



# WHITE BOOK 2021

DEFENCE POLICY OF UKRAINE



MINISTRY OF DEFENCE OF UKRAINE



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"The White Book 2021. Defence Policy of Ukraine" information bulletin was prepared by a working group of specialists from the Ministry of Defence of Ukraine, the General Staff of the Armed Forces of Ukraine and the Administration of the State Special Transport Service.

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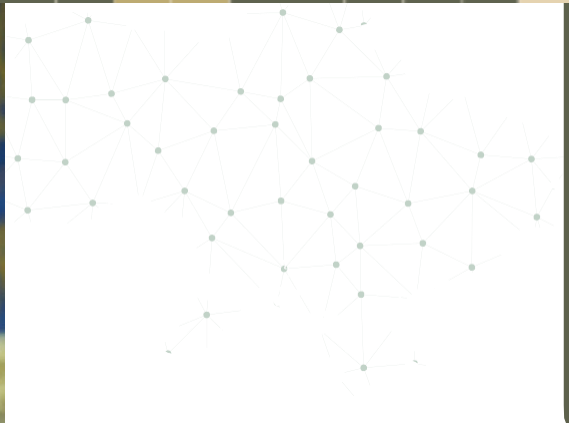
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The White Book Information Bulletin is published according to the Law of Ukraine "On National Security of Ukraine" to systematically inform the public about the activities of the Ministry of Defence of Ukraine, the Armed Forces of Ukraine and the State Special Transport Service, the status of development measures, ensuring the validity of decisions of military authorities on national security and defence, and force development.

The sixteenth edition of the White Book Information Bulletin is devoted to the implementation of the national security policy in the defence domain in the Ministry of Defence of Ukraine, the Armed Forces of Ukraine and the State Special Transport Service. The Information Bulletin also includes the main measures undertaken by the Ministry of Defence of Ukraine, the Armed Forces of Ukraine and the State Special Transport Service in 2021 and their status.

The target audience of the yearbook is civil and military experts in the domain of force development, defence and security policy, journalists, faculty members and students of the relevant higher educational establishments, and also everyone who is interested in the state and the directions of the Armed Forces of Ukraine and the State Special Transport Service development.



# THE PRESIDENT OF UKRAINE – SUPREME COMMANDER-IN-CHIEF OF THE ARMED FORCES OF UKRAINE

*We are a young family from the glorious dynasty of Kyivan Rus' - Ukraine.*

*From the ancestry of founders.*

*Ancestry of baptists.*

*From a brave ancestry.*

*Wise ancestry.*

*Cossack ancestry.*

*Having incorporated the best national military traditions established in the challenging, bloody wars and armed conflicts of the past, the Ukrainian army throughout its recent history has travelled a tortuous path to the formation of a capable and highly organized combat structure, self-confident and able to disrupt any kind of adversary's plans.*

*Today our brave young men and women are defending the Ukrainian state, our sovereignty and territorial integrity. For the sake of peace and prosperity of independent Ukraine. For the sake of future generations.*

*Ukrainians are proud of their Armed Forces demonstrating them the highest level of trust because it is the Ukrainian soldiers who have preserved the independence of Ukraine fought for by our ancestors for centuries.*

*On behalf of the Ukrainian people, I express my gratitude to the Armed Forces of Ukraine personnel and veterans for their dedicated service, resilience and heroism proved while defending the territorial integrity of the country.*

*I thank all the defenders and defendresses of Ukraine for the faithful performance of military, official and civil duty, courage, heroism and self-sacrifice.*

*Let the enduring and indomitable Cossack spirit of all generations of the Ukrainian land defenders may forever be an inexhaustible source of inspiration for us for the development of a modern and strong Ukraine.*

*I am convinced that the Armed Forces of Ukraine will continue to secure the freedom and independence of our country.*

*Glory to the Armed Forces of Ukraine!*

*Glory to Ukraine!*

(Quotes from the speeches of the President of Ukraine – Supreme Commander-in-Chief of the Armed Forces of Ukraine on the occasion of the Day of Remembrance and Reconciliation, the Day of Defenders and Defendresses of Ukraine, the 30th anniversary of Ukraine's independence and the 30th anniversary of the Armed Forces of Ukraine)



## OPENING STATEMENT BY THE MINISTER of DEFENCE of UKRAINE

In 2021, our country faced new challenges. The Russian Federation openly threatened with a large-scale armed escalation, concentrating troops near Ukraine's state border.

During that time, the Armed Forces of Ukraine and the defence sector at large demonstrated a high readiness to repel the enemy, which was one of the key factors in stabilizing and avoiding negative scenarios for the whole of Europe, which could have global consequences.

During the year, the Armed Forces enjoyed the greatest trust in Ukrainian society -  
– 72% of citizens trust the army, according to sociologists. At present, the Armed Forces of Ukraine is the institution with the highest level of support from Ukrainians.

Such a great credit of trust needs to be justified. It means to keep up with the path of development, to increase the defence capability and the readiness level.

A lot has been done in this domain in 2021.

The development of key planning documents in the domain of national security and defence has been finalized. The Military Security Strategy of Ukraine was developed for the first time introducing a comprehensive approach to the state defence based on deterrence, resilience and interaction.

The provisions of the Military Security Strategy were specified in the Strategic Defence Bulletin - a roadmap for further development of the defence forces.

The Defence Plan of Ukraine was developed and endorsed for the first time. The plan details the provisions on Ukraine's comprehensive defence and, for the first time, combines the capabilities of the defence forces components according to the integrated strategic concept, under a single strategic command.

The endorsement of the Law of Ukraine "On Fundamentals of National Resistance" provided a significant impetus to strengthen the state's defence. The law envisages, among other things, the establishment of the Territorial Defence Forces of the Armed Forces of Ukraine, the resistance movement and universal military training of Ukrainian citizens.

The law entered into force on January 1, 2022, and its implementation began immediately. The first appointment made in 2022 was the Commander of the Territorial Defence Forces of the Armed Forces of Ukraine under the Decree of the President of Ukraine.

Cooperation with international partners became more structured within the year. In particular, in 2021 the following agreements were signed:

- Strategic Defense Framework between the Ministry of Defence of Ukraine and the United States Department of Defense;

- Research, Development, Testing and Evaluation Agreement between the Government of Ukraine and the Federal Government of the United States;
- Framework Agreement between the Government of the United Kingdom of Great Britain and Northern Ireland and the Government of Ukraine on Official Credit Support for the Development of the Capabilities of the Ukrainian Navy;
- Agreement on Cooperation in the Defence between Ukraine and Sweden, etc.

Memorandum of Cooperation was signed between the Ministry of Defence of Ukraine and Bayraktar Savunma on construction and arrangement of a joint training and testing centre for maintenance, repair, modernization of UAVs and training of personnel related to drone Bayraktar operation as well as other documents of practical nature.

Work with the involvement of foreign advisers and NATO experts continued to ensure the interoperability of the defence sector of Ukraine and the North Atlantic Alliance. In 2021, 59 NATO standards were implemented by developing 71 national documents.

Joint training measures were organized, including within the framework of training missions and groups deployed in Ukraine: JMTG-U (the USA), UNIFIER (Canada), ORBITAL (the UK).

Moreover, 267 command post exercises and training, 106 live-fire exercises, 1385 tactical (special tactical) exercises, including 92 Brigade (Regiment) exercises, were conducted with the Armed Forces of Ukraine command and control authorities and military units during the year to enhance their practical capabilities.

Significant investments were also made in the procurement of modern armament and equipment of national production, including advanced research and development.

With a good foundation for development, we should step up our efforts next year.

In 2021, we celebrated the 30th anniversary of the Armed Forces of Ukraine establishment. Our army has been in a state of disbanding, disrupted by few attempts to reform, for three-quarters of its recent history. For a quarter of its history, there has been a war going on.

On the one hand, some problems have accumulated over the decades and were programmed in the Soviet era. And some problems are the consequences of urgent decisions we were forced to make during the war to save the situation.

At present, the task is to continue transformations of the army at war and systematize these processes.

The scope of this assignment is twofold:

- The Ministry of Defence of Ukraine should become one of the best corporations in Ukraine in terms of management efficiency, and the Armed Forces - one of the best employers;
- we should shift from tactical decisions to the comprehensive development of the Armed Forces fundamental capabilities.

The human-centric approach is the foundation for our work.

We will proceed with implementing the defence reform to make the Ministry of Defence of Ukraine an effective civilian authority that formulates policies not only for the Armed Forces but also for the entire defence sector, exercises military-political and administrative control over the Armed Forces, the State Special Transport Service, and provides democratic civilian control.

The priority measures include establishing an effective and transparent defence procurement system as part of the transition to three-year planning and a comprehensive digital transformation of the defence sector.



The immediate issue is the implementation of a human resources reform, the introduction of a transparent career management system of service personnel that will allow to motivate and attract the best personnel.

The priority is a gradual increase in pay and allowances for the defence sector service personnel and employees trying to reach a systemic transformation of payments in 2023, as well as a systematic approach to housing provision, primarily service housing.

In 2021, UAH 121.7 billion of budget appropriations were allocated to the Ministry of Defence. The budget was executed by 99.7%. The Ministry of Defence budget for 2022 is UAH 133.5 billion.

The financial resources management will be offered as a separate functional area to make the use of budget funds the most effective. We have also defined a goal - to achieve funding of the defence needs at the level of not lower than 3% of GDP in F.Y. 2023.

I set a task to improve the quality of military diplomacy to ensure synergies with international partners and de facto integration into NATO, without waiting for the relevant political decisions to be formulated.

I am confident that Ukrainian soldiers will fulfil their duty with dignity. The Armed Forces would do their utmost to ensure the deterrence and adequate response to the Russian armed aggression.

Thanks to substantial public support, the army can become a driving force for the modernization of the whole country. It is a unique opportunity to take advantage of.

Glory to Ukraine!

Minister of Defence of Ukraine

Oleksii REZNIKOV

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# CHAPTER 1

## IMPLEMENTATION OF THE DEFENCE POLICY AND THE DEFENCE PLANNING MEASURES IN THE MINISTRY OF DEFENCE OF UKRAINE



**THE DEFENCE POLICY OF UKRAINE** as an integral part of the state policy in the domain of national security and defence is aimed at ensuring the military security of Ukraine







# IMPLEMENTATION OF THE DEFENCE POLICY AND THE DEFENCE PLANNING MEASURES IN THE MINISTRY OF DEFENCE OF UKRAINE

Activities of the Ministry of Defence to implement the defence policy in 2021 were aimed at fulfilling task of repelling the armed aggression of the Russian Federation and preventing its escalation by building Ukraine's defence capabilities and expanding international support for Ukraine.

### PROGRESS IN THE FORMATION AND IMPLEMENTATION OF THE DEFENCE POLICY

#### The main achievements in shaping the foundations of the defence policy

In 2021, key strategic documents on the formation and implementation of national policy in the military, defence and force development domains were finalized and approved.

For the first time, the Military Security Strategy of Ukraine was developed and approved by the Decree of the President of Ukraine No121 of March 25, 2021, which clearly defines the goals, priorities and objectives for Ukraine's defence policy, introduces a comprehensive approach to defence through deterrence, resilience and interaction.

The goals and objectives of the Military Security Strategy of Ukraine are detailed in the Strategic Defence Bulletin of Ukraine, approved by the Decree of the President of Ukraine No473 of September 17, 2021. This basic defence planning document defines the main directions for the implementation of Ukraine's defence policy, requirements for the promising architecture of the Armed Forces of Ukraine and other components of the defence forces, directions for development and expected achievements of defence reform until 2025.

The Ministry of Defence together with other government agencies has for the first time developed the Defence Plan of Ukraine (approved by the Decree of the President of Ukraine on November 5, 2021), which defines the procedure and timelines for political, economic, social, military, scientific, research and technical, informational, legal, organizational and other measures to prepare the country for the armed and comprehensive defence.

*This contributed to the formation of a comprehensive strategic planning system in the Ministry of Defence, which combines national defence planning, strategic planning for the use of defence forces, defence and mobilization planning.*

### Improving the regulatory framework in the defence domain

In 2021 the Ministry of Defence has developed 181 regulatory legal acts: eight Laws of Ukraine; 81 decrees of the President of Ukraine; 92 resolutions and orders of the Government (Annex 1), which contributed to:

- maintaining the proper level of combat capability of the Armed Forces and other military formations;
- planning and measures required to achieve the goals set out in the Military Security Strategy of Ukraine and the Strategic Defence Bulletin of Ukraine;
- determining the organizational foundations for national resistance;
- improving military duties fulfilment and military registration procedures;
- defence planning organization and ensuring democratic civilian control;
- professionalization of the defence forces, including through the improvement of higher military educational institutions, military lyceums, and by generating a military reserve;
- meeting the critical requirements of the Armed Forces in advanced weapons and military equipment;
- improving separate regulations for the medical care, treatment and rehabilitation of wounded service personnel of all security and defence sector components;
- intensifying international cooperation.

### Implementation of main defence planning activities

In 2021, the first stage of capabilities-based defence planning ("Capabilities Planning") was completed, the Military Security Strategy of Ukraine and the Strategic Defence Bulletin of Ukraine were developed and enacted, and became the basis for the development of policy documents on defence and development of the Armed Forces, the State Special Transport Service, as well as development of weapons and military equipment.

Moreover, the Joint Operational Concept of the Defence Forces for 2030 has been developed, the Unified List (Catalogue) of Capabilities within the Ministry of Defence, the Armed Forces and other Components of the Defence Forces has been updated, the Armed Forces Standard Capabilities Owners Catalogue (combat military units (detachments) and operational (combat) support units), as well as a Priority List of Capabilities requiring priority development, has been developed.

Within the framework of the second stage of the Capabilities Development Programme, the following draft documents are being developed - the State Programme for the Development of the Armed Forces of Ukraine until 2026, the State Target Defence Programme for the Armed Forces' Weapons and Military Equipment Development until 2026, the State Target Defence Programme for Missile Weapons Development until 2031, other programmes and projects to develop the Armed Forces' capabilities.

A new package of NATO-Ukraine Partnership Goals has been developed and the List of Objectives and Measures for Achieving the Partnership Goals for 2021-2025 has been approved by the Ministry of Defence and the Armed Forces.

The development of new capabilities for the Territorial Defence Forces as a separate branch of the Armed Forces has been initiated.

### The main achievements in preparing for measures to repel the armed aggression of the Russian Federation

During the year the Ministry of Defence and the General Staff of the Armed Forces conducted comprehensive inspections of the Joint Forces' readiness to carry out their assigned tasks<sup>1</sup>.

<sup>1</sup> The commissions focused on: the status and quality of operational plans for force and assets employment; operational capabilities, current readiness status, availability of equipment and maintenance of defensive lines; availability of personnel and crews in the Joint Forces; control and communication systems; operational staff at command posts; logistical support, medical support, and moral and psychological support, force sustainment; the status of military units (detachments) training in compliance with NATO standards.





*Following the inspections, the readiness of the Joint Forces to adequately respond to any threats was reaffirmed.*

Moreover, working trips of foreign representatives to the Joint Forces Operation area were organized, which helped to impose (continue) sanctions against the Russian Federation, develop military and technical cooperation, increase aid in addition to that already provided to our country.

### Main achievements of the defence reform

The defence reform measures helped to

- maintain the level of combat capability of the Armed Forces and the capabilities of the State Special Transport Service, which ensured the implementation of assigned tasks;
- initiate the generation of the Territorial Defence Force and develop plans to increase the strength of the Armed Forces by 11,000 personnel;
- complete the establishment of territorial recruitment and social support centres;
- continue the development of the Armed Forces and the State Special Transport Service according to NATO standards;
- develop 75 documents (16 major doctrines of the Armed Forces and 59 doctrinal documents) (doctrines, guidelines, combat statutes) to achieve doctrinal compatibility of services commands, separate branches commands of the Armed Forces);
- carry out activities related to defence planning, democratic civilian control, professionalization of the defence forces and create a military reserve;
- deliver new types of weapons and military equipment and meet the critical needs of the Armed Forces and the State Special Transport Service;
- introduce a new evaluation system for capabilities acquired by the Armed Forces based on NATO evaluation principles and approaches, which facilitated the evaluation of 15 military organizational structures (two command and control units and 13 military units);
- ensure uninterrupted food supply for service personnel under quarantine restrictions;
- conclude a number of multinational agreements with partner countries on the development of military and technical cooperation, including the supply, repair (upgrade) of weapons, ammunition, equipment, cyber defence, and information exchange systems.

### Major achievements in the development of strategic communications

In 2021, the audit of communication capabilities in the defence sector was conducted, the priority goals and objectives for the development of strategic communications in 2021-2025 were determined based on Partnership Goals G0021 - Strategic Communications<sup>2</sup>. Based on the audit reports, the priority was identified - ensure coordination of all elements of the security and defence sector on strategic communications, and the following efforts have been made to implement this:

- the relevant regulatory framework has been improved<sup>3</sup>;
- public relations units were established in newly created command and control structures and military units at the brigade (regiment) level, which significantly improved the communication capabilities of the Armed Forces;

<sup>2</sup> Partnership Goals package for Ukraine under the NATO Partnership for Peace Planning and Review Process.

<sup>3</sup> Strategic Communications within the Ministry of Defence of Ukraine (guidelines); Strategic Communications (military standard); Military Public Relations (guidelines); Public Relations (glossary); and Media Literacy (manual) were developed for service personnel of the Armed Forces of Ukraine.

- the Crisis Response Office was established to ensure situational awareness, provide the Ministry of Defence leadership with impartial information, fully justified threat assessments, crises initiation and development forecasts, draft management decisions and recommendations for neutralizing impacts in the interests of defence;
- daily media monitoring was organized to counteract the informational destructive hostile influence;
- courses and training on strategic communications were conducted for 2,000 personnel of the Armed Forces and other components of the security and defence sector;
- a number of communication campaigns were conducted, the most effective of which was the "I am a reservist" campaign to promote service in the military reserve.

The effectiveness and rightness of strategic communications development are indicated by the fact that the number of audiences of the main sources of information<sup>4</sup> about the Ministry of Defence and the Armed Forces has increased significantly over the year and amounts to over 4 million people.

*The main efforts of the Ministry of Defence and the Armed Forces in 2021 were aimed at implementing national defence policy, maintaining and enhancing the capabilities of the Armed Forces to deter and repel armed aggression by the Russian Federation, reforming and developing the Armed Forces in accordance with NATO standards, and ensuring Ukraine's European and Euro-Atlantic integration.*

## CONDUCT OF THE JOINT FORCES OPERATION

In 2021, it became clear that while repelling aggression by the Russian Federation against Ukraine, the capabilities of the Armed Forces have increased significantly, as well as the readiness of other force structures to perform the defence tasks jointly.

### Lessons learned from the Joint Forces Operation

The peculiarity of the Joint Forces Operation is that the Russian Federation leadership tried to:

- prevent the reintegration of the temporarily occupied territories in Donetsk and Luhansk oblasts into Ukraine based on Ukrainian legislation;
- create favourable conditions for the implementation of the so-called "legal" grounds and use regular troops of the Russian Armed Forces to protect pseudo-Russian citizens living in the temporarily occupied territories in Donetsk and Luhansk oblasts;
- accuse our country of preparing for the de-occupation of temporarily uncontrolled territories in Donetsk and Luhansk oblasts by force, and contrary to international agreements.

To this end, Russia's military proxies continue to systematically fire on the positions of our troops, as well as settlements and infrastructure close to the line of contact, ignoring all agreements (Table 1.1). This shelling is often carried out for provocative purposes from positions in the immediate vicinity of civilian infrastructure.

Moreover, to conceal the facts of the ceasefire violation, Russia's military proxies in separate areas of Donetsk and Luhansk oblasts are obstructing the OSCE Special Monitoring Mission to Ukraine activities regarding the implementation of the OSCE Permanent Council mandate No1117 of March 21, 2014.

<sup>4</sup> Official websites of the Ministry of Defence (mil.gov.ua), the Armed Forces (zsu.gov.ua), the ArmyInform news agency (armyinform.com.ua), the Central Television and Radio Studio of the Ministry of Defence (Military Television, Army FM media projects), including BREEZE TV radio studio of the Ministry of Defence.



The Russian Federation is also testing new types of weapons for the Russian army using temporarily occupied territories in Donetsk and Luhansk oblasts as a huge military training ground<sup>5</sup>.

Unlike Russia's military proxies, the Joint Forces adhere to their commitments, the Minsk Agreements, and are ready to respond promptly and adequately to emerging threats.

