OVERVIEW OF DEFENCE REFORMS IN UKRAINE
March 2017

Month in review

Top Story: International exercises of Ukrainian Army

Ukraine-NATO: MOD's progress in implementing Annual National Programme
Military medics from Germany and Ukraine shared their experiences in organizing medical services, administering training in tactical medicine, providing injured soldiers with psychological and trauma support during combat, and subsequent rehabilitation.

The parties discussed issues related to medical management, introducing NATO standards in the medical services of the Armed Forces of Ukraine, and identified areas of potential bilateral military medical cooperation. The representatives of the Bundeswehr also visited injured soldiers at the Kyiv Military Hospital and offered treatment and rehabilitation at military medical facilities in Germany.

“During talks with representatives of the German Army Medical Service we reached agreement on the development of rehabilitation programs at healthcare facilities in Germany, programs in the field of tactical medicine, and the exchange of practical clinical experience in treating injured soldiers and organizing medical evacuations based on NATO protocols and standards,” said Col. Eduard Khoroshun.

Lt. Col. Till Perrey, the head of the German military delegation, said the German Army Medical Service is interested in developing bilateral cooperation and providing their Ukrainian colleagues with knowledge and experience.

German doctors also want to learn about the clinical experiences of their Ukrainian colleagues during the Anti-Terrorist Operation, in particular the treatment and rehabilitation of injured Ukrainian service members.
The chiefs of general staffs of both countries discussed the development of bilateral relations in the field of defence in the course of a meeting on March 31, which took place under the framework of an official visit of the delegation of the Ministry of Defence of Georgia to Ukraine.

**UKRAINIAN ARMY TRANSITIONS TO NEW FOOD SUPPLY SYSTEM**

On March 22, Defence Minister Stepan Poltorak signed an order according to which 20% of personnel will switch to the new food supply system in 2017, and within three years, the entire army will be using the new food standards.

The new food supply system was developed by a team at the Ministry of Defence Reforms Project Office led by Diana Petrenya. The new system was tested in 2015 at the National Army Academy in Lviv and the Western Naval Base in Odesa, followed by preparations for a full-scale launch. The Reforms Project Office also designed for the MOD an internal program for accounting of food stocks and costs spent by military units.

The approved MOD order increases the list of food items served in the military from 32 to 348. Fresh fruits and vegetables have been added, along with other meals and beverages, such as coffee. Another important element is that outside catering services will no longer be used. Under the new system, military units will hire in-house cooks.

**UKRAINE AND GEORGIA TO ENHANCE MILITARY COOPERATION**

Army General Victor Muzhenko and Brigade General Vladimir Chachibaya noted that cooperation between Georgia and Ukraine aims at practical matters and will evolve taking into account joint interests. Namely, it will include the conduction of multinational military exercises, exchange of experience in the field of crisis settlement and operational planning, cybersecurity, professional training of personnel and units of the armed forces of Ukraine and Georgia, and the training of officers, including instructors of training centers and sergeants.

General Muzhenko noted that Ukraine is also interested in continued professional training of Ukrainian military personnel at the specialized Alpine educational and training center of the Armed Forces of Georgia, as well as in the development of the project for rehabilitation of soldiers who received combat injuries in the ATO zone.

Since August 2015, 48 Ukrainian soldiers have completed the rehabilitation courses at the medical and psychological rehabilitation center of the Ministry of Defence of Georgia.
CONSTRUCTION OF NEW MILITARY BASE BEGINS AT SHYROKYI LAN TRAINING FACILITY

UAH 370 million has been allocated for the construction of the military base, which will include 11 barracks, canteen, headquarters building, and medical centre.

Each barrack will house two companies and will have sleeping quarters for soldiers and officers, shower rooms, laundry room, and recreation room. The first stage of construction is scheduled to be completed by the end of this year.

During a visit to the training area, Defence Minister Stepan Poltorak inspected the progress of construction and said that providing personnel with decent living conditions was a priority for the military.

