivered by volunteers to any location will be registered in a special system. This system will also accumulate all the medical information about hospitalized military service members, including data from civilian healthcare establishments.

**– Will it be implemented next year?**

– These projects are already being implemented. E-Health project, which introduces electronic medical records of the military service members, has been launched in the Central Military Hospital and the hospitals in Zaporizhzhia and Mariupol. The system is being tested and will be scaled on other hospitals next year. The project of automation of immovable property management and housing provision of the military has been launched. The reform consists of several stages. Pilot projects belong to the initial stage of the reforms. First, an experiment is held to prove the benefits of specific innovations. If we see positive results of the pilot project, the reform is scaled on the entire system. For instance, the experiment in the area of nutrition will finish in December 2015, while starting from 2016, the reform will be implemented in all the military units stage by stage. The process of reforms should be continuous. Why it is so important that the Ministry of Defence has set up the Reforms Project Office? Because the project has its initial stage, a project team, responsibility, and KPI.
The process of reforms was moved to strategic planning. Projects have been implemented, we healthcare support. Now that the loss of Soviet times, the logistics system, and supply, which has not changed since the 'fast victories.' We have settled upon a few 'assault force,' we selected the strategy of the Ministry of Defence went off scale. High, its distrust in the procurement system support was lame in both legs. While the storage depots, the system of logistics top priority. There were no stocks in the body loses blood, global reforms are not a very painstaking process. However, when a reform is rather than just ponder them over. Reform is similar in that you should make them who inspired me, said that reforms and love have really changed so far?

Launched a year and a half ago. What regulations. These documents will make it norms, acts, instructions, and standards have to be formalized by the medical aid can be provided. These principles: the platinum ten (first aid should be transported to the place where the wounded soldiers within the distance from a soldier to a supplier is, how the standards are developed, how the needs of the military are formed, doctrine. It will incorporate unique development a concept of a military medical reform of battlefield medicine, having we have set up a working group on the all, together with our colleagues in Poland, Latvia, and Estonia. We have successfully experience of Poland, Bulgaria, Lithuania, Ukraine to NATO, we take into account the – Basic standards have already been – NATO standards?

How long will it take to adopt the implementation of reforms in the – The Ministry of Defence has become who are willing and able to implement the Office forms project teams of reformists decision of the Minister of Defence. This – The e-procurement project has implementation of reforms in the in the sphere of national defence. – Draft laws on state and private partnership reform, while KPMG helped to prepare the – The Ministry of Defence?

– The electronic procurement system is – The electronic procurement system on an after-threshold – How long will it take to adopt the corruption element from the – Have you managed to exclude a corruption in the system of public – Will it be implemented next year?

All decisions are adopted – The Ministry of Defence has – Electronic procurement is already – Will it be implemented next year?

Battlefield medicine have been initiated. – Three projects in the sphere of functioning. Three projects in the sphere of – Electronic procurement is already – How long will it take to adopt the – All decisions are adopted – The Ministry of Defence has – Electronic procurement is already – Will it be implemented next year?

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