**Table 1.1.** The number of attacks on Joint Forces' positions by Russia's military proxies in 2021.

The month	Number of attacks		The month	Number of attacks	
	Overall	From weapons prohibited by the Minsk agreements		Overall	From weapons prohibited by the Minsk agreements
January	169	17	July	249	108
February	165	21	August	171	47
March	237	42	September	207	51
April	301	95	October	251	67
May	271	110	November	215	81
June	188	58	December	92	29
<b>TOTAL</b>				<b>2516</b>	<b>726</b>

*The priority of the Joint Forces remains the protection of civilians and the return of front-line territories to a peaceful life. To this end, efforts are being made to rebuild civilian infrastructure, repair and restore critical infrastructure affected by the fighting, and provide comprehensive assistance to civilians.*

**Improving the effectiveness of operational and tactical control over the assigned Joint Forces**

Aspects related to improving the effectiveness of operational control over the assigned Joint Forces were exercised during operational training activities in 2021, in particular:

- testing of new doctrinal documents on control and employment of the Armed Forces, developed in accordance with NATO standards, was carried out;
- for the first time (in terms of scale), control over the assigned group of forces during intense actions, including offensive and counter-offensive operations, and counter-attacks as the most challenging forms of force employment, was routinely exercised;
- control over subordinate units during the operation (combat) with the use of new types of weapons was practically exercised, in particular

<sup>5</sup> Ukraine has a large number of captured and documented weapons that are in service exclusively in the armed forces of the Russian Federation, proving their direct participation in the armed conflict in Ukraine.

measures were taken to exercise control over the Neptune missile system unit with deployment in the position area;

- measures were taken to exercise control over a multinational force during defensive and offensive operations;
- an analysis of the interoperability between Ukrainian command and control structures, units of the Armed Forces and other military formations, and relevant structures of command and control of NATO forces and forces of partner countries during joint missions, was carried out.

*These efforts have contributed to the testing of current command and control capabilities while exercising control over forces during offensive (counter-offensive, defensive) operations (combat operations), including in coordination with forces and assets of foreign countries (NATO member states and partners).*

### Status of providing Joint Forces with weapons and equipment, logistics and medical equipment

The military units of the Joint Forces deployed in Donetsk and Luhansk oblasts are 100% provided with the necessary weapons and equipment.

During 2021, 4 323 units of weapons and military equipment were restored and the appropriate level of readiness of military units was ensured in terms of "equipment with serviceable materiel".

A reserve of the Joint Forces Commander has been created for surveillance devices.

Military and operational stockpiles of weapons meet the established standards and are stored in the field artillery depots of military units and operational task forces.

Efforts are being made to increase storage capacity and storage survivability.

Military units in the Joint Forces Operation area are provided with medicines and other medical supplies by 78%, including medical first aid kits by 120%.

*The available stockpiles of weapons and equipment meet the established standards and allow military units to carry out their assigned tasks as part of the Joint Forces.*

### Mine Clearance Activities in the Liberated Areas of Donetsk and Luhansk Oblasts

In 2021, the Cabinet of Ministers of Ukraine established the National Mine Action Authority headed by the Minister of Defence of Ukraine, and a register of mine action operators was established to implement Ukraine's Mine Action Law.

To plan, practically organize and coordinate mine action activities in the Ministry of Defence of Ukraine, a Mine Action Centre has been established based on the State Special Transport Service resources as a key structure for mine clearance quality management, certification of mine action operators and mine action processes, and inspection of mine-free areas.



During the year, demining activities in Ukraine involved units of the Armed Forces (33 demining groups - 138 people), the State Special Transport Service (one demining group - 5 people), the State Emergency Service (six pyrotechnic services - 60 people), and also the HALO Trust non-profit organization (30 demining groups - 364 people), the Danish Demining Group (8 demining groups - 105 people), the Swiss Foundation for Mine Action (three FSD demining groups - 24 people), and the Ukrainian Demining Solutions company, non-governmental operator.

Moreover, eight regional pyrotechnic services of the State Special Transport Service, numbering 40 people, were involved in mine clearance (five groups of 25 people in the Donetsk oblast, and three groups of 15 people in the Luhansk oblast).

The results of demining operations are given in (Table 1.2).

**Table 1.2.** Checked areas, cleared infrastructure and areas transferred to local governments in Donetsk and Luhansk oblasts

Areas and infrastructure inspected	Explosives disposed of	Areas in Donetsk/Luhansk oblasts transferred
<b>by demining groups of the Armed Forces of Ukraine</b>		
203 hectares, 116 km of routes	3977 units	
<b>by pyrotechnic units of the State Emergency Service</b>		
1491 ha	25974 units	
<b>by the HALO Trust demining groups</b>		
162 ha	97 units	
337 ha		29 / 24
<b>by demining groups from Danish Demining Group (DDG)</b>		
4 ha	6 units	
50,6 ha	6 units	0 / 2
<b>by demining groups supported by the Swiss Foundation for Mine Action (FSD)</b>		
1,9 ha	264 units	
1902,9 ha 163.5 km of roads	32041 units	
29,4 ha		5 / 0
<b>by demining groups from Demining Solutions company</b>		
27,3 ha		1 / 0

### Achievements of the State Special Transport Service in the Joint Forces Operation and Mine Clearance Activities in the Controlled Areas of Donetsk and Luhansk Oblasts

In 2021 the State Special Transport Service performed tasks related to the protection and defence of 16 critical transport infrastructure facilities (railway and road bridges, support and traction substations) in the Joint Forces Operation area in Donetsk and Luhansk oblasts, which prevented sabotage and terrorist acts at these facilities<sup>6</sup> and ensured the efficient operation of transport infrastructure.

Moreover, duty locations at security facilities have been improved, which has increased the efficiency and sustainability of the transport infrastructure facilities' protection system.

<sup>6</sup> In 2021, an illegal attempt to enter the territory of the railway bridge guarded by the State Special Transport Service was stopped. The intruder was detained and handed over to the National Police of Ukraine.

*The demining teams of the State Special Transport Service inspected and cleared 31 kilometres of railways and 36 hectares of land. During these activities, 895 explosive ordnances were found and destroyed.*

### Civil-Military Cooperation in Donetsk and Luhansk Oblasts

Civil-military cooperation units facilitated effective coordination between the executive and local self-government agencies and leaders of military-civil administrations in the Joint Forces Operation area in Donetsk and Luhansk oblasts, helped to address issues related to identifying civilian needs that can be met by the Armed Forces. At the same time, the main efforts were focused on forming a positive public opinion about the Armed Forces among the residents of Donetsk and Luhansk oblasts.

Thus, in July 2021, the Armed Forces with the support of the Avdiivka City Military-Civil Administration created (reconstructed) and opened with the participation of the President of Ukraine the Memorial in memory of fallen soldiers in the Joint Forces Operation/Anti-Terrorist Operation who died in the battles for Avdiivka.

Civil-military cooperation officers with public and volunteer organizations operating in the Joint Forces Operation area conducted activities aimed at supporting the civilian population affected by the fighting, assisted schools, kindergartens and more. Moreover, the movement of 11 258 humanitarian goods from international, non-governmental, charitable organizations and foundations, volunteer organizations and individual volunteers was coordinated, and the distribution of humanitarian aid to vulnerable groups was ensured.

*The designated and temporary civil-military cooperation units in the Joint Forces Operation area covered over 216 settlements.*

<sup>1</sup> The operations of the civil-military cooperation units within the framework of the Evacuation-200 humanitarian mission are given in Table 1.3.

**Table 1.3.** Operations of civil-military cooperation units within the framework of the Evacuation-200 humanitarian mission of the Armed Forces in 2021

Operations performed	Number
Transported (evacuated) from Joint Forces Operation area in total	119
Found in search operations, including:	
identified and reburied	2
evacuated from the temporarily occupied territory of Donetsk and Luhansk oblasts for identification and burial	1
transferred to families in the temporarily occupied territory	3
exhumations were carried out together with representatives of law enforcement agencies to identify persons of temporarily unidentified bodies (remains) of the dead	2



## DEFENCE REFORM

Ukraine's National Security Strategy defines the strategic direction of Ukraine's movement towards full membership in the European Union and NATO, which requires effective defence reform.

### Changes in the structure and powers of the Ministry of Defence

The structure and composition of the Ministry of Defence (as amended in 2021) are shown in Annex 2.

In pursuance of the Law of Ukraine on Defence Procurement, the Cabinet of Ministers of Ukraine has prepared a draft resolution amending the Terms of Reference on the Ministry of Defence in terms of the Ministry of Defence's powers to perform government functions on government quality assurance, as the primary government body responsible for defence procurement and the national defence customer.

### Improving the command and control system in the Armed Forces of Ukraine (command and control authorities, command posts, communication and automation capabilities)

In 2021, the defence forces unified command system and the Armed Forces command and control system have continued to develop based on NATO principles and standards.

The structure and size of command organizations did not change<sup>7</sup> during the year, except as shown in Figures 2-6, Annex 2.

In 2021, appropriate efforts were made according to the directions and tasks defined by the Law of Ukraine on National Security of Ukraine, the Strategic Defence Bulletin of Ukraine and other guideline papers<sup>8</sup>, namely:

- the establishment of the Territorial Defence Forces Command of the Armed Forces has been initiated;
- the functions, roles and chain of command in single services and branches commands of the Armed Forces have been clarified;
- combat units' headquarters in the Land Forces, Naval Forces, Air Assault Troops of the Armed Forces switched over to standard S-structure.

The achievements include the fact that the role and place of command and control authorities clarified in previous years and changes in their organizational structures have contributed to the implementation of the following NATO command and control principles:

- delegating command authority to the commander (commanding officer), not the staff;
- transparency of the decision-making process;
- using control agencies supporting the relevant commanders (commanding officers) in exercising control over subordinate forces and assets while having the same structure and role.

It has increased interoperability of the Armed Forces' command and control authorities with NATO peers with similar organizational structures.

<sup>7</sup> Figures 4-9, 12, 13, Annex 2, White Book 2019-2020.

<sup>8</sup> The Defence Reform Action Plan of the Ministry of Defence and the Armed Forces; Medium-Term Defence Reform Measures; the Report of the Comprehensive Functional Review of the Defence Management System in the Ministry of Defence and the Armed Forces; the President of Ukraine Defence Program Plan for the period from February 2021 to May 2024; Ukraine-NATO Partnership Goals 2021.

*Today, the command and control authorities of the Armed Forces at all levels have a clear understanding that command organizations must not only issue orders and directives, but also enable the commander to apply mission command with the ability to deviate from a specific plan if necessary; encourage disciplined initiative within the commander's intent, and prevent force employment for purposes and cases not provided by the law of Ukraine.*

The main efforts are focused on the development of new doctrinal documents that regulate all functional areas of the Armed Forces:

- introduce relevant amendments to the legislation of Ukraine on the legal enshrinement and regulation of all initiatives regarding the transformation of the Armed Forces' command and control system;
- complete the delineation of authorities of the Ministry of Defence and command organizations of the Armed Forces;
- introduce basics of management activity according to principles and standards adopted in NATO member-states;
- provide the Territorial Defence Forces Command of the Armed Forces with the necessary capabilities;
- increase the efficiency of the transformation process by improving the regulatory framework and developing conceptual and doctrinal documents governing the development of support systems and the achievement of appropriate capabilities by command organizations of the Armed Forces.

*Particular attention in improving the command and control system is paid to abandoning the legacy post-Soviet system and introducing a Euro-Atlantic culture to command and control.*

### SSTS Command and Control System Improvement

The State Special Transport Service control system was developed by converting information and telecommunication nodes in command posts to digital communications and automating command processes. The following efforts were made during the year:

- the Administration of the State Special Transport Service has modernized the components of mobile command posts, which allows deploying a command and control system with secure digital video and voice communication, exchange of text messages and graphic documents;
- complex cryptographic information protection system designed to collect, process, correct, display, print, encrypt (decrypt) information presented in electronic form, was installed at the State Special Transport Service command authority and subordinate headquarters;
- measures are being taken to establish a network of digital radio stations at the brigade-battalion level.

The organizational structure of the State Special Transport Service Administration did not change during the year<sup>9</sup>.

<sup>9</sup> Figure 2, Annex 7, White Book 2019-2020.





## Improving the organizational structure and optimizing the strength of the Armed Forces

Measures taken to improve the organizational structures of the Armed Forces during 2021 were aimed at the following:

- increasing combat capabilities of military units due to the rearmament with the new weapons and military equipment;
- establishing integrated air defence and fire damage systems both on land and in the air;
- establishing a joint combat support system for troops;
- improving logistics systems based on NATO standards by upgrading the materiel maintenance and repair system, optimising logistics and equipping units with new materiel;
- ensuring the interoperability of the Armed Forces military organisational structures with the relevant structures of NATO member-states;
- improving training system.

The activities to optimise military organisational structures have been planned given the increase of the Armed Forces strength by 11 000 people<sup>10</sup>.

Moreover, a reduction in the number of military units of the Armed Forces is possible only if they receive advanced weapons and military equipment requiring less personnel to use and maintain them.

*Thus, improving organizational structures through the technical re-equipment of forces with advanced weapons and military equipment, will not only help to optimize the Armed Forces' strength but also further improve combat capabilities.*

## Improving the organizational structure and optimizing the strength of the State Special Transport Service

In 2021, the main efforts were focused on improving the existing command organizations, military units and institutions within the strength limits set for the State Special Transport Service.

The Mine Action Centre was established in the State Special Transport Service to ensure the planning, organization and coordination of mine action activities by the available personnel of the State Special Transport Service<sup>11</sup>.

## THE TRAINING OF TROOPS (FORCES)

In 2021, the Armed Forces training was aimed at ensuring the readiness of command and control authorities, military units, detachments and personnel to perform tactical (combat) tasks to repel and deter armed aggression on land, in air and at sea from any direction; improving defensive and stability operations techniques, as well as offensive operations in urban areas in different weather conditions, day and night; achieving necessary capabilities to restore the territorial integrity of the country; implementing NATO standards and procedures.

<sup>10</sup> The Law of Ukraine On Amendments to Article 1 of the Law of Ukraine "On the Armed Forces of Ukraine Strength" regarding the increase of the Armed Forces of Ukraine strength following the endorsement of the Law of Ukraine "On the Fundamentals of National Resistance" No1703-IX of July 16, 2021.

<sup>11</sup> The Centre was established according to the Ministry of Defence Plan on implementing the Law of Ukraine "On Mine Action in Ukraine" No2642-VIII of December 6, 2018.

*The priority of the Armed Forces training was to acquire necessary capabilities for the joint use of forces and assets (including special, military, air, signal intelligence) of services (branches) military units (detachments) and special forces involved in joint fire damage and fire support in the interest of specific operational (tactical) tasks using high-precision weapons platforms and unmanned systems.*

Training of troops was characterized by the following:

- implementation and application of new doctrinal documents on the use of the Armed Forces and other defence forces components in the course of troops training;
- conducting activities according to individual and collective training standards, assessing the acquired operational (combat, special) capabilities according to a new evaluation system based on NATO member states' principles and procedures;
- combining operations-based exercises (command post exercises) and combat training (command post exercises, tactical exercises, flight and tactical exercises) during activities that involve operational command;
- scaling up multinational exercises within Ukraine to ensure the interoperability of the Armed Forces with units of NATO member-states (partners) in carrying out joint tasks.

Expenditures on training activities in 2021 amounted to about UAH 3.0 billion.

*The allocated funds allowed to ensure the implementation of the full range of tasks related to the Armed Forces training in all areas (levels) and update the training infrastructure.*

## Progress in training of command and control authorities, military units and detachments

### Command and control authorities' training

The main efforts were aimed at acquiring and increasing operational capabilities of the updated vertical command and control system of the Armed Forces in the J-structure, including:

- planning of the joint forces employment and control in the course of training and conduct of operations by defence forces;
- combining operations-based exercises and combat training during joint fire damage and selective using of high-precision weapons platforms (including unmanned systems);
- implementation of doctrinal documents developed based on NATO standards as a key element in ensuring the interoperability of the Armed Forces headquarters and NATO headquarters.

The command and control authorities of the Armed Forces conducted 248 operational training activities (Table 1, Annex 4) during the 2021 academic year, including but not limited to:

- operational and strategic meeting with the Armed Forces of Ukraine leadership;



- a series of command post exercises on comprehensive support "Arteriiia-2021" with Support Forces Command, Logistics Forces Command, Medical Forces Command of the Armed Forces;
- Strategic Command and Staff Exercise "Joint Endeavour - 2021" with the Armed Forces of Ukraine Joint Forces Command involving designated command and control agencies, military units, forces and assets of the Armed Forces, other components of the security and defence forces, as well as foreign representatives (advisers), units and assets of NATO member-states.

Strategic Command and Staff Exercise "Joint Endeavour - 2021" was entirely defensive and aimed at defending the country, enhancing its defence capabilities and interoperability with the armed forces of partner states.

For the first time, representatives and units of fifteen countries (11 NATO member-states and 4 partner states) were involved in this strategic training activity as staff officers at the command posts of the Joint Forces Command, Land Forces Operational Command West and Marine Command of the Naval Forces of the Armed Forces of Ukraine as part of the assessment expert groups, and during practical actions conducted at training grounds and areas.

The strategic exercise involved a total of about 12 500 people, over 600 weapons and military equipment from Ukraine, and over 900 people, up to 10 armoured combat vehicles, up to 10 helicopters (aircraft), up to 10 ships (boats) from NATO member-states and partner states to perform training tasks at eight main training grounds, and in the Black Sea and the Sea of Azov.

### **Military units and detachments training.**

The priority of military units (detachments) training was to increase capabilities to perform combat (special) tasks with the integration of intelligence capabilities (special, military, air, radio, signal) and joint fire damage in coordination with units (detachments) of services, branches and special forces in the course of offensive operations in urban areas, in all weather conditions, day and night, and under the conditions when the enemy uses electronic suppression, strike (reconnaissance) unmanned aerial vehicles, and given lessons learned from the use of forces in current armed conflicts, etc<sup>12</sup>.

The training of military units (detachments) was characterized by:

- carrying out planned activities according to individual and collective training standards, assessing the acquired combat (special) capabilities after the completion of exercise according to NATO procedures (principles);
- planning and commanding units during tactical training at all levels using standard decision-making processes of NATO member-states - MDMP<sup>13</sup> (battalion-brigade) and TLP<sup>14</sup> (squad section - company);
- using technical platforms of automated control systems during exercises (training);
- giving priority to conducting bilateral command post exercises between brigade headquarters (with force identification) using combat simulation tools,

<sup>12</sup> Improving (acquiring) capabilities for the engagement (combat actions) planning with the involvement of units from other defence forces components; the control over subordinate, supporting and attached units, manoeuvre and fire support during combat missions in cooperation with bodies (units, detachments) of other military formations and law enforcement agencies, in particular in adverse environments (in the city, at night, in urban areas, in the woods, in swamps, in areas with a large number of water obstacles, etc.); enhancing the capabilities of headquarters to ensure the mobilization and readiness of units, restoring the combat capability of units after hostilities; acquiring capabilities for planning, training and assessing the designated military units according to NATO standards.

<sup>13</sup> Military Decision Making Process.

<sup>14</sup> Troop Leading Procedures.

battalion-level live-fire tactical exercises with tactical groups reinforced by tank, artillery, engineering, flame troops and air defence units of the Land Forces, as well as bilateral company-level tactical exercises using laser-based tactical engagement simulation systems “LASERTAG” and “MILES”.

**Training of Personnel at Higher Military Educational Institutions and Training Centres**

In 2021, 2 714 personnel were trained in higher military educational institutions, including 2 009 tactical level officers, 655 operational and tactical level officers, and 50 operational and strategic level officers.