WE NEED TO CREATE PROPER LIVING CONDITIONS FOR OUR SERVICEMEN, ESPECIALLY IN THE REAR, WHERE UNITS GO AFTER ROTATING FROM THE ANTI-TERRORIST OPERATION ZONE. THE LEVEL OF FUNDING DOES NOT ALLOW US TO CHANGE EVERYTHING AT ONCE, BUT WE WILL CARRY OUT OUR PLANS STEP BY STEP

Strategic Communications pilot course classes took place in Dnipro. Under the orders of Chief of General Staff – Supreme Commander of the Armed Forces of Ukraine Army General Victor Muzhenko they were attended by the personnel of the Operations command “East” of the Army of Ukraine.

Lieutenant Colonel Andriy Dyda, Strategic Communications Assistant to Chief of General Staff, told the participants of the course about the organization of strategic communications in the Army of Ukraine. In his turn, Colonel Volodymyr Kosenko, Head of the Unit for Processing the Requests of the Public Relations Department of the Armed Forces of Ukraine, outlined the main principles of the work of commanding officers and executives with the media. Lieutenant Colonel Oleksiy Mazepa, officer of the Organization and Planning Unit of the Department for Military-Civilian Cooperation of the Armed Forces of Ukraine, told the participants about the specific features of cooperation with local authorities and the public.

Strategic Communications Advisor to Ministry of Defense of Ukraine and General Staff of the Armed Forces of Ukraine Edward Johnson gave vivid examples of stratcom in the U.S. Armed Forces at different times and projected them onto the current situation in Ukraine.

The Strategic Communications pilot course aims to increase efficiency under the conditions of “hybrid” warfare and to improve interactions between military governance bodies in this area.

Strategic Communications Course Continues in Dnipro

Ministry of Defence of Ukraine
Reforms Project Office

Towards New Armed Forces of Ukraine

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International Exercises

UKRAINIAN AND ROMANIAN MARINES TAKE PART IN EXERCISE PLATINUM EAGLE 2017


The multinational drills were held in late February - early March at the Smardan Training Area in Romania. The aim was for multinational troops to conduct integrated attacks using NATO standards.

“The exercise was a good opportunity for us to improve our skills by training in one team with our foreign colleagues,” said landing assault platoon commander Junior Lieutenant Serhiy Rudenko. “These types of exercises are very useful for increasing cooperation and strengthening stability in the Black Sea region.”

Over the course of 10 days, 30 marines learned NATO tactics, basics of mine safety, practiced defensive and offensive operations, conducting raids and patrols.

Platinum Eagle 2017 is the first phase of the new format of the Platinum Lynx multinational training exercise, in which the Ukrainian Navy is a regular participant.

UKRAINIAN’S ARMY INTERNATIONAL EXERCISES IN 2017

In 2017, Ukrainian Armed Forces will participate in 19 multinational military exercises, 16 of which will take place outside Ukraine.

INVOLVED IN THE INTERNATIONAL EXERCISES FROM UKRAINIAN SIDE WILL BE:

- **14 000** military personnel
- **30** aircraft
- **25** ships
- **400** pieces of military equipment

The largest exercises this year include the annual Sea Breeze and Rapid Trident exercises, conducted jointly by the United States and Ukraine. Those will be held in Ukraine and will see the participation of NATO and EU member states. In 2017, the multinational training mission will also continue providing training to Ukrainian tactical battalion groups. Ukraine will also participate in Saber Guardian 2017, the largest U.S. Ground Forces exercise in Europe. It is expected that all branches of Ukrainian Armed Forces will be able to take part in the international exercises this year.
LITPOLUKRBRIG JOIN PREPARATIONS FOR RAPID TRIDENT 2017

A team of officers from the Lithuanian-Polish-Ukrainian Brigade (LITPOLUKRBRIG) is taking part in the planning of Exercise Rapid Trident 2017.

Dariusz Czekaj,
Lieutenant Colonel, Deputy Chief of Staff for Operations

The delegation from the multinational brigade joined their American partners for a series of planning events at the International Peacekeeping and Security Centre of the National Army Academy (Starychi village, Yavoriv raion, Lviv oblast). The conference participants engaged in division level war-gaming. This year LITPOLUKRBRIG officers were responsible for planning certain areas of division level operation.

The staff of the multinational brigade with participate in the Rapid Trident 2017 exercise this September.

MAIN PLANNING CONFERENCE FOR SEA BREEZE 2017 HELD IN ODESA

The main planning conference for Sea Breeze 2017, a multination exercise co-hosted by the United States and Ukraine, ended in Odesa on March 2.

The purpose of the exercise is to conduct a multinational security operation in a crisis region. Representatives from Ukraine, the U.S., Azerbaijan, Belgium, Bulgaria, Greece, Georgia, Great Britain, France, Canada, Moldova, Germany, Norway, Poland, Romania, Turkey, and Sweden spent four days planning the upcoming international drills.

Kostiantyn Plakhotniuk,
Captain, exercise director for Sea Breeze 2017 from the Ukrainian side

The head of the America delegation, U.S. Navy Captain Michael Villegas, said the event was another good opportunity to exchange ideas and experience to make the future drills successful, and demonstrated the partnership between fleets of different countries.

He also thanked the conference participants for their work and stressed the importance of these types of events to international cooperation. It should be noted this was the largest conference in terms of participant numbers in recent years.

BY WORKING WITH OUR PARTNERS FROM U.S. EUROPE COMMAND WE WERE ABLE TO GATHER PRECIOUS EXPERIENCE AND KNOWLEDGE. TOGETHER, WE DEVELOPED A SCENARIO THAT WILL BE USED IN THE RAPID TRIDENT EXERCISE.

Dariusz Czekaj,
Lieutenant Colonel, Deputy Chief of Staff for Operations
The 1st Mechanized Battalion, 28th Mechanized Infantry Brigade is doing its training rotation with the Joint Multinational Training Group – Ukraine (JMTG-U) at the International Peacekeeping and Security Centre (IPSC) of the Hetman Petro Sahaidachnyi National Army Academy in the Lviv oblast.

The Ukrainian battalion completed the 21-day individual training course of the JMTG-U program and has moved on to collective training. The soldiers will spend 34 days learning to defeat “the enemy” as part of a mechanized unit, platoon, and company. The training program will culminate with a live fire exercise.

Unit combat coordination training has begun at the Yavoriv training ground. Professional soldiers are gaining practical skills in firing against the “enemy”: they practiced combat field movements as required by U.S. field statutes, selecting positions for opening fire, perimeter defence, attacking the “enemy’s” front edge, repelling surprised enemy attacks, and so forth.

Mechanized brigade commanders acquired practical experience in managing their units. It is important for unit commanders to not only know how to fire weapons, but to know what commands to give to whom and when, to tell each soldier their place in the unit’s combat formation, to be able to prioritize battlefield targets, to get a sense for each of their subordinates in battle, and to give clear and confident orders to their units.

“This training course is very useful and important,” Sergeant Serhiy Semenov, commander of one of the units of the mechanized battalion, told Ukrainian journalists and reporters from CBS Channel 9. “Only here at the International Centre can we gain the invaluable experience waging war using NATO standards. Many of our guys already have experience fighting in the east of our country. There are also those who only recently signed up to serve in the military. This is to their benefit. Unit commanders have the unique opportunity or learn to lead their own, albeit small, military teams. The success of a battalion’s combat mission depends on the coordination of the unit, platoon, and company.”

At the completion of the course, the instructors noted that the three weeks of individual training were effective and that the soldiers performed well during the combat coordination practice.
In 2014, the OSCE jointly with the NSDC conducted a poll and internal evaluation, and based on the results of these evaluations recommendations have been provided under the framework of the NATO Building Integrity Program.

According to the recommendations, activities aimed at strengthening integrity, transparency and accountability should be strengthened. These areas are key to anti-corruption activities. It is important to improve internal communications, although they are inevitably linked to interdepartmental cooperation and communication with the external world. I believe this is important for a number of reasons.