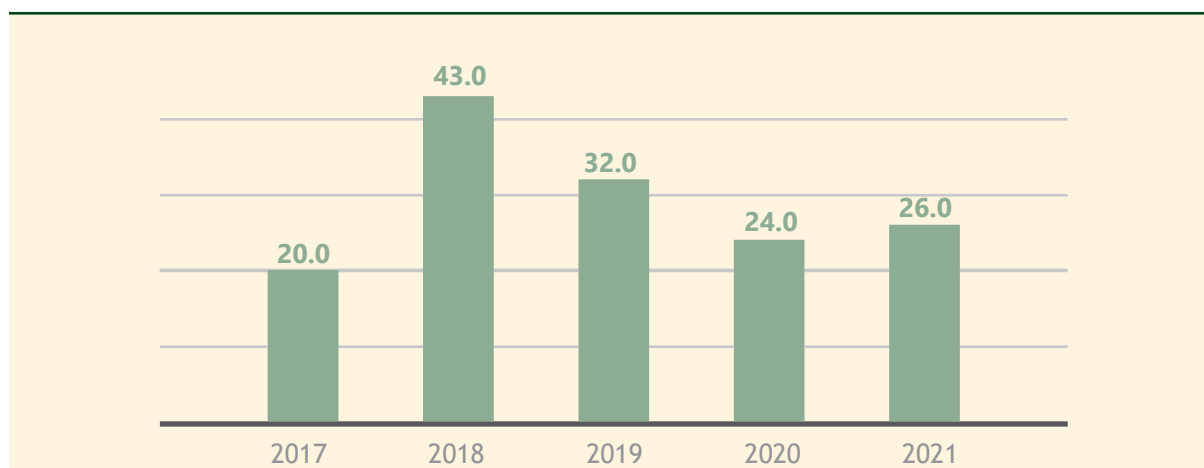
In addition to the previously introduced new systems of professional and language training (700 and 800 officers were trained in 2021, respectively), tactical-level educational institutions have introduced unified programs in general military subjects and in "military leadership" according to the subjects taught at NATO military educational institutions.

Fourth-year cadets of the training programme for specialists of mountain assault battalions, air assault, special operations and reconnaissance units have passed the advanced training course "Mountain Climber of Ukraine".

During the year, the training centres:

- provided training for up to 40 000 privates and NCOs (of conscription and contract-based service);
- provided general military training by developing practical aspects of the Basic General Military Training programme for up to three months according to principles applied in NATO member states;
- made arrangements to introduce combined courses for combat personnel of military units, which provide for an increase in the period of training in the speciality to two months, as part of the NCOs training system improvements;
- introduced Staff Non-Commissioned Officer Training Programme and trained 20 military members in military decision-making process (MDMP) according to NATO standards;
- developed and implemented the Mountain Training Doctrine, commenced training, and trained over 100 mountain training instructors for mountain assault units during the year;

**Diagram 1.1.** The number of contracted privates and NCOs trained, *thousands, specialists*





- continued efforts to improve the professional development of military personnel, established specialist training schools (radio, EW, Land Forces AD and tactical medicine) and finalized the establishment of seven more schools (motorists, self-propelled artillery, State Secrets Protection specialists, ship crew training, communications, anti-aircraft missile troops and radar troops specialists) for these purposes.

*Activities undertaken made it possible to increase the amount of training at training centres for specialists of the contracted military service compared to 2020 (Diagram 1.1).*

### Results of the State Special Transport Service Forces Training

Operational, combat and personnel training activities made it possible for the State Special Transport Service command authorities, units and personnel to acquire capabilities allowing them to effectively and efficiently fulfil available resources and perform the assigned missions both in peacetime and during special period.

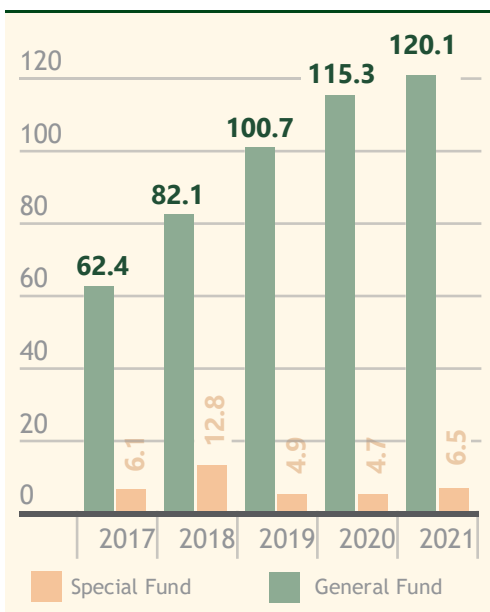
*The main achievement of training in 2021 was the readiness of the Armed Forces of Ukraine military authorities and military units (detachments) to perform missions in the Joint Forces Operation and increase interoperability with military authorities and units of NATO member states.*

### FUNDING OF THE ARMED FORCES' NEEDS

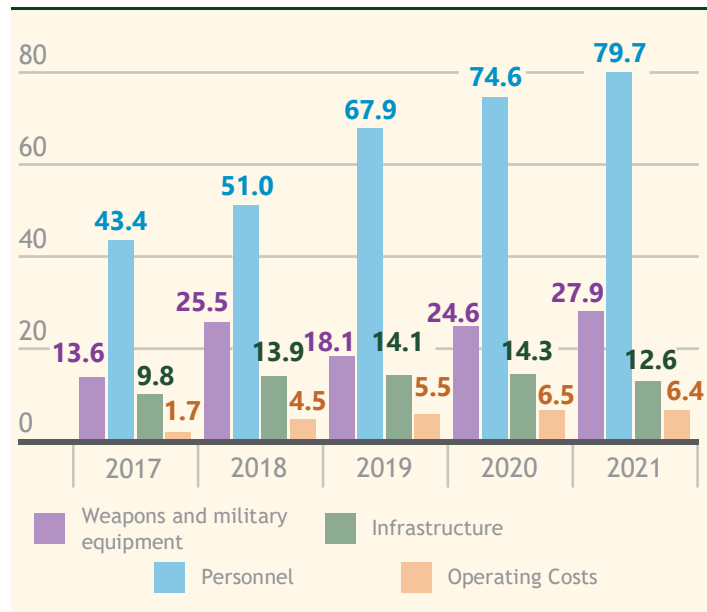
In 2021 the Ministry of Defence of Ukraine budget (as amended) amounted to UAH 126,634.0 million, including UAH 120,098.4 million for the General Fund and UAH 6,535.6 million for the Special Fund.

According to the decision of the Cabinet of Ministers of Ukraine to attract additional revenues in the form of charitable donations, humanitarian and international technical assistance from foreign

**Diagram 1.2.** Funding of the Armed Forces' needs, UAH billion



**Figure 1.3.** The Ministry of Defence Expenditure Cross-Section, UAH billion



countries, the amount of revenues of the Special Fund increased 5,2 times (by UAH 5 871,7 million) compared to the planned amount of funds for 2021.

During 2021, the Ministry of Defence was provided with budget allocations from the General Fund in the amount of 100% of the financial resources provided for the year. These allocations were aimed at meeting basic and priority needs, primarily for:

- payment of pay and allowances to service personnel and salaries to employees;
- procurement and refurbishment of weapons and military equipment;
- restoration of weapons, military equipment and training facilities of military training areas, development of military garrison's infrastructure, maintenance and improvement of communications system;
- sustainment of the Armed Forces at the proper level (food, fuel, clothing, medical supplies, utilities, etc.).

**Thus, in 2021, the Armed Forces managed to deter the escalation of the Russian armed aggression, ensure the conduct of the Joint Forces Operation, develop basic planning documents in the national security and defence, continue to reform and build up the Armed Forces given the best Euro-Atlantic principles and standards.**





# CHAPTER 2

## SUMMARY OF IMPLEMENTING MILITARY HUMAN RESOURCES POLICY IN THE ARMED FORCES, PROMOTING MOTIVATION FOR MILITARY SERVICE AND SERVICE IN THE MILITARY RESERVE



MILITARY HUMAN RESOURCES POLICY is aimed at creating an integrated system of personnel management, ensuring the needs of each







# MILITARY HUMAN RESOURCES POLICY IN THE ARMED FORCES, PROMOTING MOTIVATION FOR MILITARY SERVICE AND SERVICE IN THE MILITARY RESERVE

In 2021, implementation of the Ministry of Defence of Ukraine's integrated military personnel policy developed based on Euro-Atlantic principles commenced as part of the defence reform. It will ensure gradual transition of the Armed Forces to a professional basis, efficient career management for service personnel observing state policy of gender equality, the transformation of the military education, training and military science system based on NATO principles and standards, establishment of the proper legal, material, psychological and social conditions for service personnel, their families and retirees.

### RESULTS OF THE HUMAN RESOURCES POLICY FORMATION AND IMPLEMENTATION

In 2021, the Ministry of Defence issued the Concept of the Military Human Resources Policy of the Ministry of Defence of Ukraine up to 2025 to ensure the Euro-Atlantic transformation of the military human resources policy (the Order of the Ministry of Defence of Ukraine No.280 of September 14, 2021).

The Concept sets forth a strategic vision for the development of the military human resources policy of the Ministry of Defence of Ukraine focused on meeting operational goals and objectives defined by strategic and policy defence planning documents, aimed at creating conditions for the Armed Forces manning with motivated and professional personnel at all levels of military leadership, ready to serve according to Euro-Atlantic principles and able to perform the assigned missions.

The Concept stipulates the following:

- the incorporation of NATO principles and approaches into the military human resources policy;
- the transition of the Armed Forces to the manning with contracted service personnel due to the gradual reduction of the Ukrainian citizen's conscription for military service and the creation of the necessary military reserve;
- the development of an efficient career management system for military personnel based on military rank according to NATO principles;
- the implementation of military leadership;
- the provision of a transparent and fair selection, promotion, career advancement and appointment to positions of service personnel;

- the refinement of commanders' (commanding officers) authorities regarding human resources decision-making and performance of main roles and functions by human resources services of the Ministry of Defence and the Armed Forces;
- the development of the Armed Forces human capital, in particular through the modernization of the health care, social and legal protection systems, ensuring gender equality;
- the development of the professional NCOs;
- the development of an efficient and transparent pay and allowances system for service personnel based on military rank hierarchy;
- the development of a military education and personnel training system based on NATO principles and standards, and commissioned and non-commissioned officers' training according to Euro-Atlantic standards.

*The new military human resources policy of the Ministry of Defence of Ukraine is human-centric, based on principles and standards of NATO-member states, domestic experience gained primarily in combat operations, and should ensure the personnel management system transformation of the Armed Forces according to NATO standards (principles), including recruitment, military career management, military education (personnel training), pay and allowances and social guarantees for service personnel and their families.*

### Progress in implementing NATO principles and approaches in the military human resources policy.

#### Achievements in Improving Legal Framework on Military Service

In 2021, several regulatory legal acts and planning documents on improving the policy of human resources management, the performance of military service by Ukrainian citizens and the development of a military career management system in the Armed Forces were developed and endorsed, which allowed the following:

- to establish Territorial Recruitment and Social Support Centres based on Military Enlistment Offices<sup>1</sup>, define their authority and objectives regarding the performance of military service by citizens;
- to introduce a new type of military service - conscription of reservists during the special period<sup>2</sup>;
- to regulate the issues of military registration of conscripts, persons liable for military duty and reservists<sup>2</sup>;
- to update the organizational and legal framework for the functioning of the Uniform State Register of conscripts, persons liable for military duty and reservists<sup>2</sup>;
- to vest the Ministry of Defence with the authority to determine the procedure of service personnel career management<sup>3</sup>;

<sup>1</sup> The Law of Ukraine "On Amendments to Certain Legislative Acts of Ukraine on Improving Some Issues of Military Duty Performance and Military Enlistment" No 1357-IX of March 30, 2021.

<sup>2</sup> Presidential Decree "On Amendments to the Regulation on Military Service in the Armed Forces of Ukraine by Citizens of Ukraine" No. 483/2021 of September 27, 2021.

<sup>3</sup> The Order of the Ministry of Defence of Ukraine "On the Establishment of the Ministry of Defence Board for the Selection of Candidates for the Appointment to Positions" No. 157 of June 7, 2021.



- to establish a rating-based system for the promotion of service personnel, provided they are in the reserve, or appointment to positions of faculty members and research fellows on a competitive basis<sup>2</sup>;
- to define the authority of the Commander-in-Chief of the Armed Forces and the Chief of the General Staff of the Armed Forces to make human-resources decisions (to sign contracts, promote, dismiss from military service)<sup>2</sup>;
- to determine the promotion procedure for privates and NCOs<sup>3</sup>;
- to introduce the promotion to lieutenant for the graduates of tactical-level military training courses for commissioned officers of the higher military educational institutions<sup>2</sup>;
- to determine the powers of officials to promote service personnel and dismiss from military service based on amendments to the Armed Forces Disciplinary Regulations<sup>2</sup>;
- to determine the procedure for suspending military service for service personnel who went AWOL, deserted from the Armed Forces or voluntarily surrendered<sup>2</sup>;
- to fill the ranks of the Armed Forces combat military units due to the suspension of military service by service personnel who went AWOL, deserted from the Armed Forces or voluntarily surrendered;
- to introduce NCOs Councils at all levels of command and control - from NCOs Councils of military units to the NCOs Council of the Armed Forces;
- to improve the content and timelines of the components of multilevel training required for the appointment to NCOs positions, and introduce NCOs training to fill the positions of staff NCOs;
- to improve the selection of candidates for promotion based on the rating to positions to be filled by high-ranking military officers<sup>3</sup>;
- to introduce new military occupational specialties for Intelligence, Special Operations Forces and Air Defence Forces related to the intelligence information activities and operation of automated systems; expand the list of commissioned officers positions that can be filled by female service personnel; determine military occupational specialties allowing to promote to the second lieutenant of the reserve given the new list of military occupational specialties;

### Armed Forces Manning Results

In 2021, the Armed Forces of Ukraine personnel services at all levels were focused on providing quality manning with motivated and highly professional personnel for troops, primarily military units involved in performing missions in the Joint Forces Operation area, as well as units performing missions to protect the state's airspace and a water area of the Black Sea and the Sea of Azov, to acquire the required combat capabilities.

*The results of the Armed Forces manning in 2021 indicate the fulfilment of the planned indicators - over 30,500 people were enlisted for contract military service.*

Meanwhile, the conscription of reserve officers for military service and appointment and initial commissioning of NCOs with higher education and completed military training courses (as required) resumed.

<sup>2</sup> Presidential Decree "On Amendments to the Regulation on Military Service in the Armed Forces of Ukraine by Citizens of Ukraine" No. 483/2021 of September 27, 2021.

<sup>3</sup> The Order of the Ministry of Defence of Ukraine "On the Establishment of the Ministry of Defence Board for the Selection of Candidates for the Appointment to Positions" No. 157 of June 7, 2021.

At the same time, the following main sources of the Armed Forces manning remain:

- recruitment of citizens of Ukraine for military service under contract;
- graduation of officers from higher military educational institutions and military training units of higher educational institutions;
- military conscription of citizens of Ukraine.

*About 234.000 reservists were recruited to the operational ready reserve to ensure the rapid regeneration of the Armed Forces units by reservists in the event of direct enemy aggression.*

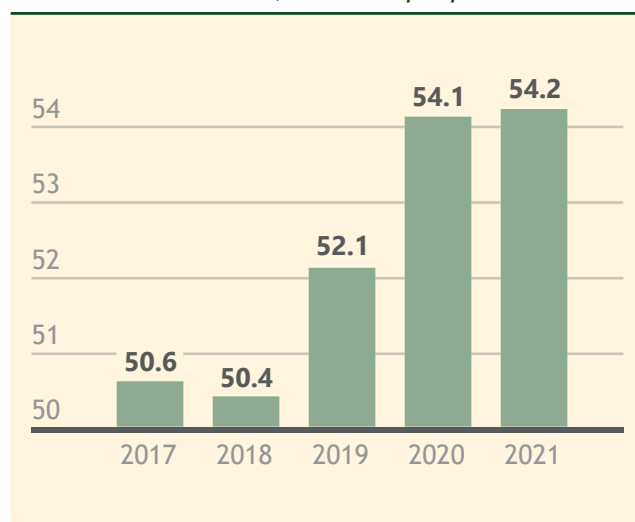
**Results of the Armed Forces manning with commissioned officers.**

In 2021, the major efforts to recruit the Armed Forces with commissioned officers were focused on increasing the level of combat military units staffing, especially the key command positions (platoon, company, battalion commanders and their equals) using all potential recruitment sources (Diagram 2.1).

In 2021, 1.400 commissioned officers were enlisted under contract, including 1.300 officers assigned to primary positions.

Moreover, HMEI and military training units of HEI trained about 2.000 tactical level military specialists for the Armed Forces and called up 300 commissioned officers to military service from the reserve.

**Diagram 2.1.** The number of registered commissioned officers, *thousand people*

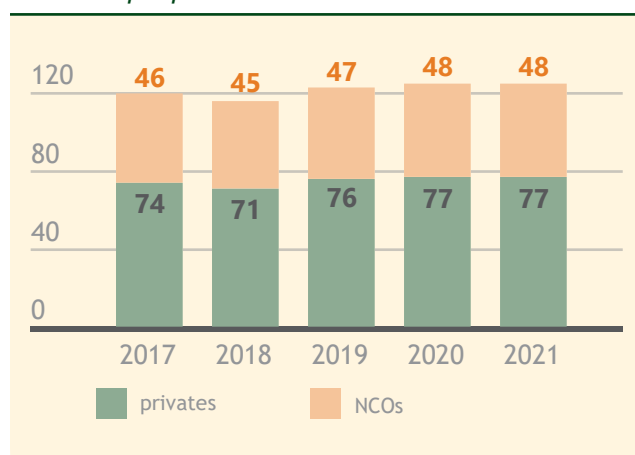


**Results of the Armed Forces manning with enlisted privates and NCOs under contract.**

In 2021, the main efforts were focused on a qualitative build-up of the Armed Forces staffing, improving the procedure for recruitment and performance of military service by trained personnel to ensure the gradual transition of the Armed Forces to a professional basis.

Thus, in 2021, 29.000 privates and NCOs were enlisted under contract, including 25.500 people from Territorial Centres of Recruitment and Social Support, 3.500 people from among conscript personnel.

**Diagram 2.2.** The number of registered contracted privates and NCOs, *thousand people*



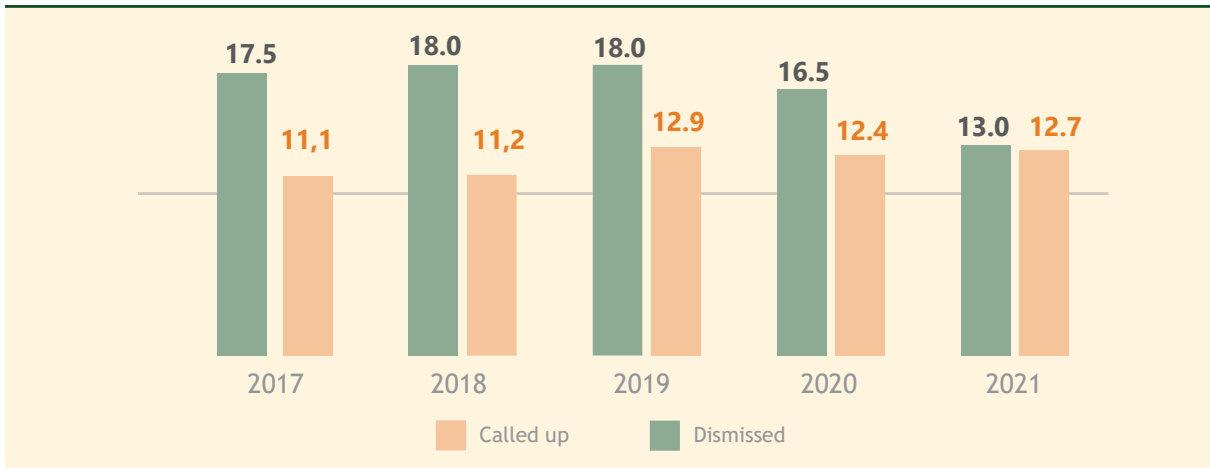
*The mentioned number of privates and NCOs enlisted under the contract made it possible to staff the Armed Forces with professional personnel according to the defined need of troops in compliance with the Armed Forces strength limit (Diagram 2.2).*



## Results of Military Conscription of Citizens

In 2021, 13.000 people were called up for military service in the Armed Forces, of which 6.500 people in April-June and 6.500 people in October-December (Diagram 2.3).

**Diagram 2.3.** Indicators of the citizens of Ukraine conscription for military service (dismissal from military service), *thousand people*



During the Armed Forces professionalization, the number of contracted service personnel has been increased, and conscript service personnel has been appointed to positions designed to maintain vital activities of military units (institutions) and not influence combat effectiveness at home stations<sup>4</sup>.

*Over the year, the registered number of conscript personnel amounted to about 19.000.*

## Development of Professional NCOs

The main efforts to develop professional NCOs in 2021 were focused on the implementation of activities outlined in the Concept for the Development of the Armed Forces Professional NCOs up to 2035, namely:

- developing a role model for staff sergeants by increasing their number in staffs at all levels, including the replacement of staff officers by sergeants;
- introducing new military ranks for NCOs by recertification under the Procedure for recertification in the Armed Forces of Ukraine for privates and non-commissioned officers in military ranks (Order of the Ministry of Defence of Ukraine No.149 of May 14, 2020 (as amended));
- further improving the Armed Forces' NCOs professional training;
- synchronizing the system of NCOs professional training and military education with the military education system of commissioned officers, introducing lessons learned and new methods of personnel training into the curriculum;
- providing NCOs with English language training.

The Fifth Annual Conference on Improving NCOs Training in Ukraine initiated by the representatives of the NATO DEEP (Defence Education Enhancement Program) is considered to be the most meaningful event of the year that had direct implications on the speed and quality of the Armed Forces professional NCOs' development.

<sup>4</sup> Conscripts should not be involved in combat missions in the Joint Forces Operation area according to the Decision of the National Security and Defence Council of Ukraine "On Urgent Measures to Protect Ukraine and Strengthen its Defence Capability" of August 28, 2014, enacted by the Presidential Decree No.744/2014 of September 24, 2014.

The conference was attended by 68 foreign representatives from 22 countries, including NATO Headquarters, Allied Command Transformation, the Partnership for Peace Consortium, the NATO School, the Baltic Defence College and the US Army Sergeants Major Academy.

The event was aimed to review curricula of military specialists' individual training courses; develop common views on changes in the instructors' training system; disseminate them among the NCOs training institutions of NATO member-states and partner countries.

*It should be noted that NATO experts highly appreciated the efforts of reforming the Armed Forces of Ukraine's professional NCOs system. The development of the Armed Forces of Ukraine NCOs is recognized as one of the most successful projects of 2021 that Ukraine implements with NATO support.*

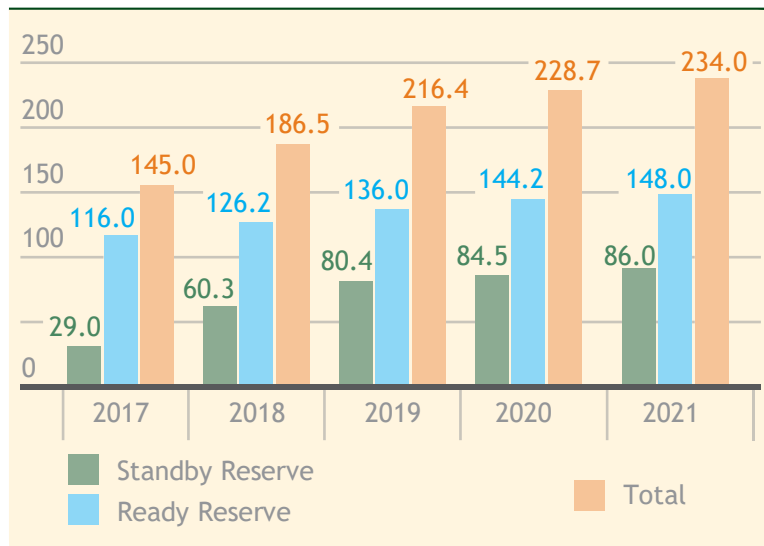
### Development of Military Reserve

In 2021, the strength of the military reserve was increased to almost 234,000 due to the personnel who, during their military service, gained combat experience and have at present retired from the Armed Forces of Ukraine in reserve (diagram 2.4).

*The reservists from the ready reserve are invited to sign contracts with the commanders of military units where they are enrolled to serve in the military reserve, which will preserve trained human resources even upon the completion of the special period.*

At present, more than 14.600 reservists have signed such contracts (Diagram 2.5.)

**Diagram 2.4.** The number of reservists from the ready reserve of the Armed Forces, *thousands of people*



**Diagram 2.5.** Signing contracts on service in military reserve of the Armed Forces of Ukraine by Ukrainian citizens, *thousands of people*



### Military Education and Science

The main objectives of the defence reform include updating the conceptual framework of the state policy of the Ministry of Defence in the field of educational, scientific and technological activities to improve the quality of education in higher military educational institutions (HMEI), military training units of higher educational institutions (HIE),





conduct research and advanced developments in scientific institutions, accelerate the process of gaining interoperability with the armed forces of NATO member-states by the Ukrainian troops.

It should also be taken into consideration that systemic changes in education have a positive effect on the overall system of personnel management, contribute to the development of leadership qualities of service personnel, and reinforce their baseline competencies with new knowledge.

### Transformation of the military education system according to NATO standards.

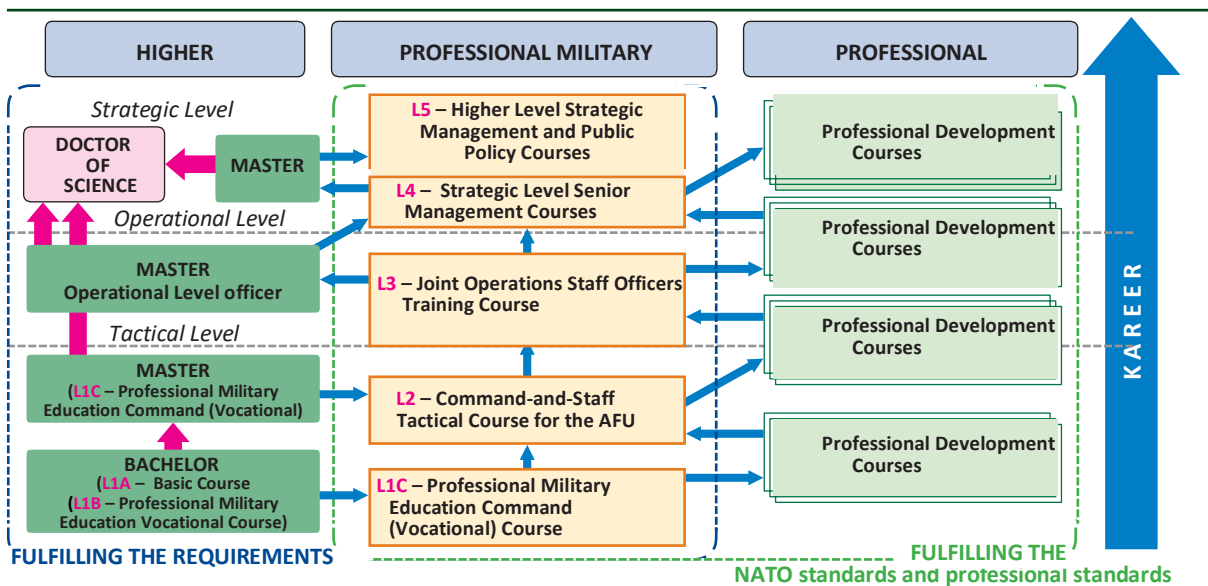
*In 2021, the military education system ensured the provision of educational services for commissioned and non-commissioned officers' training with degrees of higher and pre-higher education, multilevel professional military education (without higher education), reserve officers training, retraining and professional development, language training for military and civilian personnel, advanced training for faculty members and research fellows.*

In 2021, the Ministry of Defence successfully implemented NATO standards in the educational process. The HMEI and military training units of HEI have started the academic year 2021-2022 with updated educational programmes developed under the programme and methodological approaches adopted in the NATO member-states. In parallel, the implementation of a midterm project "Professional Military Education" is underway in close cooperation with a group of foreign advisors that made it possible to synchronize educational programmes of professional military education courses (L-1 to L-4) corresponding to NATO OPP and MDMP.

On December 17, 2021, the Verkhovna Rada of Ukraine adopted the Law of Ukraine On Amendments to Several Laws of Ukraine on Military Education and Science No. 1986-IX, which paves the way to further implementation of Euro-Atlantic standards in the organization of educational, scientific, research and technical activities in the system of the Ministry of Defence.

The mentioned amendments will make it possible to completely restructure the algorithm of higher education degrees and levels of military education obtained by service personnel (Figure 2.1).

**Figure 2.1. Future-Oriented Model of Commissioned Officers Military Education and Training System**



The introduction of a new term "professional military education" will facilitate the comprehensive functioning of professional military education (L-courses) as a new component of the military education system and its integration into the national education system. The military education levels, fully corresponding to the new chain of command (tactical, operational, strategic), will soon be obtained within the professional military education system. Each appointment to a new (higher) position is preceded by training within the professional military education system (by attending L-courses).

*It should be clear that highly qualified service personnel motivated by predictable career development is the prerequisite for developing a modern, professional army.*

In 2021 the Minister of Defence approved the Roadmap for Improving Language Training in the Armed Forces for 2021-2025, which outlines the following activities:

- enhancing the capabilities of intensive foreign language courses at HMEI, military training units of HEI, and vocational pre-higher military education institutions;
- ensuring the continuity of learning (applying) and improving the level of foreign language proficiency;
- increasing the time for learning a foreign language as part of an individual training system;
- involving foreign language distance learning resources to ensure learning of a foreign language and maintain the level of its proficiency;
- changing requirements to foreign language proficiency for the positions of senior NCOs - at the level of SLP 1, for the positions of higher NCOs, pay grade lieutenant and above - at the level of SLP 2.

#### **Development of research and scientific-technical activity in the military domain.**

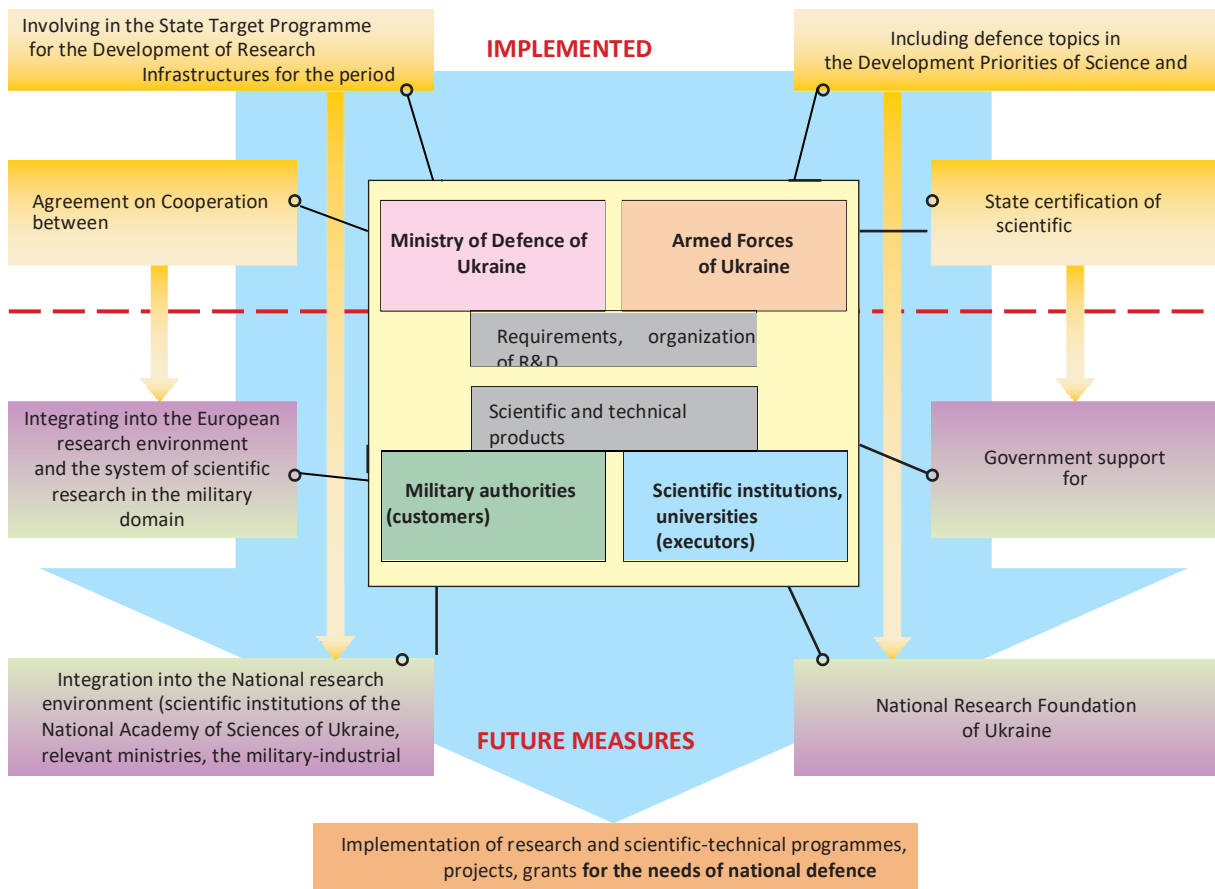
The aspiration towards NATO membership consequently determines new approaches to developing and improving the model managing the system of research and scientific-technical activity in the military domain. Military science is not limited to the tasks of providing scientific support for the implementation of the standards and procedures of NATO member-states and partners that the Armed Forces apply in capability-based planning. Scientific research also contributes to the acquisition of new capabilities throughout all components, given the integration into the European and Euro-Atlantic security environment.

In 2021, the main efforts of scientists in the Ministry of Defence system were focused on the following issues (Figure 2.2):

- establishing an adaptable and resilient command and control system within the framework of a joint defence forces command based on the Alliance's standards;
- creating and developing an arsenal of scientific-technological approaches based on pro-active measures to prevent the escalation of military aggression in the East of Ukraine and to counter potential hybrid threats;
- involving scientific institutions and research units of universities in the State Target Program for the Development of Research Infrastructures for the period up to 2026;
- intensifying interagency cooperation in scientific research by concluding a Partnership and Cooperation Agreement between the Ministry of Defence, the Ministry of Education and Science, and the Ministry for Strategic Industries, with the establishment of a joint subsidiary body for the effective implementation and coordination of specific measures;
- integrating into the European research environment and the system of scientific research in the military domain of the world's leading states;
- strengthening of integration processes within the National research environment involving scientific institutions of the National Academy of Sciences of Ukraine, relevant ministries, design bureaus, and the military-industrial complex;



**Figure 2.2.** Improving Research and Scientific-Technical Activity within the Ministry of Defence



- involving the Ministry of Defence subject-matter experts in the development of a new version of the Law of Ukraine "On the Priority Directions of Science and Technology Development", given the priorities of the defence issues;
- strengthening government grant support for scientific institutions and their innovative defence-related projects;
- facilitating the submission of research and development projects aimed at meeting the needs of national defence capabilities to the competitive selection of the National Research Foundation of Ukraine.

The Ministry of Defence keeps organizing and planning scientific research aimed at the effective implementation of the state policy in the area of research and scientific-technical activity by the Ministry of Defence in conjunction with the reported measures, namely:

- ordering and approving R&D work according to priority areas of activity, in particular, the area of scientific personnel training;
- holding meetings of the Defence Science Board of the Ministry of Defence;
- conducting an expert review of the Consolidated Annual Plan of Research and Scientific-Technical Activity within the Ministry of Defence in cooperation with the Defence Science Directorate of the General Staff of the Armed Forces;
- prioritizing research and scientific-technical activity in the military domain;
- supporting the state certification of scientific institutions and accreditation of educational and scientific Doctoral Training Programmes (PhD and Dr. degree);
- developing and supporting draft laws in the area of education, research, and scientific-technical activity.

The further effective functioning of two interrelated components shaping the Armed Forces' intellectual capacity - military education and defence science - is based on the application of new approaches to the formation of their structure and content in line with NATO standards.

The combat experience of the Ukrainian army, supported by modern standardized planning and military decision-making procedures, and the development and implementation of the innovative and technology-based scientific research findings will allow the Armed Forces to respond instantly and adequately to new challenges and carry out flexible transformation manoeuvres.

The Ukrainian military should intellectually surpass the enemy, be one step ahead, and prevent the occurrence of potential threats to national security. Professional military education is a foundation for the formation of a new military elite of the state.

*In 2021, the Ministry of Defence and the General Staff focused the military human resources policy efforts on establishing and sustaining a comprehensive system of personnel generation, training, and efficient employment in line with the Armed Forces' needs.*

*Implementing the provisions of the Concept of Military Human Resources Policy of the Ministry of Defence of Ukraine up to 2025 will allow the creation of a comprehensive, efficient, economically feasible, and reasonable system of troops staffing with professionally trained military personnel with high morale and professional skills, able to adequately resolve complex military and professional issues in peacetime and during the special period.*

## SUMMARY OF IMPLEMENTING HUMANITARIAN POLICY IN THE ARMED FORCES

The priority lines of efforts of the military authorities regarding the implementation of the national humanitarian policy in the Armed Forces in 2021 included:

- improvement of the democratic civilian control over the Armed Forces;
- development of the system of military-patriotic education of personnel and its comprehensive support;
- ensuring further development of the Armed Forces' human capital, in particular through the extensive use of capacities of military cultural institutions, and ensuring equal rights and opportunities for female and male members of the Armed Forces;
- organization and conduct of festivities on the occasion of anniversaries of the Independence of Ukraine and the Armed Forces.

The main efforts of commanders and commanding officers at all levels and governing officials in the humanitarian domain of the Armed Forces were focused on creating proper conditions for military service, cultural and spiritual development, and recreation of military personnel.

*Ukraine-centric approach, spirituality, and a culture of relationships within military units are the constant focus of the leadership of the Ministry of Defence and the Armed Forces.*



## Civilian oversight of the Armed Forces. The role and place of advisory and consultative bodies under the Ministry of Defence<sup>5</sup> regarding the development of the Armed Forces

The Ministry of Defence is currently in the process of transformation into an effective civilian-led structure that can exercise democratic civilian control over the military. An example of effective cooperation between the Ministry of Defence and the civilian community is the involvement of the elected public representatives in the performance of tasks assigned to the defence ministry.

According to the assigned tasks, in 2021 the Ministry of Defence continued to establish fruitful cooperation with public representatives who are members of the Public Council under the Ministry of Defence.

During the year, the Public Council held over ten meetings attended by representatives of the structural units of the Ministry of Defence and the General Staff of the Armed Forces.

The following issues of concern were addressed during the meetings:

- the draft Law of Ukraine “On the Military Chaplaincy Service in the Armed Forces of Ukraine”;
- the state of military-patriotic education of service personnel of the Armed Forces and young people;
- the state of information security of Ukraine, external and internal threats and their counteracting in the Ministry of Defence and the Armed Forces;
- the draft new Housing Code of Ukraine;
- the Anti-Corruption Program of the Ministry of Defence for 2021-2024.

Following the results of the meetings, members of the Public Council submitted expert opinions and suggestions to the Ministry of Defence to be taken into consideration during the elaboration of regulatory legal acts in the defined areas of activity.

*A significant achievement is the establishment of partnership relations with other consultative and advisory bodies under the central executive authorities.*

Thus, in 2021, meetings of the Public Council were systematically attended by the chairman of the Public Council of the Ministry of Justice of Ukraine and the Head of the State Statistics Service of Ukraine. Following the results of the joint meetings, the indicated consultative and advisory bodies offered relevant suggestions on the Armed Forces' functioning.

At the same time, the Ministry of Defence keeps cooperating with other consultative and advisory bodies: the Council of Volunteers, the Council for Pastoral Care and the Coordinating Council for the Development of Cossacks in Ukraine.

Moreover, a consultative and advisory body under the Ministry of Defence - the Council for Reform Implementation Support - also continues to operate, which, according to defined tasks, ensures the efficient implementation of reform measures regarding the Euro-Atlantic integration policy, attracts investments and international technical assistance for the implementation of reforms.

All of the joint activities held by the Ministry of Defence with the consultative and advisory bodies were covered by the military media and media resources.

<sup>5</sup> Consultative and advisory bodies under the Ministry of Defence are collegial bodies established on a permanent or temporary basis to ensure citizens' participation in the formation and implementation of the national defence policy. One of the main tasks of consultative and advisory bodies is to ensure that citizens or representatives of civil society institutions, as defined by law, have a real influence on the decision-making of the Ministry of Defence.