First, because this ensures transparency. Second, because we need continued support to implement reforms, including donor assistance. Whenever we can see specific results and achievements and can report thereof, we should do it, — inform our partners and the public of the reforms underway, the achievements, challenges and actions taken to meet these challenges. I believe these are guiding principles. They are deeply built into our Building Integrity Program.

The NATO Building Integrity Program is of note, as it has been specifically developed to address educational needs and assist armed forces undergoing reform. Thus, we highly value feedback, we pay attention to reviews and proposals when developing our program for the following year.

NATO has solid experience in reform of the security and defence sector in countries which go through political and economic transition. As a rule, we provide assistance specifically through education.

NATO’s experience over the last 60 years shows that it is through education that the transformation and modernization of the defence sector takes place.

Changes start at the level of a specific individual. You can implement new policies, systems, mechanisms and methods of work, however, when your personnel, your people, do not understand what to do and have no educational background, the reforms will not yield the desired results and fail to ensure sustainable development. In this situation, human and financial resources provided by external donors will simply be wasted. Thus, I believe that Ukraine, NATO and international donors should all work towards achieving results. For this reason, in NATO we place special emphasis on training and education. NATO building integrity courses are now being implemented in Ukrainian institutions.

Back in 2012, NATO allies developed a building integrity course and included it into the training curriculum, and now this is one of the 20 educational disciplines certified by NATO. In 2016, the leaders of the Allied States developed and signed the Building Integrity Program – to stress the importance of education once again.

What do we do in Ukraine? Our work focuses on two main assistance levels. When we are talking about defence and security sector reforms, they provide for three assistance levels: institutional, individual and social. We work on the institutional and individual levels. This is quite logical, considering what I have stressed already – change starts with each individual. We also pay attention to the institutional level via the implementation and recommendation of good practices, systems and mechanisms based on the main building integrity principles. We focus on the three following principles: integrity, transparency, and accountability. Personally, I would also add civilian control and supervision here. All these assistance levels are interconnected and support each other.

In Ukraine, we put special emphasis on education in the Armed Forces, as well as in other specialized military and law enforcement educational establishments. We also work with the National Anticorruption Bureau of Ukraine, the NAPC and the Security Service of Ukraine. Some of these organizations are law enforcement, some perform preventive functions. We do not focus on the functions of the police and prosecution, we understand that these are all players on the same chessboard, and we need accumulation of all efforts.

As the July NATO Summit in Warsaw specially stressed, today corruption poses a high threat. We know what the consequences have been, for example, in Afghanistan, when the troops were deployed without sufficient logistic and alimentation support.

So, what have we been doing over the last two years, and why are we talking about the last two years? In 2014, the decision to strengthen cooperation with Ukraine was made. We are increasing the participation of Ukrainian representatives in NATO events. For example, jointly with the Norwegian Center for Integrity and the Sarajevo Peacekeeping Training Center we conduct courses, to which we invite Ukrainian professionals. Here, most important is not the number of participants from Ukraine who took the courses, but the fact that we increase information that Ukrainian professionals are getting exposed to international experience. For example, when we have HRM trainings,
we invite specialists in the field of human resources. At these courses, we provide interpreting, so that even those without a good command of English can receive new knowledge. It is important to us that the training is received by those who deal with respective areas in their country, not those who just happen to know English well. It is very important for us to communicate with specific target audiences who have expertise in the respective subject matter.

The future of the Ukrainian Army is important for us, which is why we also offer courses for cadets and master sergeants. Over the last years we have paid a lot of attention to these programs. We conducted these courses in Ukrainian educational establishments and the Armed Forces of Ukraine in the regions. Inter alia, we conducted trainings at the Khmelnytsky Border Guard Academy, the Zhytomyr Military Institute, the Kharkiv Air Force National University and the Kyiv National Defence University. These courses are always open not only for the students of the respective schools. We always work with the management of the educational establishments to ensure that our courses are also available to specialists, for example, from the NABU and other institutions.

We have developed curricula for different audiences and are ready to deliver these courses. This year, jointly with the mobile training team of Bosnia and Herzegovina we conducted a course on anticorruption issues in international peacekeeping operations, and already received positive feedback for the participants.