*Due to the involvement of the public in the performance of the tasks entrusted to the Ministry of Defence, there is an increased public interest in military service, an established mechanism of effective communication with civil society, and, as a result, a stronger positive image of the Armed Forces.*

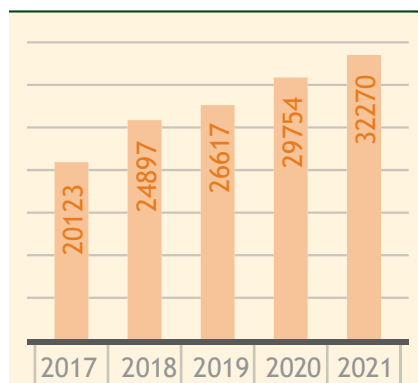
### Gender Policy Implementation

Currently, there is a persistent trend in the Armed Forces of an increasing number of female members across all categories of personnel, indicating profound social shifts in the Armed Forces.

*The growing proportion of female officers is one of the benchmarks for the systematic implementation of gender policy in the Armed Forces.*

In 2021 the Ministry of Defence introduced systematic measures aimed at ensuring equal rights and opportunities for women and men, focusing on providing women with career development opportunities depending on their education, experience, and performance results. National and international civil society is actively engaged in this effort.

**Diagram 2.6.** The number of female personnel in the Armed Forces



In 2021, 32,270 female personnel served in the Armed Forces (Diagram 2.6), including:

- 1 - as a general officer (Major General of Medical Service);
- 1,584 - field grade officers;
- 3,289 - company grade officers;
- 26,195 - NCOs and privates;
- 1,201 - cadets of military educational institutions.

There is currently seven female military personnel involved in international peace and security operations as part of the national contingent, constituting 8.3 per cent of the total number of military personnel involved in these operations.

*The Ministry of Defence and the Armed Forces consistently ensure the comprehensive use of the male and female potential in the interests of the defence capacity of Ukraine by leveraging the best practices and with the support of international partners and the public.*

### Cultural Support for the Armed Forces

The main efforts of the state humanitarian and social policy implementation towards the cultural support of the Armed Forces in 2021 were focused on shaping, maintaining, and restoring the morale of the Armed Forces personnel by means and forms of art:

- in the JFO area directly at the contact line, the activities of the high mobility groups of internal communications "Bravo" were organized, during which over 90 concerts and staged performances were held for more than 1.500 military personnel;
- 59 concert performances by military music institutions (units) of the Armed Forces and 84 performances by civilian music bands were organized for units performing combat missions





on the second and third lines or undergoing training in training centres and at firing ranges;

- over 1.200 cultural and awareness-raising events were held at the military units' home stations.

Some major events and projects were also carried out:

- the all-Ukraine competition of military-patriotic song and route march "Armed with song, called by march";
- the all-Ukraine patriotic art project "The Army with the People";
- a nationwide flash mob commemorating heroes - the "cyborg" defenders of the Donetsk airport.

## Commemorating the Defenders of Ukraine

In 2021, the names of 67 defenders of Ukraine were inscribed in the Memory Books at the Memorial Hall<sup>6</sup>.

As of January 1, 2022, the names of 3.315 defenders of Ukraine were inscribed in the Memory Books, including: 2.795 members of the Armed Forces, 449 members of the Ministry of Internal Affairs of Ukraine and SSU, and 71 volunteer fighters.

Every day at 8:45 a.m. the solemn ceremony is held at the Memorial Complex to commemorate the defenders of Ukraine whose names are listed in the Memory Books. Relatives of the fallen heroes, service personnel, foreign delegations, Kyiv residents, and guests come to the daily ceremony to pay tribute to the heroes. More than 91.000 people have visited the Memorial Hall since the formal opening ceremony.

Additionally, to commemorate the fallen defenders of Ukraine, a Memory Wall was created with the Orthodox Church of Ukraine and displayed on the walls of St. Michael's Golden-Domed Cathedral in Kyiv, as well as a few online Internet resources<sup>7</sup>. As of January 1, 2022, 2.524 memorial sites honouring the memory of fallen soldiers have been opened, constructed, and created in Ukraine. The names of heroes who defended Ukraine are inscribed in the titles of 548 streets, squares, parks, and gardens across Ukraine. Combat aircraft, ships, and military units are named in their honour.

## Organizing remarkable celebrations on the occasion of the 30th anniversary of Ukraine's independence and the 30th anniversary of the Armed Forces

In 2021, the 30th anniversary of the restoration of state independence of Ukraine and the National Armed Forces was celebrated.

The centrepiece of the celebrations was the August 24 military parade in Kyiv, when the security and defence forces demonstrated to the state and the world their readiness to defend Ukraine on land, in the air, and at sea.

35 parade formations of military personnel and employees of the security and defence sector components, as well as the joint parade formation of ATO (JFO) veterans and parade units representing the armed forces of partner states, were marching along the main street of the country. Four canine units of the Armed Forces and law enforcement agencies took part in the military parade for the first time.

The air and mechanized columns demonstrated aerial vehicles, armaments, and military equipment (in total - 472 pieces), by national security and defence forces and the armed forces of friendly states.

Musical accompaniment for the parade was provided by a 660-person Joint Security and Defence Forces Military Band and a 120-person Joint Military Band comprised of the National Presidential Orchestra and the U.S. Army Air Force Military Band.

There were also celebrations and demonstrations on the Dnipro River and Trukhaniv Island in Kyiv and a naval parade in Odesa on the same day.

<sup>6</sup> White Book 2019-2020 pp. 112-113.

<sup>7</sup> Memory Book of the Fallen for Ukraine (<https://memorybook.org.ua/>); the Pantheon of Heroes (<https://www.mil.gov.ua/multimedia/panteon-geroiv/>).

## SUMMARY OF IMPLEMENTING MILITARY HUMAN RESOURCES POLICY IN THE ARMED

The dedicated exhibition "Digital Future of the Army"<sup>8</sup> was held in the centre of the Ukrainian capital on the occasion of the anniversary dates and the Day of the Defenders of Ukraine.

During celebrations of the 30th anniversary of the Armed Forces in Kharkiv, the President of Ukraine awarded battle flags to brigades and regiments of the Land Forces, the Air Force, the Support Forces Command, the Communications and Cyber Security Forces Command of the Armed Forces;

The President of Ukraine - the Supreme Commander-in-Chief of the Armed Forces ordered to award the following units with battle flags:

- units of the State Special Transport Service in Odesa - by the Minister of Defence;
- military units of the Air Assault Forces of the Armed Forces in the Joint Forces Operation area - by the Commander of the Joint Forces Operation;
- units of the State Special Transport Service in Kyiv - by the Deputy Commander-in-Chief of the Armed Forces;
- Air Defence Missile Regiment of the Air Force and the Joint Training Centre of the Support Forces Command of the Armed Forces in Lviv - by the Chief of the General Staff of the Armed Forces.

During these events, the leadership of the state and the Armed Forces also handed over the following armaments and military equipment as well as the relevant certificates to the military units:

- Kozak-2M1 armoured vehicles, T-64 tanks, BTR-4 armoured personnel carriers - in Kharkiv;
- 34 Kozak-2M1 armoured vehicles - in Kramatorsk;
- a modernized Su-27 aircraft with improved combat characteristics, L-39 tactical jet trainer, Mi-8 helicopter, and An-26 military transport aircraft upgraded to NATO standards - in the urban-type settlement Ozerne in Zhytomyr Region;
- 13 Hammer light armoured vehicles provided by the US as part of material and technical assistance - in Kyiv. Another 15 certificates for these vehicles were handed over in Lviv;
- Island-class patrol boats and Hammer vehicles - in Odesa.

Following the handover of military equipment, the President of Ukraine presented state awards to the members of the Armed Forces.

### Sports in the Armed Forces

In 2021, the Armed Forces athletes comprising the national sports teams of Ukraine won 196 gold, 163 silver, and 180 bronze medals at the World, Europe, and International championships, as well as 873 gold, 707 silver, and 539 bronze medals at the national championships, cups, and all-Ukrainian competitions.

60 out of 157 Ukrainian athletes at the XXXI Summer Olympics in Tokyo represented the Armed Forces. Following the results of the Games, the Armed Forces of Ukraine won 10 medals<sup>9</sup> (one gold, four silver, and five bronze), which is more than 50% of the 19 awards won by the national sports team of Ukraine, while 12 military athletes have won 4th-6th places.

Such results demonstrate the high level of professionalism of athletes, trainers, and the entire personnel of the Ministry of Defence institutions for physical fitness and sports.

These achievements were made possible by the following improved conditions for the development of the high-performance sport in the Ministry of Defence: purchase of state-of-the-art sports equipment and gear and reconstruction and restoration of sports infrastructure.

*In 2021, measures were taken to keep implementing the national humanitarian policy in the Armed Forces, improving the humanitarian support of personnel contributing to the Armed Forces' proper fulfilment of the state's crucial function of protecting the Ukrainian sovereignty and territorial integrity.*

<sup>8</sup> Within five days, thousands of Kyiv residents and guests of the capital had a chance to see the latest pieces of military equipment: high-precision weapons, armoured vehicles, reconnaissance, communications and control automation assets, electronic warfare, robotic systems, UAVs, etc. Representatives of the State Border Guard Service, the Ministry of Internal Affairs, and the State Emergency Service of Ukraine also demonstrated their equipment. The event was organized by the Ministry of Defence of Ukraine and the Centre for Strategic Communications and Information Security.

<sup>9</sup> The gold medal was won by Senior Lieutenant Zhan Beleniuk; silver medals were awarded to Senior Sergeant Olena Starikova, Private first class Parviz Nasibov, Armed Forces employees Anzhelika Terliuha and Anastasiia Chetverikova; bronze medals were awarded to Captain Oleh Omelchuk, Lieutenant Ihor Reizlin, Junior Sergeant Yaroslava Mahuchikh, Private Stanislav Horuna, and Armed Forces employee Iryna Koliadenko.



## CREATION OF NECESSARY MOTIVATING FACTORS FOR MILITARY SERVICE AND SERVICE IN MILITARY RESERVE AND SERVICE PERSONNEL SOCIAL GUARANTEES PROVISION

### Pay and Allowances for Service Personnel

According to the Decree of the President of Ukraine

No. 532 of October 13, 2021 "On Some Measures to Provide Social Guarantees to Service Personnel and War Veterans", and the Government's Priority Action Plan, the Ministry of Defence developed a draft law envisaging the change of pay structure for military personnel through the introduction of basic rate replacing base salary and salary by military rank, following the principles of NATO member-states.

The mentioned draft law introduces a new approach to the motivation of military personnel for long-term service and career development according to military ranks, in other words, the higher the military rank, the higher the pay and allowances.

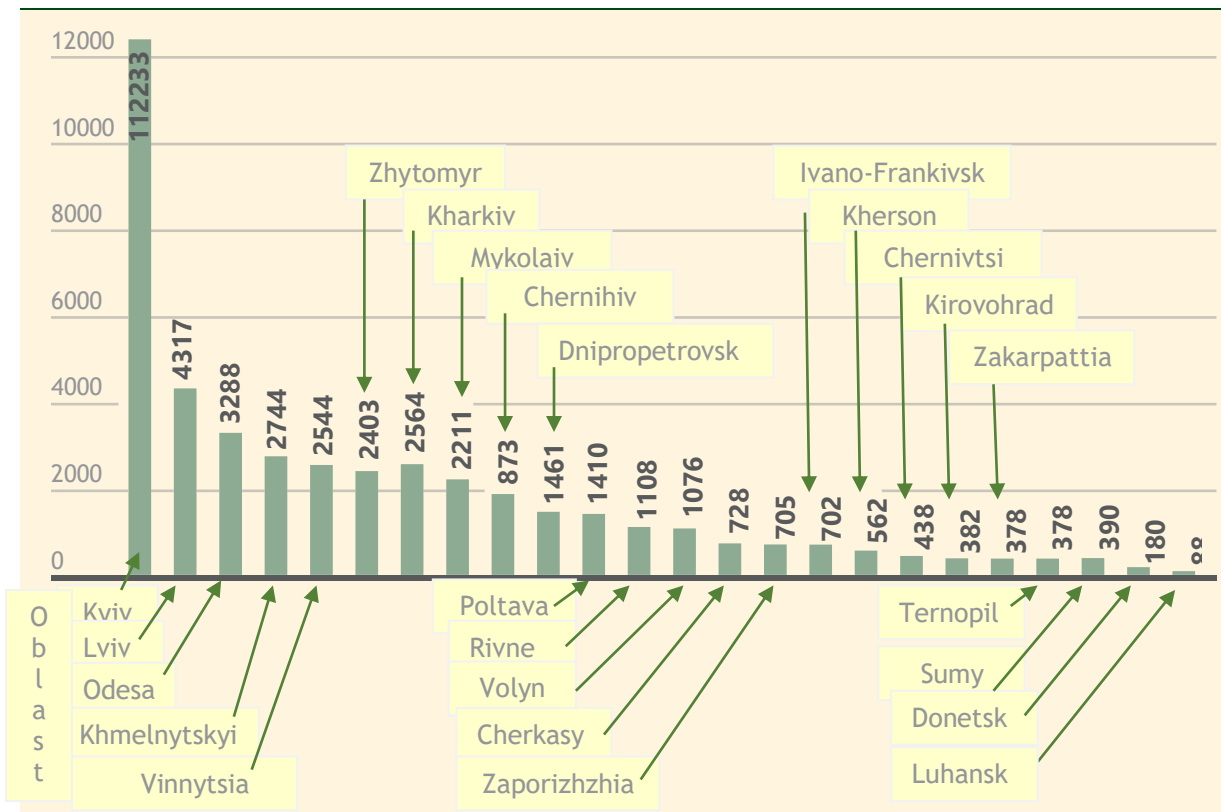
The implementation of the legislative changes will provide the following:

- common and simplified approaches to the payment of allowances to military personnel of the force structure;
- encouragement for the promotion of military personnel;
- possibility for rotation on positions in the same military rank;
- level of pay and allowances for military personnel that is competitive in the national labour market.

### Provision of permanent and service housing for military personnel and their families.

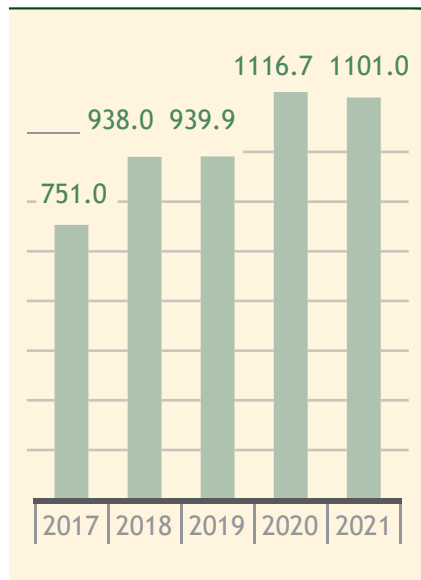
The provision of housing is one of the essential issues addressed by the military authorities at present (Diagrams 2.7, 2.8).

**Diagram 2.7.** The number of military personnel and persons dismissed from military service registered in the housing records of the Armed Forces of Ukraine as of the end of 2021 (by regions of Ukraine)

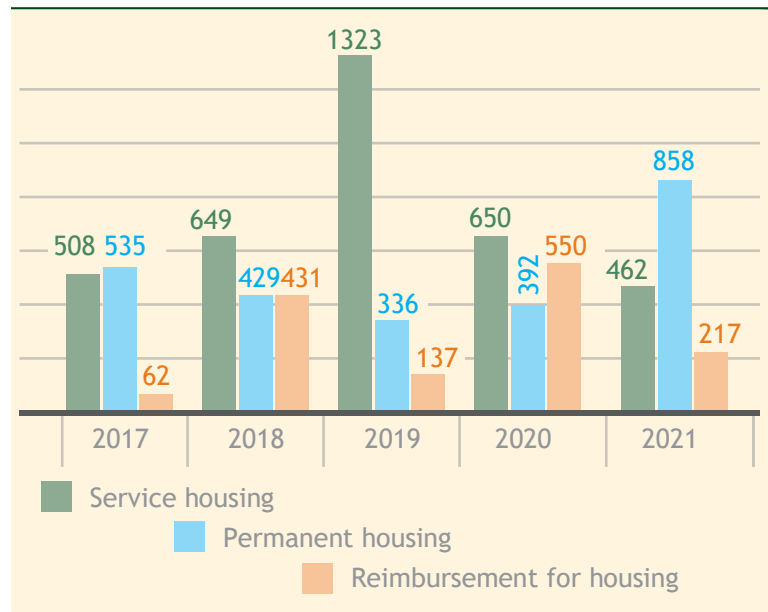


In 2021, 1,537 apartments were allocated to the Armed Forces personnel, including 462 service (position-related) apartments and 858 apartments for permanent accommodation, and 217 families received reimbursement for the housing entitled to them in the amount of 200.9 million UAH (Diagram 2.9).

**Diagram 2.8.** Funding of housing construction (acquisition)  
UAN, million



**Diagram 2.9.** Number of service personnel who received accommodation

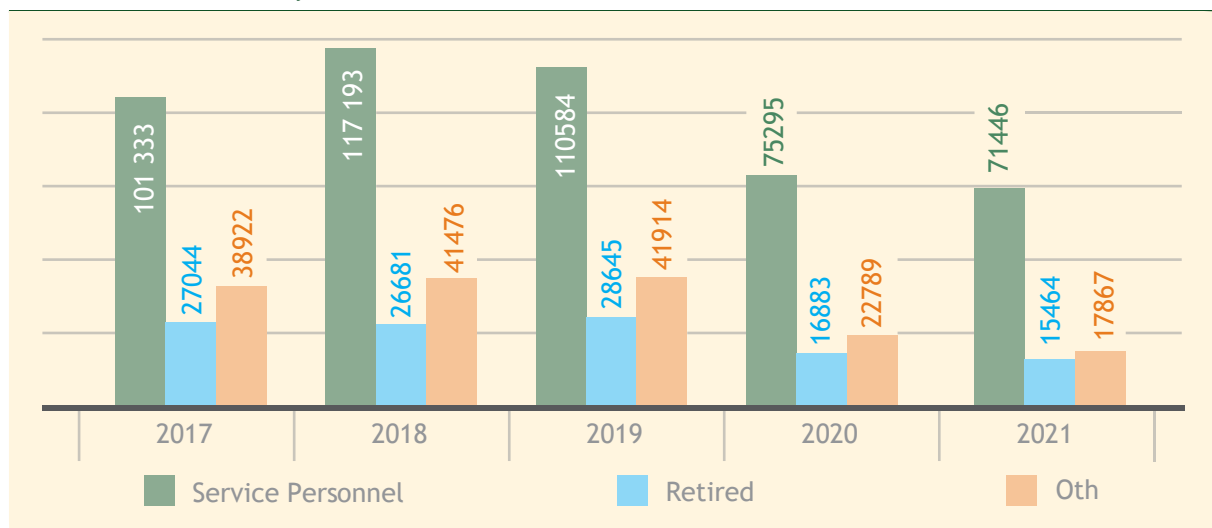


**Medical Support, Recovery, and Recuperation**

About 1,2 million people are provided with medical care in health care facilities under the Ministry of Defence, including: 250 000 service members; 585 000 family members and pensioners of the Ministry of Defence; 330 000 retired personnel of the Ministry of Defence (military service veterans, war veterans, liquidators of the Chernobyl accident, etc.); 47 000 employees of the Armed Forces working in hazardous conditions.

In 2021, 104 777 people received inpatient treatment in health care institutions of the Ministry of Defence (Diagram 2.10.).

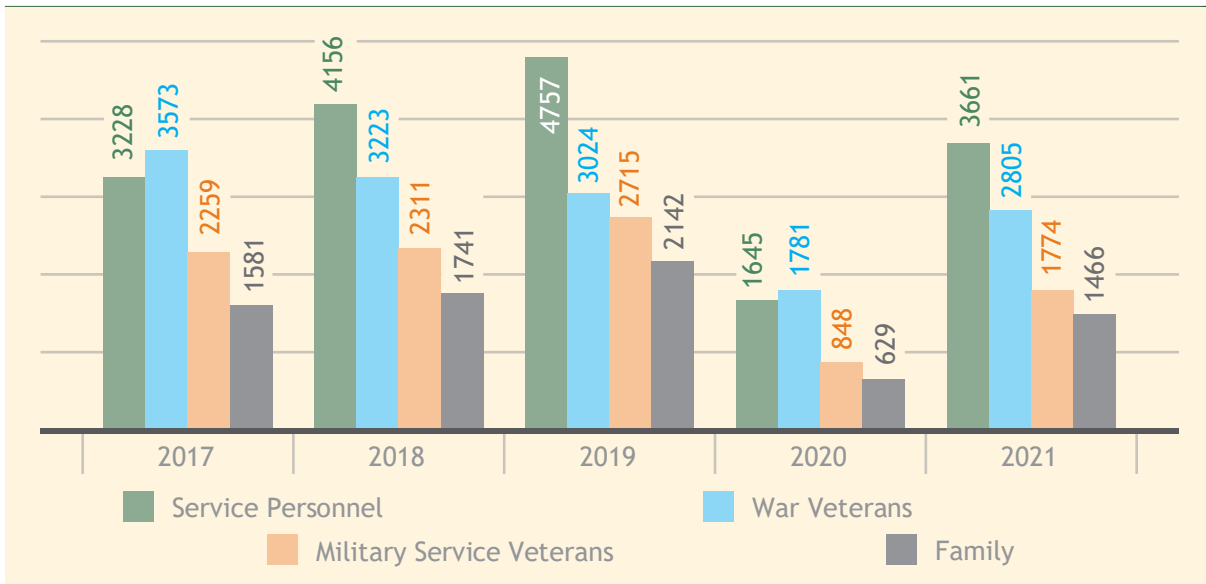
**Diagram 2.10.** Number of persons who received inpatient treatment in the health care institutions of the Ministry of Defence





During the year, 9,706 service personnel, ATO (JFO) veterans, and other persons underwent recuperation and medical rehabilitation in five recovery, recuperation, and medical rehabilitation facilities and two recuperation departments of the Military Medical Clinical Centres of the regions of the Ministry of Defence with a total capacity of 2,050 beds (Diagram 2.11).

**Diagram 2.11.** Number of persons treated and recuperated at Medical Rehabilitation and Recuperation Centres (sanatoriums) of the Ministry of Defence



## MORAL AND PSYCHOLOGICAL SUPPORT IN THE ARMED FORCES

The Armed Forces of Ukraine development according to Euro-Atlantic norms and NATO membership criteria, forms and methods of employing national defence forces in the context of countering armed aggression and hybrid warfare requires ensuring the moral and psychological readiness of military personnel to perform the assigned missions, as well as shaping, upholding and timely restoring the required level of mental and psychological health of personnel. This requires a drastic update of the moral and psychological support system, and development, approval, and implementation of modern technologies and techniques related to personnel.

### Information support

In 2021, the main efforts of information support were focused on the following:

- maintaining the proper morale level of personnel under any conditions;
- honouring the deeds of the defenders of Ukraine among the public;
- introducing national historical and modern combat traditions into the activities of the Armed Forces.

The following activities were organized to implement the above during the year within the system of information support of troops personnel:

- drafting the Law of Ukraine "On Amendments to the Law of Ukraine "On the Regulation on Garrison and Guard Services of the Armed Forces of Ukraine" regarding military burial rituals", adopted by the Verkhovna Rada of Ukraine under No. 1622-IX of July 02, 2021;
- drafting the Decrees of the President of Ukraine "On Conferring Honorary Titles on Military Units" on the occasion of the 30th Anniversary of Ukraine's Independence, the Day of the Defender of Ukraine (Annex 1);

- XXI Petro Yatsyk International Ukrainian Language Contest among cadets and lyceum students of military educational institutions;
- "Love Your Ukraine" literary contest jointly with the Shevchenko All-Ukrainian Charitable Culture and Science Foundation;
- series of events dedicated to the International Children's Day;
- six targeted media flash mobs involving the Armed Forces personnel and key public leaders;
- developing the concept of a military parade on the occasion of the 30th anniversary of the Independence of Ukraine on Khreshchatyk Street and Independence Square in Kyiv;
- information campaign "Mama, Don't Cry. I'll come back in spring" to honour the memory of mothers of fallen soldiers who defended the sovereignty and independence of Ukraine in the Russian-Ukrainian war;
- updating libraries of military units with national-patriotic literature about the language and cultural identity of the Ukrainian people and heroism in the struggle for independence and territorial integrity of the state (2000 copies), development and distribution of two editions of the "Historical Traditions of the National Army" almanac;
- developing the concept of celebrating the 30th anniversary of the Armed Forces of Ukraine with the involvement of military and political leadership of the state, coordinating ceremonial events with the troops.

### Psychological Support for Service Personnel

The main efforts of psychological support for the Armed Forces were focused on staffing military units with psychologically prepared personnel, developing their psychological resilience, and their ability to provide qualitative psychological support.

The following activities were conducted in 2021 to improve psychological support and provide psychological assistance to personnel in the areas of combat missions:

- launched interagency testing of a military mobile psychological and diagnostic complex, which can be used to conduct an automated psychophysiological examination under combat (field) conditions;
- methodological recommendations on psychological training of the Armed Forces personnel regarding the development of stress resistance to actions in a rapidly changing combat environment (TKP 1-160(31)03.01) introduced into the troops' psychological training;
- the Instruction "Protocols of Providing Psychological Support to the Armed Forces of Ukraine Personnel in Combat (Austere) Conditions" (equivalent to STANAG 2564 AMedP-8.6, general principles governing Mental Health support to the forward area of the theatre of operations) (VP 1-00(160)03.01)), as well as the Order of the Commander-in-Chief of the Armed Forces of Ukraine No. 305 "On the Approval of the Instruction on the Psychological Support Organization for the Armed Forces of Ukraine Personnel" of October 18, 2021, introduced into the activities of military psychologists;
- the final stage of the Best Psychologist of the Armed Forces competition held among psychologists of separate services and branches was won by a representative of the Naval Forces of the Armed Forces.

All soldiers who performed missions in the Joint Forces Operation area underwent a series of decompression measures<sup>10</sup> as the initial form of psychological rehabilitation. In 2021, over 23 000 soldiers underwent decompression.

<sup>10</sup>Decompression is aimed at a gradual switching of a soldier's mechanisms of reaction (actions) from the extreme (combat) conditions of operation to peacetime conditions of life activity.





Moreover, 295 members of the Armed Forces received psychological rehabilitation at the Medical Rehabilitation and Recuperation Centres of the Medical Forces Command.

*Therefore, the organization of moral and psychological support measures contributed to the proper accomplishment of the assigned missions by the Armed Forces personnel during their training and the Joint Forces Operation.*

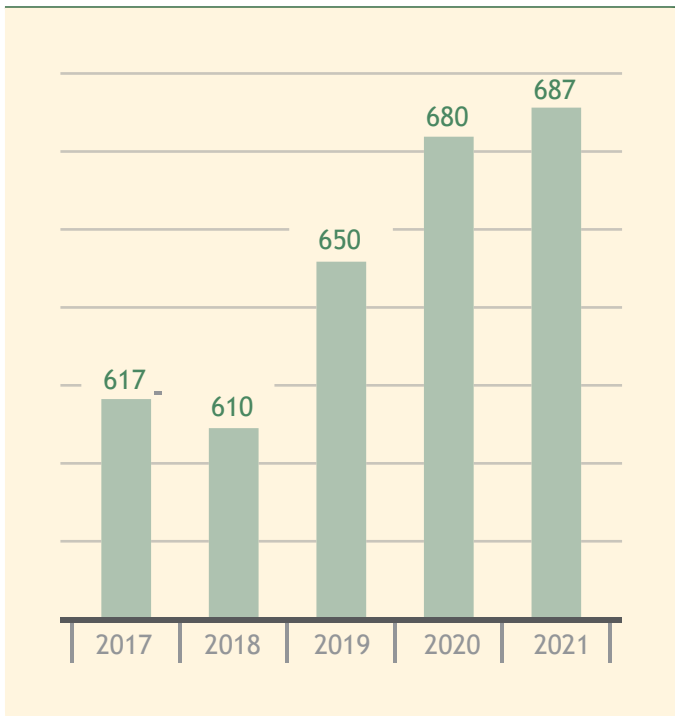
## MILITARY HUMAN RESOURCES POLICY, PROMOTING MOTIVATION FOR MILITARY SERVICE AND SERVICE IN THE MILITARY RESERVE OF THE STATE SPECIAL TRANSPORT SERVICE OF UKRAINE

The State Special Transport Service of Ukraine focused military human resources policy efforts on maintaining the required number of combat personnel in military units, retaining and building-up human resources capacity, improving recruiting and military service procedures to ensure that military units and detachments can efficiently fulfil their missions under the conditions of the Joint Forces Operation in the Donetsk and Luhansk regions.

### Human Resourcing and Staffing Results

The emphasis was on retaining and building-up human resources capacity, improving recruiting and military service procedures for trained personnel to ensure efficient fulfilment of the assigned missions, and a gradual increase in the ratio of contract personnel to conscripts.

**Diagram 2.12.** The number of registered officers



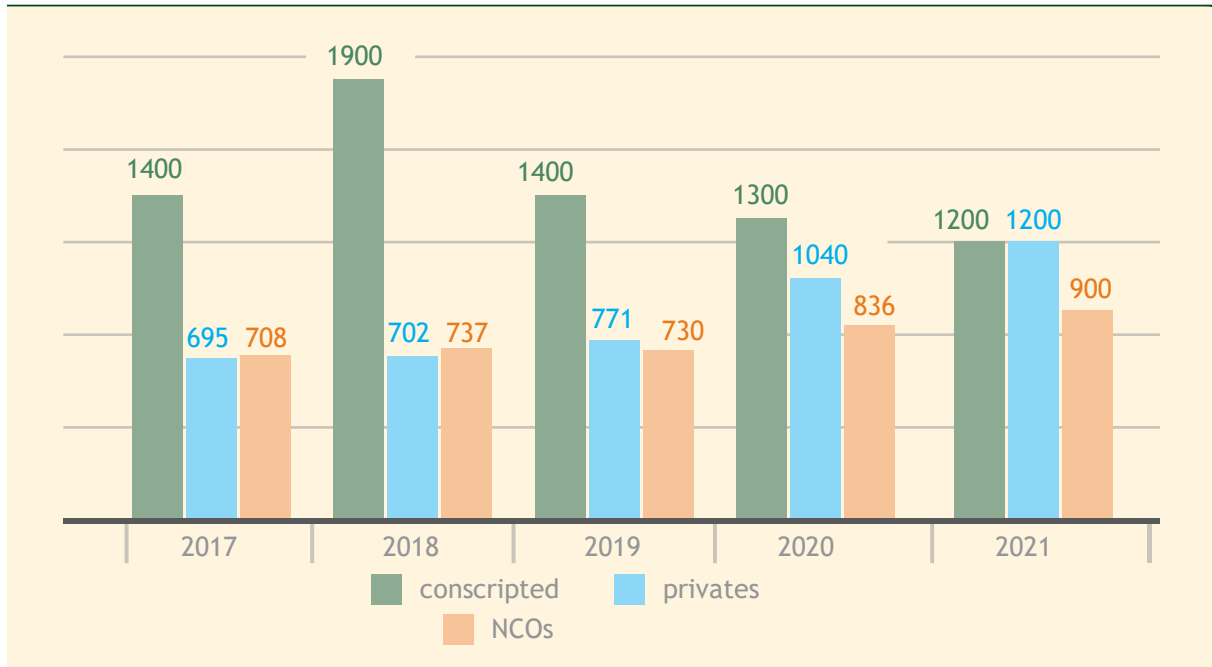
The commissioned officer positions were filled by:

- enlistment of reserve officers for military service under contract (18 reserve officers enlisted);
- training of officers in military training units of higher educational institutions (21 alumni);
- appointment of NCOs with higher education and completed military training courses (if required) to primary commissioned officer positions with the concurrent promotion to the first commissioned officer rank (nine NCOs).

Implementation of the indicated measures made it possible to increase the number of registered commissioned officers by 70 persons within five years (Diagram 2.12) and to retain the State Special Transport Service staffing with commissioned officers at the level of at least 90%.

The registered number of contracted privates and NCOs by the end of 2021 was 2 100, which is 11% more than in the previous year. As a result, the number of conscripts for compulsory military service decreased (Diagram 2.13).

**Diagram 2.13.** The registered number of contracted privates and NCOs, and conscripts for compulsory military service



### Development of the Professional NCOs

In 2021, a curriculum was developed and introduced for a basic level professional training course designed for contract personnel to fill the positions of squad leaders and their equivalents, which improved the quality of their training given the current requirements.

### Military Education and Science

The State Special Transport Service is developing a modern military education system to train military specialists, integrated into the state education system based on a unified legislative framework and relevant regulatory and legal acts.

In addition to the training of tactical-level military specialists and citizens under the reserve officers training program at the Department of Military Training of the Dnipro National University of Railway Transport, 12 officers were enrolled in 2021 for the training of operational-level military specialists at the Ivan Chernyakhovsky National Defence University of Ukraine.

### Summary of implementing humanitarian policy, creation of necessary motivating factors for military service and social guarantees for service personnel.

In 2021, the primary humanitarian and social policy efforts remained with no change and were focused on improving the morale of the personnel, maintaining their psychological resilience, and emotional and volitional readiness to fulfil the assigned missions.



### Moral and psychological support.

In 2021, the State Special Transport Service implemented a range of moral and psychological support measures, which allowed to maintain and restore the appropriate morale of the personnel, have a positive impact on the personnel's mental state and awareness, as well as carry out a thorough professional and psychological selection of the personnel.

### Ensuring equal rights and opportunities for women and men.

In 2021, the State Special Transport Service diligently implemented the principles of equal rights and opportunities for female and male personnel during the service.

There are 689 female service personnel and employees in the State Special Transport Service, which makes up 14% of the total strength.

In 2021:

- eight part-time gender advisors were appointed;
- the Department of Military Training of specialists for the State Special Transport Service launched a pilot project regarding the unified approach which addresses gender issues in the training curricula (six female cadets undergo training).

### Ensuring Social Guarantees to Service Personnel and Their Families

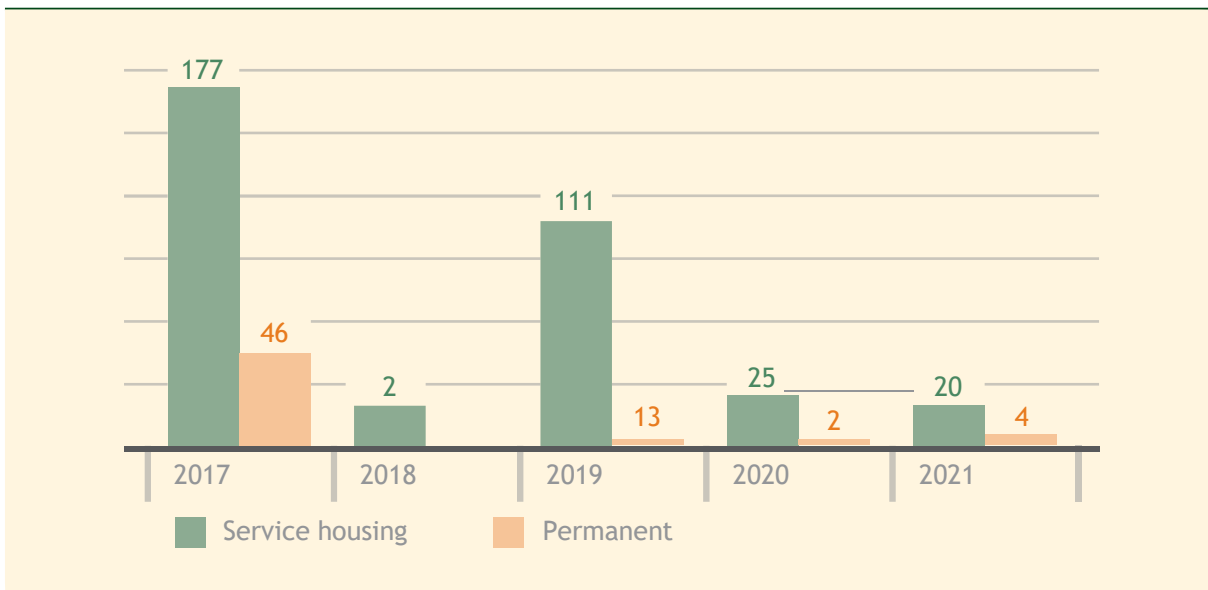
Ensuring social guarantees to service personnel and their families continued to be a priority of the State Transport Service's humanitarian policy.

### Housing provision for service personnel and their families

By the end of 2021, 683 people were registered on the housing waiting list, including 476 veterans of the ATO (JFO). Out of the total number of people on the housing waiting list, 192 people are eligible for permanent housing, including 71 military retirees.

In 2021, 24 apartments were allocated through own-account construction, including: four apartments for permanent accommodation and 20 service apartments (Diagram 2.14).

**Diagram 2.14.** Housing allocation to service personnel



### Medical Support, Recovery, and Recuperation to service personnel and employees of the State Special Transport Service

In 2021, 125 units of diagnostic and therapeutic electromedical equipment were upgraded, and healthcare centres were equipped with up-to-date medical and living furniture.

The State Special Transport Service also provided treatment for 1 412 people (73 commissioned officers, 191 contract personnel, and 1 148 conscripts). 45 people underwent rehabilitation and recuperation in the Ministry of Defence medical institutions.

*The above efforts increased the motivation for contract military service among privates and non-commissioned officers, which positively impacted the growth of their registered strength.*

**In 2021, the implementation of the military human resources policy had the following outcomes:**

- **sustaining the momentum of a gradual increase in filling the positions of privates and non-commissioned officers with contracted personnel;**
- **ensuring manning of military units and detachments engaged in the Joint Forces Operation with the required number of trained personnel;**
- **increasing the number of reservists of the Armed Forces' ready reserve and citizens of Ukraine who signed a contract on serving in the military reserve;**
- **introducing military specialist training with updated curricula designed according to the program-based and methodological approaches used in NATO member states;**
- **creating prerequisites for the comprehensive functioning of professional military education (L-courses) as a new component of the military education system and its integration into the nationwide education system.**
- **implementing state efforts to ensure a proper living standard for service personnel and their families regarding pay and allowance, housing, medical support, recovery and recuperation.**





# CHAPTER 3

## THE MILITARY-TECHNICAL POLICY IMPLEMENTATION, DEFENCE PROCUREMENT AND LOGISTICS SUPPORT OF THE ARMED FORCES



MILITARY-TECHNICAL POLICY, along with the defence and military-economic policy, defines the targeted activity of the state authorities regarding the Armed Forces and other military structures' equipment with armaments and military equipment.







## CHAPTER 3

# THE MILITARY-TECHNICAL POLICY IMPLEMENTATION, DEFENCE PROCUREMENT AND LOGISTICS SUPPORT OF THE ARMED FORCES

In 2021, the needs of the Armed Forces, the State Special Transport Service and other defence forces armaments, military and special equipment, and other logistical assets were met using national economy capabilities, primarily the defence industrial complex, international procurement capabilities based on the updated legislation and military and technical policy cooperation with partner nations, international technical assistance from partner nations, international organizations (donors) and loans from international financial organizations given the strategic aspiration of the state to become a full-fledged member of the EU and NATO as well as Euro-Atlantic principles and approaches.

### THE MAIN RESULTS OF THE MILITARY-TECHNICAL POLICY IMPLEMENTATION

In 2021, the military-technical policy efforts were focused on equipping the armed forces and other military formations of the security and defence sector with systems, complexes and items of armaments and military equipment, special equipment, ammunition and materiel, as well as ensuring the efficient functioning of the system of military and technical cooperation with foreign states and its enhancement.

#### Equipping the Armed Forces and the State Special Transport Service with armaments, military and special equipment

The Ministry of Defence continued to implement the objectives and activities outlined in the State Target Defence Programme for the Materiel Development up to 2022 and the State Target Programme for the Establishment and Development of Ammunition and Special Chemistry Products Production to reequip the Armed Forces and the State Special Transport Service with the state-of-the-art and upgraded weapons, military, and special equipment (complexes, systems) and meet its needs for ammunition in 2021.

The primary focus during the year was on supplying the Armed Forces and the State Special Transport Service units and detachments engaged in the Joint Forces Operation in the East of Ukraine with the main pieces of weapons and military equipment, as well as supplying the Armed Forces with armaments impacting the combat efficiency of units and detachments. Accordingly, the bulk of allocated funds was spent on the modernization and procurement of new weapons and military and special equipment.

The procurement of new state-of-the-art weapons and military equipment was carried out by loans under state guarantees according to the Programmes on enhancing the state's defence capacity and on meeting the urgent needs of the Armed Forces to meet the urgent needs and shorten the timeframe for the Armed Forces equipment.