The thing is, that you not only participate in ATO combat action, but also provide your troops for international peacekeeping operations. It is very important, when troops are deployed in an international environment, for them to be aware of transparency, integrity and accountability. Is there a code of conduct? What happens there?

I would like to stress that the curriculum of this course has been certified by NATO, and all the above-mentioned issues are discussed during the training. We already have a request to deliver this course in 2017. We gave this course in Ukraine. We also conduct it in Bosnia, and invite people from different countries to participate. I believe that it is important that Ukrainians do not take this course in isolation, but tap into a wider international community, talk to colleagues from other countries and exchange opinions and experience.

We also deliver so-called introduction seminars. There we talk about the main principles of integrity-building, and how it impacts the defence and security sector. We also explain what transparency, integrity and accountability are. For example, regarding HRM, our expert tells about how to recruit, select and promote personnel. At the introduction course we also touch upon corruption in the field of financial management: what the budget is, how to plan and allocate funds, etc. The introduction course also includes lectures on integrity in peacekeeping operations.

This year, we have added a new lecture for the Border Guard University. We invited a lawyer who specializes in money laundering, and she told about the international legislation in this field. It is very important to know the legal environment in which you operate, and what the GRECO anti-money-laundering principles are.

On a regular basis, we deliver courses on the consequences of corruption at the international, national and local levels. We also have specific topical seminars – this is a one-day event devoted, for example, to integrity in HRM or financial management, and this is a very condensed training. We travel around Ukraine and try to hold training not just in Kyiv.

Over the last two years, NATO works on a guidebook on our Program – not just for Ukraine. Unfortunately, corruption knows no borders, thus, neither should our practices have any.

To-date, 20 countries work under the NATO Building Integrity Program, including 7 Allied States. In parallel, our trainers work to develop yet another course, and I hope that in 2017 new material will become available for review. In June 2016, we started developing an integrity-building initiative, it will develop as strengthening education in the field of defence. We need to know which practices to teach, why and how to teach. This not only applies to the provision of knowledge, we need to work on teaching aspects, especially on how to implement the integrity-building discipline in Ukraine. Integrity-building is like salt and pepper, which are necessary cooking ingredients, in other words, we need to add it to training at all levels of education.

The experience of Columbia on training and integrity-building may be of note. This country demonstrates exceptional enthusiasm. They are trying to implement integrity training countrywide in all academia, even in jungle and mountain areas, to develop a unified approach and principles and promote integrity compliance everywhere.

We implement the NATO Building Integrity Program with support of the Government of Poland. Poland has ample experience and a good educational system, so it is important to ensure its participation in this project. The development of this Program takes time, as we need to process everything that has already been done and identify where we need to put some additional effort. I believe that we will complete the Program in one or two years.

Quality, not quantity matters to us.

Regarding quantity – this year, near 700 students took our courses. But we do not want to work based on the model when we come, give something and leave. We want to see results. And we see them. In several countries, changes have been introduced to the legislation and new courses have been added to the curricula. That is, you actually have to change the law to include integrity courses into the curriculum. And that really happened! Many countries develop their own integrity-building courses, and they ask our experts for support. To-date, two or three countries have established their own integrity-building centers with support from the Government of the UK and NATO assistance. One of these has a course on protection of human. I believe this is a very important parallel, and I believe these issues should be combined. After all, we are talking about democracy, the rule of law and protection of freedom.

Speech based on the results of the 2nd Anticorruption Week at the Ministry of Defence of Ukraine

Developed by StratComUA
ANNUAL NATIONAL NATO-UKRAINE COOPERATION PROGRAM FOR 2017: INTERMEDIATE RESULTS OF IMPLEMENTATION BY THE MINISTRY OF DEFENCE OF UKRAINE

NATO-Ukraine cooperation programs have been developed annually since 2009 and are a key systemic document on the development of cooperation with the Alliance and an important tool for defence reform.

Most important results of ANP-2017:

Military and political dialogue – continued

- 39 foreign advisors from 11 NATO member-nations are providing advisory support for the implementation of conceptual documents on the reform of the Armed Forces of Ukraine.
- An advisory group of special advisors from the US, Germany, Canada, Lithuania and Great Britain has been formed in the Reforms Committee of the MOD and AFU.