It enabled the procurement and supply of the following:

- over 3,5 million missiles, different purpose ammunition and means of destruction, over 2000 pieces of armaments, military and special equipment, over 1500 pieces of other assets to the Armed Forces;
- 41 pieces of equipment, including truck cranes, diggers, bulldozers, dump trucks, multi-purpose vehicles, and equipment for concrete work to the State Special Transport Service. The troops also received 82 pieces of mechanized tools and technology equipment.

#### Restoration (upgrade) of materiel technical readiness

According to the approved budget appropriations for the materiel restoration in 2021, 6.39 billion UAH were allocated to the Armed Forces and 7.750 million UAH - to the State Special Transport Service, which allowed the following:

- the defence-industrial complex enterprises to restore over 300 pieces of armaments and military equipment specified in Table 3.1;
- the repair and maintenance services of the Armed Forces to carry out 5,204 current and average repairs (including 391 pieces of rocket and artillery armament, 604 pieces of armoured weapons and equipment, 976 pieces of motor vehicles, 23 pieces of radio technical equipment, 34 pieces of anti-aircraft missile equipment, 159 pieces of engineering equipment, 29 pieces of CBRN equipment, 3 pieces of electronic warfare equipment, and 2 778 pieces of communication means and equipment.
- the repair and maintenance services of the State Special Transport Service to restore 386 pieces of equipment: 135 pieces of motor vehicles, 229 pieces of engineering equipment, 22 pieces of special railway equipment.

**Table 3.1.** Restoration of armaments and military equipment at the military-industrial complex enterprises

Materiel	Total, pieces				
	2017	2018	2019	2020	2021
Aircraft	40	23	11	8	4
Helicopters	13	9	6	3	4
Unmanned aerial systems	–	2	12	13	–
Anti-aircraft missile systems	46	20	13	14	5
Radio-Technical Troops equipment	8	11	9	9	1
Land Forces' air defence equipment	–	–	–	27	–
Flight support equipment	–	32	51	32	42
Rocket artillery weapons	186	120	78	95	25
Armoured weapons and equipment	384	309	397	345	285
Motor vehicles	285	238	206	418	340
Naval Forces equipment	7	11	–	10	6
Electronic warfare equipment	15	7	6	11	3
Engineering equipment	24	52	41	101	21
CBRN defence equipment	15	12	27	34	–
Topographic equipment	–	–	8	38	2
Petroleum, oil and lubricants equipment	37	60	70	149	61
Food Service equipment	–	43	26	30	30
Means of communication and cryptographic protection	31	30	26	8	–



*Restoration of materiel and resupply of the Armed Forces' military units (detachments) made it possible to increase the average level of serviceability of the main types of weapons and military equipment by 3%, ensure the fulfilment of combat missions by units (detachments) engaged in the Joint Forces Operation, continue enhancing combat capabilities of the Armed Forces' military units (detachments) and special capabilities of the State Special Transport Service units, as well as forming the strategic reserve.*

### Development (upgrade) of materiel

In 2021, the Ministry of Defence carried out the following activities to develop (upgrade) armaments and military equipment:

- ensuring the support of 27 previously launched research and development works on the development of new items (systems) of weapons and military equipment, refurbishment of available weapons, military and special equipment;
- organizing and conducting trials of new (refurbished) items of weapons and military equipment, including 15 governmental, eight significant institutional, three functional, five preliminary, three qualified and one standard trials.

The final acceptance trials of the Bayraktar TB2 Armed UAS unmanned combat aerial vehicle were also conducted, as well as comparative trials of domestically manufactured multi-purpose robotic platforms.

Conducted activities enabled the following (Annex 5):

- passing into service (supply) ten pieces of armaments and military equipment, including the unmanned aviation complex "Leleka-100", the refurbished MLRS BM-21U "Grad", 80K6KS1 "Phoenix-1" radar, metal rotor blades for Mi-24 helicopters, etc;
- passing into service of the Naval Forces of the Armed Forces two pieces of materiel;
- allowing the operation in the Armed Forces of 16 weapons and military equipment, including the FlyEye 3.0 unmanned aerial vehicle, etc.

Implementation of the State Target Defence Programme for the Weapons and Military Equipment Development in 2021 enabled the following:

- to meet the Armed Forces' urgent needs in re-equipping with advanced and upgraded weapons and military equipment to carry out the Joint Forces Operation;
- to increase the number of closed cycles manufacturing of weapons and military equipment for the Armed Forces' needs in Ukraine;
- to create conditions for scientific and technological development in the domain of weapons and military equipment manufacture through fundamental and exploratory research of the national defence needs;
- to preserve mobilization capacities of the defence-industrial complex enterprises regarding the serial production of specific weapons and military equipment.

### THE DEFENCE PROCUREMENT INCLUDING NEW (MODERNIZED) ITEMS OF MATERIEL

In 2021, weapons, military and special equipment were procured under the baseline indicators of the state defence order for 2021.

The allocated funds were used to purchase new and upgraded weapons and military equipment, primarily to meet the Armed Forces' needs in aviation equipment, UAVs, anti-aircraft missile systems, artillery, including anti-tank assets, armoured and automotive vehicles, radio reconnaissance equipment, small arms, ammunition and other means of destruction.

**Table 3.2.** Procurement of the main pieces of new and modernized weapons and military equipment for the Armed Forces in 2021

Weapons and military equipment	Number, pieces
Refurbished aircraft and helicopters	20
Various modifications of UAVs	42
Armoured weapons and equipment	43
Artillery systems (self-propelled howitzers, mortars, automatic cannons to armoured vehicles)	220
Anti-tank weapons (anti-tank missile systems)	157
Anti-aircraft missile system	6
Small arms	776
Motor vehicles	123
Radars	22
Ground-based radio reconnaissance equipment	171
Aviation equipment	7
Ammunition of different purposes (including pyrotechnics, aviation, engineering, and chemical ammunition)	3 588 668
Night vision devices	2 490
Communications	54
Medical equipment	79
Information protection means	156
Electronic warfare equipment	1
Chemical protection equipment (reactive infantry flamethrowers)	468
Service support equipment	39

## LOGISTICS SUPPORT

According to the tasks stipulated by the Military Security Strategy of Ukraine and the Strategic Defence Bulletin regarding the logistic support reform and other documents on the Armed Forces' development under NATO standards, the transition to the new logistic support system proceeded in 2021.

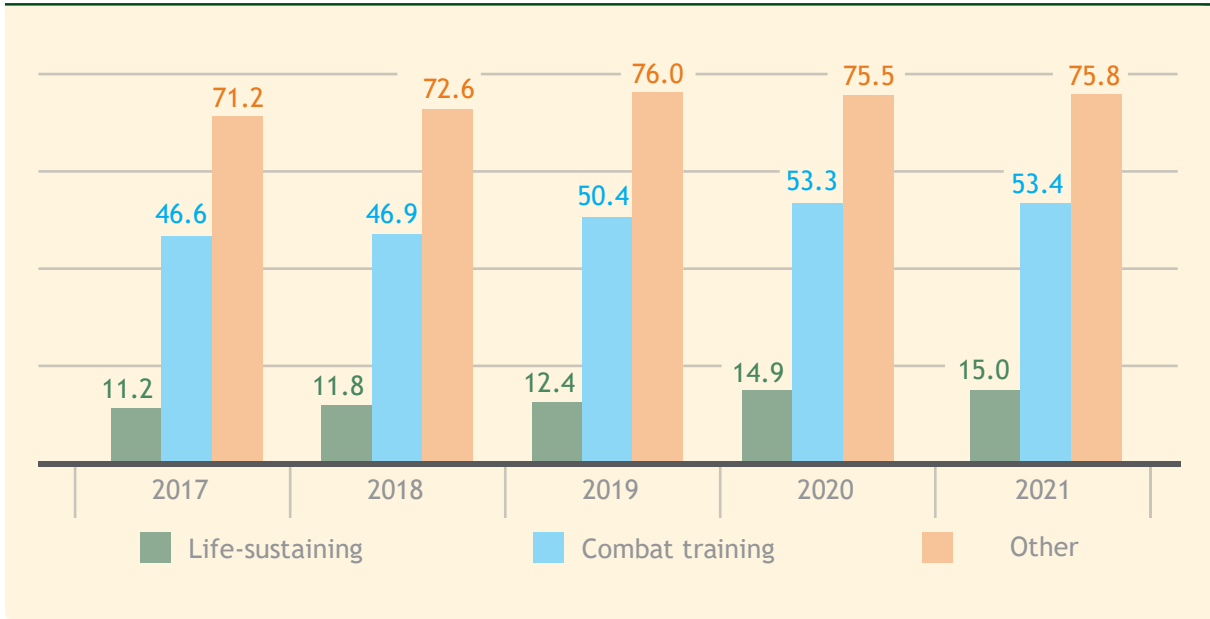
### Outcomes of addressing the needs of the Armed Forces in military assets

Currently, the Armed Forces are provided with logistic assets at the level required to fulfil the assigned missions.

*In 2021, there were no disruptions in measures to receive, store and supply logistic equipment and services to the Armed Forces' military units.*



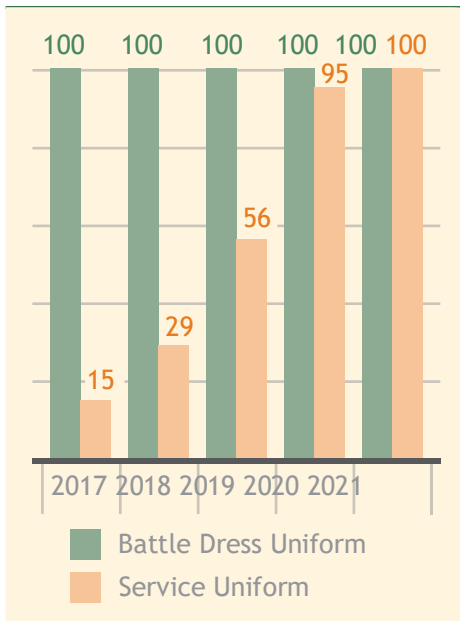
**Diagram 3.2** Supply of petroleum, oil and lubricants to the Armed Forces, *thousand tons*



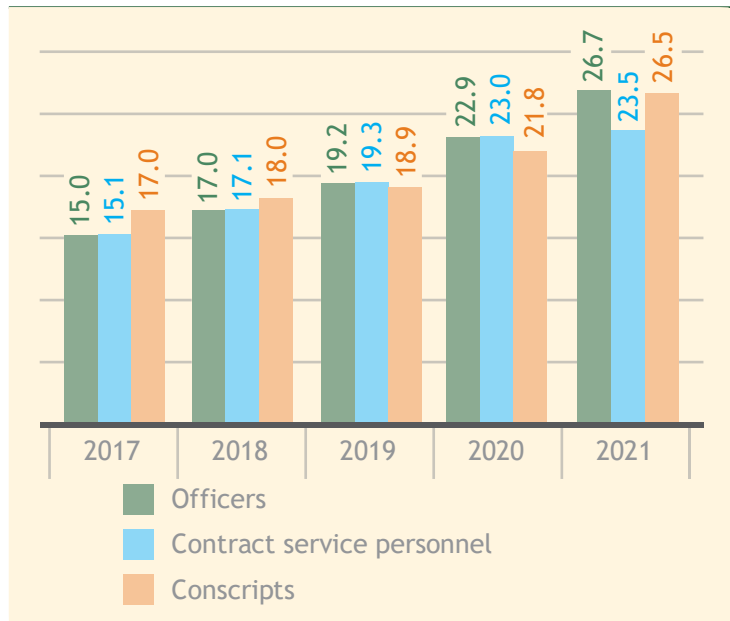
During the year troops received the following:

- 144 200 tons of petroleum, oil and lubricants, including 26 200 tons - for the fulfilment of missions in the JFO area (Diagram 3.2);
- 650 000 dry rations, including 87 500 rations for the JFO units;
- 100% of clothing, gear and organizational uniform for personnel in the JFO area, battle dress for commissioned officers, warrant officers, contract service personnel, conscripts, basic items of military uniform for cadets, lyceum students and service personnel of national contingents and training centres (Diagram 3.3; 3.4).

**Diagram 3.3.** Clothing provision to service personnel, %



**Diagram 3.4.** The cost of clothing supply for one military member, *UAH thousand*



The personnel in the JFO area are supplied 100% with personal protective equipment, necessary ammunition and clothing.

The Armed Forces military personnel are 100% provided with field and service uniforms.

The bath and laundry services were provided smoothly.

*The logistic support objectives enabled a comprehensive meeting of the Armed Forces' current needs in supply and destruction equipment. The conditions were created to continue the transformation of the logistics support system under NATO principles.*

The Armed Forces also receive the state-of-the-art technological equipment to supply food to personnel<sup>1,2</sup> in the field.

The Armed Forces military units and detachments received 93 motor vehicles for refuelling and fuel transfer.

In 2021, 766 freezer storage boxes, 4.950 plastic food storage containers, 16 induction stoves, 176 household refrigerators and others were procured for the needs of military units (detachments) involved in the JFO area.

*Service personnel are provided with the latest, constantly upgraded dry rations to improve the quality of meals for personnel in the field, including while performing missions in the JFO area.*

Regarding the provision of destruction equipment:

- 3 000 tons of missiles and ammunition were transferred from open storage sites to secured facilities;
- routine maintenance of 100% of anti-aircraft and anti-tank guided missiles was conducted in the troops engaged in the JFO;
- 47 anti-aircraft guided missiles and 426 400 pieces (525.0 tonnes) of ammunition were repaired;
- MLRS R624R Vilkha was assembled at arsenals' manufacturing facilities;
- routine maintenance of 2872 missiles and projectiles was conducted.

In 2021, arsenals and bases received 759,5 tons of missiles and ammunition from industry, including 538,0 tons at state budget expense and 221,5 tons as material and technical assistance.

During the year, 3,133.6 tons of missiles and ammunition were allocated to the troops, including 2 177,8 tons for the supply of military units and 955,81 tons for the replenishment of stocks.

*Thus, the Armed Forces' provision with material and technical and destruction means, generally enabled military units to fulfil the assigned missions in 2021.*

<sup>1</sup> The development and manufacture of storage trailers for delivery and storage of fresh, chilled and frozen foods based on 2-axle trailer chassis (PS-4U) and a modular kitchen for 500 people (MK-500) are underway.

<sup>2</sup> A research and development work on the design of a van (refrigerator) for the transportation of fresh, chilled and frozen foods (AFR) and a tank trailer for transporting water of 2000 litres capacity (TsV-2.0) has been launched. General requirements for AFR and TsV-2.0 have been developed and approved.



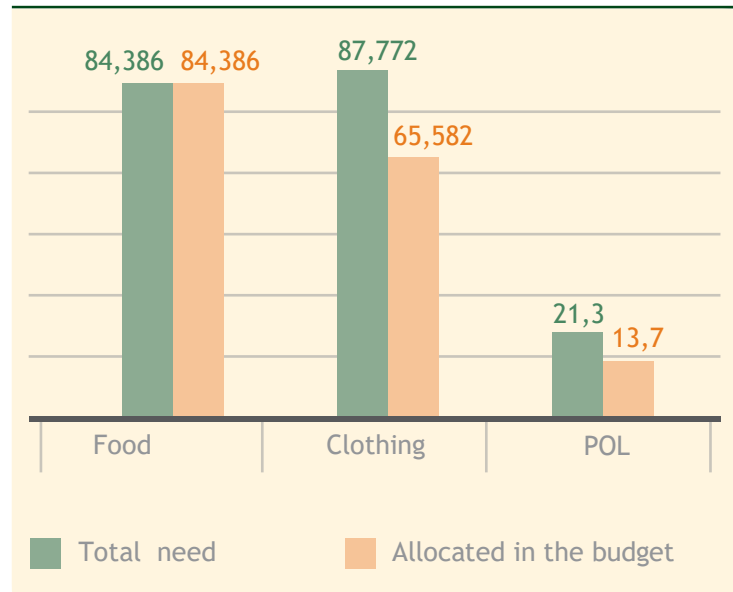


## Logistical support of the State Special Transport Service

In 2021, the actual funding for the logistical support of the overall need in the current support amounted to: 100% for food, 75% for clothing, and 64% for petroleum, oil, and lubricants (Diagram 3.1).

*As a result, the personnel were properly provided with quality meals, new military uniforms and gear, and were able to fulfil combat missions and day-to-day activities.*

**Diagram 3.1.** Funding for the procurement of material resources, UAH million



## DEVELOPMENT AND IMPROVEMENT OF INFRASTRUCTURE

In 2021, the Armed Forces received 1,315.191 million UAH<sup>3</sup> of financial resources allocated to 587 facilities for the overhaul of the barracks accommodation, public utilities and utility networks, namely:

- barracks - 115;
- mess-halls - 78;
- medical facilities - 63;
- public utilities and utility networks - 77;
- dormitories, residential buildings - 38;
- training facilities - 22;
- warehouses (depots) - 37;
- administrative buildings (headquarters) - 91;
- other facilities - 66.

All planned works were completed during the year.

This year, the State Special Transport Service completed the construction of several facilities in Garrison No. 2, Cherkaske urban-type settlement, Dnipropetrovsk oblast, in the field camp of the Joint Force Training Centre «Shyrokyi Lan», in Garrison No. 217, Odesa, and in Garrison No 30 Kryvyi Rih (Annex 8).

The construction of the following facilities also commenced in 2021:

- a home station to accommodate a separate battalion in Berehove, Zakarpattia Oblast;
- the "Skhid" ("East") naval base in Berdyansk, Zaporizhzhia Oblast;
- a military base to accommodate a brigade in Severodonetsk;
- five residential buildings to accommodate military personnel (Chervonohrad, Dnipro, Konotop, Novomoskovsk, Chernihiv);
- an administrative facility of the Mine Action Centre in Chernihiv.

<sup>3</sup> According to the Plan of Construction, Reconstruction and Overhaul of Military and Special Facilities of the Armed Forces for 2021, approved by the Commander-in-Chief of the Armed Forces of Ukraine under the budgetary program KPKV 2101020/2/2 "Overhaul of residential, military and other facilities" of February 27, 2021 (as amended).

## IMPLEMENTATION OF NATO STANDARDS

Implementation of NATO standards and guideline documents proceeded in the framework of NATO - Ukraine Partnership Goals (critical standards) and beyond (under the Roadmap on Defence-Technical Cooperation, following the outcomes of research and development and engagement in joint exercises with NATO, etc.).

According to the new package of NATO-Ukraine Partnership Goals for the period until 2025, it is planned to develop 219 NATO standards.

155 NATO standards (71%) have currently been developed, of which:

- 98 NATO standards were implemented, underpinning 120 national documents;
- 55 NATO standards received a favourable decision to be introduced by 2023;
- two NATO standards were decided as inexpedient to be introduced in the Armed Forces at the present moment.

Meanwhile, there are 64 NATO standards under development (the deadline for a decision on their introduction is November 2022).

277 relevant national documents were developed (under the Partnership Goals and beyond) based on the provisions of NATO documents (Annex 6).

*Overall, the implementation of NATO standards in 2021 demonstrates the positive dynamics of changes toward achieving interoperability by our Armed Forces with the armed forces of NATO member states.*

**Equipping the Armed Forces with state-of-the-art armaments and military equipment along with material and technical support, introducing a new logistic support system, and developing and improving the Armed Forces' infrastructure contributed to the successful accomplishment of missions by the Armed Forces' military units and detachments in the Joint Forces Operation area and to attaining interoperability with the forces and assets of the leading world states.**





# CHAPTER 4

## INTERNATIONAL COOPERATION, PEACEKEEPING ACTIVITY AND ARMS CONTROL OF THE MINISTRY OF DEFENCE AND THE ARMED FORCES OF UKRAINE



INTERNATIONAL COOPERATION is implemented as part of the state policy to ensure national interests in foreign policy, national security and defence under Ukrainian legislation and international law







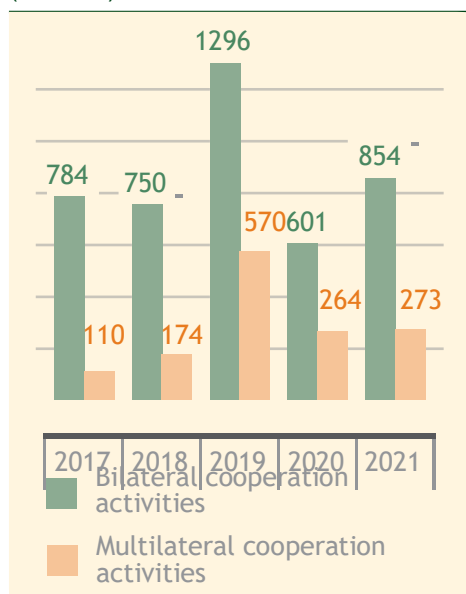
## CHAPTER 4

# INTERNATIONAL COOPERATION, PEACEKEEPING, AND ARMS CONTROL OF THE MINISTRY OF DEFENCE AND THE ARMED FORCES

Primary international cooperation efforts in 2021 were focused on the following activities:

- maintaining a dialogue between the Ministry of Defence and the Armed Forces leadership and international partners;
- achieving the EU and NATO membership criteria, implementing in practice Ukraine's status as the NATO's Enhanced Opportunities Partner;
- proceeding with the defence reform efforts, assessing the implementation of its objectives to receive complete U.S. security assistance;
- attracting international technical assistance and implementing joint projects (including through the Trust Funds) to ensure regional and national security, develop the capabilities and enhance combat capacity of the Armed Forces, and reform the logistics and standardization systems;

**Diagram 4.1. Conducted international cooperation activities (number)**



- extending the duration of foreign training missions of the United States, Lithuania, Canada, and the United Kingdom on the territory of Ukraine;
- initiating consultations with Azov and Black Sea region countries on collective ways to reduce tensions, as well as naval cooperation;
- involving forces and assets of the armed forces of NATO member states and partners for the parade on the occasion of the 30th anniversary of Ukraine's Independence and the Joint Endeavour 2021 Strategic Command and Staff Exercise.