Combat potential of the Armed Forces of Ukraine – enhanced

- The President of Ukraine signed a decree on 22 March 2017 approving the State Program on the Development of the AFU through 2020.
- The Ministry of Defence of Ukraine on 21 April 2017 approved the Schedule for the Implementation of Strategic Capabilities Planning of the MOD and AFU.
- “NATO Capability Catalogue” translated into Ukrainian and analysed in the context of its applicability for the MOD and AFU.
- Pilot training course on capabilities-based strategic planning focusing on threats launched at the I. Chernyakhovsky National Defence University of Ukraine.

Interoperability between AFU and armed forces of NATO member-nations – achieved

- In January 2017 the ministers of defence of Lithuania, Poland and Ukraine signed a Letter of Certification of the acquisition by the Lithuanian-Polish-Ukrainian Brigade (LITPOLUKRBRIG) of new operational capabilities to carry out peacekeeping missions according to NATO standards.
- Participation in the NATO Partnership for Peace Planning and Review Process.
- Variants of the organizational structure of the Special Operations Forces developed taking into account criteria used by NATO.

Systems of personnel management, military education and training – improved

- Roadmap developed to replace primary officers in command posts of different levels with NCOs.
- At the I. Chernyakhovsky National Defence University of Ukraine, 12 English language instructors from military schools completed two professional development modules, using Cambridge University curriculum.
- Unit Training Centre created at the International Peacekeeping and Security Centre in Starychi, Lviv oblast.

AFU logistics and medical support systems – improved

- Implementation continues of the Automated Codification System of the Armed Forces of Ukraine using the special BULCOD codification software.
- Connection established to the NATO Mailbox System and data exchange organized with the NATO Support and Procurement Agency and states using the NATO codification system.
- Implementation continues of two pilot projects on introducing automated control systems for military property.
- Emergency medical care system created in the AFU.
...ARE READY TO DEFEND THEIR COUNTRY IN BATTLE

In 2016, Ukrainian Ministry of Defence Order #292 expanded the list of military positions open to women. Women are now eligible for 63 combat posts, including gunners, grenade launcher operators, snipers, scouts, military vehicle commanders, and others.

More than 1,000 women have enlisted as professional soldiers since the start of 2017

Approximately 10,000 women are serving with combat units

...KNOW THAT THEIR RIGHTS AND NEEDS ARE RESPECTED

In February 2016, the Government of Ukraine adopted a National Action Plan for the Implementation of UN Security Council Resolution 1325 on Women, Peace and Security through 2020, aimed at creating conditions for expanding the role of women in peacekeeping processes, protecting women from gender-based violence, and improving the system for protecting women affected by armed conflict. The Armed Forces of Ukraine continue to create comfortable conditions for women to serve in the military.

The MOD has developed and added training standards for women to the “Guidelines for Physical Training – 2016”

The I. Chernyakhovsky National Defence University of Ukraine has introduced professional development courses for servicewomen

The NATO Liaison Office together with the National Defence University of Ukraine and Kyiv-Mohyla Business School has developed a “Training Course for Servicewomen”

Methodological recommendations have been development for training on “Gender Competence in the Armed Forces of Ukraine”

...FEEL SUPPORTED

The Code of Honour of the Armed Forces of Ukraine, which will soon be adopted, is based on the principle of equal rights and opportunities for men and women and the prevention of gender-based violence.

The MOD has a hotline for reporting gender-based violence in the ATO zone.

Together with the Women’s Information Consultative Centre, servicemembers are being trained on combatting sexual violence in conflicts and rehabilitation of female victims.

EVERY TWELFTH SOLDIER IN UKRAINIAN ARMY IS A WOMAN

As of the start of 2017, there were 53,810 women in the Armed Forces of Ukraine, including 20,226 female soldiers.

2,709 women are officers, 62 of them colonels

More than 2,000 engaged in combat

1,515 awarded for participation in the ATO