To accomplish the specified objectives, the Minister of Defence of Ukraine, his Deputies, the State Secretary of the Ministry of Defence, the Commander-in-Chief of the Armed Forces, the Chief of the General Staff of the Armed Forces, his Deputies, Commanders of services and separate branches, conducted 1 127 international cooperation activities including about 80% in Ukraine (Diagram 4.1).

Participation of the Minister of Defence in official and working foreign visits as a member of state and government delegations to the USA, India, Georgia, Turkey and Japan was organized.

Cooperation with the defence agencies of the United Kingdom, Georgia, the State of Israel, the Republic of India, Canada, the Republic of Latvia, the Republic of Lithuania, the United States, the Republic of Turkey, the Federal Republic of Germany, the French Republic, the Kingdom of Sweden, and Japan was the most intensive and effective.

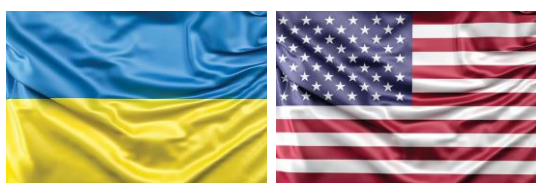
## BILATERAL COOPERATION

The Ministry of Defence of Ukraine provided intensive dialogue and positive dynamics of bilateral international defence cooperation development in 2021 to ensure strategic national interests and goals of Ukraine regarding achieving the course towards EU and NATO membership and reforming the Armed Forces in compliance with the Alliance's standards.

The range of activities was primarily focused on ensuring support from international partners as the security situation around Ukraine aggravated in 2021.

A particular focus was on the development of draft multi- and bilateral international treaties to enhance the national defence capacity and maintain stability and security in the Azov and the Black Sea region.

### Cooperation with countries of strategic importance



**The United States of America.** The Strategic Defense Framework between the Ministry of Defence of Ukraine and the U.S. Department of Defense was signed in August 2021 to strengthen Ukraine's defence capacity and strategic partnership. This international agreement provides additional favourable conditions within the

existing legal framework to strengthen defence cooperation between Ukraine and the United States and gives updated practical substance to it in the interests of both states in the context of increased international security.

The Research, Development, Test, and Evaluation Agreement was signed between the Governments of Ukraine and the United States to pursue bilateral armaments and military-technical cooperation. The agreement creates conditions for the introduction of advanced defence technologies, the launch of projects in the field of modernization of armaments and military equipment with the investment of the American party.

In 2021, Ukraine received three targeted tranches of U.S. security assistance amounting to 335 million USD and totalling over USD 400 million received during the year.

The Joint Multinational Training Group-Ukraine (JMTG-U) continues to operate in Ukraine, providing training for mechanized units, units of the Air Assault Troops and the Special Operations Forces of the Armed Forces of Ukraine.

Significant achievements of Ukraine-US cooperation in 2021 include maintaining politico-military dialogue at the level of defence ministers of Ukraine and the USA (three mutual visits took place), conducting the fifth joint meeting of the Ukraine-US Strategic Partnership Commission, providing consultative and advisory assistance by the US advisors regarding different lines of efforts, the activity of the US representatives in the Multinational Joint Coordination Committee on Military Cooperation and Defence Reform (MJCC), and continuing professional and language training of the Armed Forces personnel in the US higher military educational institutions and training centres under the International Military Education and Training (IMET) program.



**The United Kingdom of Great Britain and Northern Ireland.** In 2021, cooperation with the United Kingdom was aimed at the practical implementation of the agreements reached during the visit of the President of Ukraine to London in 2020.

The primary focus was on developing and enhancing the capabilities of the Naval Forces of the Armed Forces of Ukraine. In 2021, the UK and Ukraine signed a Memorandum of Maritime Partnership Projects between a Consortium of UK Industry and the Naval Forces of the Armed Forces of Ukraine and an Intergovernmental Framework Agreement on Improving the Capabilities of the Naval Forces of the Armed Forces of Ukraine under the UK Export Finance Facility Agreement, providing for the implementation of projects worth 1.7 billion GBP.





The training of the Armed Forces personnel and units provided by instructors a UK training mission Operation ORBITAL and under its Multinational Maritime Training Initiative for the Naval Forces of the Armed Forces of Ukraine was substantially enhanced.

UK advisors provided consultative and advisory assistance covering different lines of effort. There was ongoing professional and language training of Ukrainian military personnel in the UK's military higher educational institutions and training centres.



**Canada.** The key achievement of Ukraine-Canada defence cooperation in 2021 was the involvement of advisory and consultative assistance under the PROTECT (Promoting Reform Objectives through Technical Expertise and Capacity Transfer) project in the audit of the military

education system in Ukraine and the implementation of a comprehensive functional review of the defence management system in the Ministry of Defence and the Armed Forces of Ukraine. A memorandum of intent on cooperation was signed with the Canadian company Alinea International on January 27, 2021, for this purpose.

In 2021, an intensive politico-military dialogue was maintained. Three stages of scheduled and two unscheduled Ukraine-Canada military-political consultations were held at the level of deputy defence ministers of the two countries and a bilateral meeting of defence ministers at the 13th Halifax International Security Forum (Halifax, Canada).

Operation UNIFIER, the Canadian Armed Forces Joint Task Force-Ukraine was expanded. The headquarters was relocated to Kyiv. Canadian instructors successfully trained five brigades before their deployment to the area of the Joint Forces Operation.



**Federal Republic of Germany.** Intensive politico-military dialogue as part of politico-military consultations at the level of directors of international defence cooperation departments contributed to Germany's strong commitment to implementing political and diplomatic measures seeking a peaceful resolution of the armed conflict in the East of Ukraine, as well as strengthening military cooperation on specific lines of effort.

Cooperation on military-medical issues was significantly intensified. German partners continued the treatment and rehabilitation of Ukrainian soldiers who suffered severe wounds during combat operations against the Russian aggressor.

In 2021, the German government allocated more than 5 million EUR to procure a Role 2 mobile field hospital manufactured in Estonia.



**The French Republic.** The military and political leadership of the French Republic continued to support the territorial integrity and independence of Ukraine, condemn Russian aggression, and temporary occupation of separate areas of Donetsk and Luhansk oblasts and the AR of Crimea. Both countries agreed on their stances regarding these

and other issues during the politico-military consultations at the level of deputy defence ministers.

A stabilizing factor in ensuring security in the Black Sea region was the direct involvement of the Armed Forces of the French Republic in the activities in the area at sea, in the air and on land.

France supported Ukraine's accession to the NATO Cooperative Cyber Defence Centre of Excellence. Cooperation between research institutions has been launched to study aspects of the future security environment.

The Ukrainian military personnel continued to receive professional training at higher military educational institutions of the French Republic.

### Cooperation with countries of strategic importance



in further reforming the Armed Forces of Ukraine.

**Azerbaijan.** In 2021, relations between the defence agencies were focused on cooperation between special operations forces, air forces, military education and training of military specialists. Cooperation between the Armed Forces of both countries on legal services intensified, making it possible to apply the lessons learned



**Georgia.** Bilateral political dialogue at the level of defence agencies continued in 2021. The Ministers of Defence of Ukraine and Georgia held two meetings to discuss cooperation in the defence and security domains regarding the joint implementation of main strategic partnership goals: de-occupation of Ukrainian and Georgian territories, restoration of territorial integrity of Ukraine and Georgia within internationally recognized borders, ensuring sustainable democratic development and economic growth, and integration into the EU and NATO.

The Ukrainian military personnel received training at the COL Besik Kutateladze Sachkere Mountain Training School. Joint combat training for the Armed Forces of Ukraine and Georgia was conducted in the framework of multinational military exercises.

On the initiative of Georgia, Ukrainian soldiers wounded in action in the ATO/JFO area undergo treatment at the specialized Centre for Psychological Rehabilitation of the Defence Forces of Georgia.

The other important lines of cooperation between the two countries include cooperation in cybersecurity, joint participation in international multinational exercises, and the introduction of NATO standards into the day-to-day activities of the national armed forces.



and a Memorandum of Understanding was signed between the Ministry of Defence of Ukraine, the Ministry of National Defence of the Republic of Lithuania and the Ministry of Defence of Georgia on the Cyber Threat Analysis Cell at the Regional Cyber Security Centre.

The Lithuanian Military Training Mission in Ukraine (LMTM-U) instructors continue to train military personnel and units of the Armed Forces of Ukraine. The Lithuanian instructors were involved in courses and workshops for the military personnel of the Armed Forces of Ukraine to learn NATO standards.

Implementation of the provisions of the 2019 Declaration of Intent on Cooperation in Cyber Security between the defence ministries of two countries has been launched. In 2021, a pilot project on the establishment of the Cyber Threat Analysis Cell (CTAC) based on the Regional Cyber Security Centre



(Kaunas, the Republic of Lithuania) was intensively implemented. The CTAC will comprise representatives of the armed forces of Georgia, the Republic of Lithuania, the U.S., and Ukraine.

The joint Lithuanian-Polish-Ukrainian military unit Grand Hetman Konstanty Ostrogski LITPOLUKRBRIG continues to operate. A significant event in 2021 was the planned transfer of the brigade commander position from Ukraine to the Republic of Lithuania and the brigade chief of staff position from the Republic of Poland to Ukraine.

In July 2021, the International Peacekeeping and Security Centre in Yavoriv, Ukraine, hosted the "Three Swords - 2021" multinational exercise involving the Brigade's units.



**The Republic of Poland.** The intensive dialogue of the Armed Forces of Ukraine leadership continued at the strategic level during the joint participation in the NATO Military Committee in Chiefs of Defence Sessions and meetings of commanders-in-chief of the Visegrad Group countries in the format with Ukraine, as well as during

the visit of the Commander-in-Chief of the Armed Forces of Ukraine to the Republic of Poland.

Representatives of the Armed Forces of the Republic of Poland took part in the Joint Multinational Training Group-Ukraine (JMTG-U) training programs in Ukraine.

Due to the support of Poland in 2021, the Armed Forces of Ukraine service personnel involved in the Evacuation 200 humanitarian project of the Armed Forces of Ukraine underwent psychological rehabilitation together with their families in the Republic of Poland.



**The Republic of Turkey.** In 2021, cooperation with the Republic of Turkey was focused on implementing joint military-technical projects to develop the capabilities of the Air Force and the Naval Forces of the Armed Forces of Ukraine (supplying ammunition and artillery systems for the Ukrainian

corvette and building an Ada-class corvette for the Naval Forces).

The Bayraktar TB2 unmanned aerial vehicles supply contract has been extended. In 2021, an agreement was reached regarding the construction of a Joint Test and Training Service Centre for the maintenance, repair, modernization, and training of personnel related to the maintenance of the Bayraktar Family UAVs.

In 2021, a range of military-political consultations between the Ministries of Defence of Ukraine and Turkey was held, as well as consultations between the authorized representatives of the Ministry of Foreign Affairs and the Ministry of Defence of the two countries in the "Quadriga" bilateral cooperation format. The consultations allowed determining lines of effort for the development of bilateral defence cooperation in the nearest future.

### Cooperation envisaged by friendly and good neighbourly relations

Sustained interaction was ensured with other countries in the Northern, Central and South-Eastern Europe among NATO and EU member states and countries of the Asia-Pacific region and the Middle East.

The essential line of cooperation with Ukraine's neighbouring countries in 2021 was the issue of ensuring regional security and security in the Black Sea basin.



In 2021, the Armed Forces of Ukraine military personnel continued to undergo professional courses at the Baltic Defence College and the Military Academy of ***the Republic of Estonia***.

Cyber defence continues to be one of the key lines of bilateral cooperation.

Efforts are underway to have Ukraine join the NATO Cooperative Cyber Defence Centre of Excellence in Tallinn, which provides our country with substantial opportunities to engage in the development of advanced techniques for countering cyber threats.

In 2021, military medical cooperation continued. For instance, female service personnel of the Armed Forces of Ukraine engaged in missions in the ATO/JFO area were sent for rehabilitation to the Seli Health Centre under the Ministry of Defence of Estonia.

The priorities of bilateral cooperation also include cooperation on Special Operations Forces, the development of NCOs of the Armed Forces of Ukraine, the Military Police, civil-military cooperation, military education, and professional, language and vocational training of the Armed Forces of Ukraine military personnel.



Cooperation with ***the Republic of Latvia*** sustains a positive momentum. One of the primary and significant lines of bilateral cooperation is the professional and language training of the Ukrainian service personnel in the higher educational institutions of the Republic of Latvia.

The Republic of Latvia remains one of the active providers of international assistance. In 2021, the Republic of Latvia donated to the Armed Forces of Ukraine light-armoured ambulances and sanitation and hygiene aids to combat the pandemic. The Latvian Armed Forces delivered batches of humanitarian aid to Ukraine for the families of soldiers and citizens of Ukraine who suffered from the Russian armed aggression.



Cooperation with ***Romania*** was marked by intensified dialogue on strengthening security and countering challenges in the Black Sea region. In 2021, the Ukrainian-Romanian security consultations of the Ministries of Defence and Foreign Affairs in Bucharest launched a negotiation process

on defining mechanisms for developing cooperation to ensure stability in the region.

In 2021, Romania was involved in the professional and language training of the Armed Forces of Ukraine representatives in Romania and Sea Breeze - 2021 and Riverine 2021 multinational exercises, and PASSEX-type joint naval exercises.



Cooperation with ***the Slovak Republic***, being a reliable partner of Ukraine regarding the politico-diplomatic settlement of the conflict in the East of Ukraine since the beginning of the Russian aggression, is intensively developing.

In 2021, a bilateral cooperation was marked by an intensive dialogue at the strategic level during the NATO Military Committee in Chiefs of Defence Sessions and meetings of commanders-in-chief of the Visegrad Group countries in the format with Ukraine, as well as during the visit of the Commander-in-Chief of the Armed Forces of Ukraine to the Slovak Republic.





There is ongoing cooperation and twinning relations between the 24th Separate Mechanized Brigade of the Armed Forces of Ukraine and the 2nd Mechanized Brigade of the Armed Forces of the Slovak Republic.

Efforts to deploy the Slovakian military training mission to Ukraine in 2022 have been stepped up.



*The Kingdom of Sweden* is traditionally among the key partners of Ukraine, with the level of cooperation steadily increasing.

Sweden is strongly involved in the training of the Armed Forces of Ukraine service personnel and units both under the Canadian Armed Forces training mission Operation UNIFIER and the UK multinational mission

on the development of the Naval Forces of the Armed Forces of Ukraine capabilities under Operation ORBITAL.

The Minister of Defence of the Kingdom of Sweden visited Kyiv to attend celebrations dedicated to the 30th anniversary of Ukraine's independence and was a speaker at the founding summit of the Crimea Platform initiative.

In 2021, the Cabinet of Ministers of Ukraine and the Government of the Kingdom of Sweden signed a new agreement on defence cooperation, substantially expanding the lines of cooperation between the two countries.

During the year, the Armed Forces of Ukraine representatives took part in various workshops and working meetings at the Explosive Ordnance Disposal and Demining Centre of the Swedish Armed Forces (SWEDEC) and Swedish national mine action exercises.



In 2021, cooperation between the Armed Forces of Ukraine and *the Kingdom of Norway* continued on cyber security, legal cooperation and professional training provided to the Armed Forces of Ukraine personnel under Operations ORBITAL and UNIFIER.



*The Czech Republic* has actively supported the enhancing of NATO-Ukraine Cooperation. A Technical Agreement between the Ministry of Defence of Ukraine and the Ministry of Defence of the Czech Republic on cooperation in providing medical aid to the wounded Ukrainian soldiers was signed.

The Deputy Minister of Defence of the Czech Republic for Defence Policy and Strategy attended the celebration of Ukraine's Independence Day.



In 2021, the Armed Forces of Ukraine and *Hungary* units continued joint participation within the Multinational Engineer Battalion Tisa. For instance, Ukraine took part in the meeting of the Coordination Group at the level of deputy Chiefs of General Staff of the Armed Forces of countries involved in the Tisa Project

and the Blonde Avalanche 2021 multinational command and staff exercise.

The dialogue between the Armed Forces of Ukraine leadership at the strategic level also continued during the NATO Military Committee in Chiefs of Defence Sessions and meetings of commanders-in-chief of the Visegrad Group countries in the format with Ukraine.



Cooperation with *the Kingdom of Denmark* is rapidly developing. Danish advisors working in Ukraine have been contributing to the defence reform implementation and strengthening of institutional capabilities of the Ministry of Defence of Ukraine for many years now. In December 2021, the Minister of Defence of the Kingdom of Denmark visited Ukraine, presenting the Danish Peace and

Stabilization Program for Ukraine for the period 2022-25 amounting to about EUR 11 million. The funds will be used to develop the capabilities of the Armed Forces of Ukraine.

Danish instructors are intensively involved in the training of the Armed Forces of Ukraine units under the Canadian Operation UNIFIER and the UK Operation ORBITAL and the development of the Special Operations Forces of the Armed Forces of Ukraine and the NCOs.

The Kingdom of Denmark significantly assisted Ukraine in combating the spread of COVID-19 acute respiratory disease by donating 10 ventilators to the Ukrainian military medical facilities.



Cooperation with *the Republic of Finland* intensively developed. Representatives of the European Centre of Excellence for Countering Hybrid Threats (Helsinki) attended the U.S.-Ukraine Sea Breeze 2021 Command Staff Exercise.

Permanent Secretary of the Ministry of Defence of Finland attended the events marking the 30th anniversary of Ukraine's independence. The relevant issues of bilateral defence cooperation and ways of enhancing cooperation were discussed during the visit to Ukraine.



The military-political dialogue with *the Republic of Moldova* progressed. The defence ministers of the two countries met during the visit of the Moldovan delegation to Ukraine to attend celebrations marking the 30th anniversary of Ukraine's Independence. Negotiations focused on regional security issues and long-term areas

of mutually beneficial cooperation between the defence ministries of the two countries.

Efforts continued to improve the regulatory and legal framework for bilateral cooperation regarding preparations for signing bilateral intergovernmental agreements on military-technical cooperation and defence cooperation.



In 2021, *the Hellenic Republic* continued supporting the Armed Forces of Ukraine with professional training of the Special Operations Forces and Naval Forces personnel at the educational institutions and training centres of the Hellenic Armed Forces.



In 2021, training for the Armed Forces of Ukraine officer for the first time was arranged on the Higher Command and Staff Course at the Royal Military Academy of *the Kingdom of Belgium*.





*The Kingdom of Spain* continues to vigorously contribute to the security efforts in the Black Sea region by sending its warships. The Defence Ministries of Ukraine and the Kingdom of Spain are considering the possibility of initiating military-technical cooperation.



Bilateral cooperation between Ukraine and *the Italian Republic* envisages continuous military-political dialogue and ensures the provision of professional training for the Armed Forces of Ukraine personnel at the Italian higher military educational institutions.

The Italian Republic is committed to ensuring stabilization of the security in the Black Sea region.



*The Kingdom of the Netherlands* is intensively involved in stabilizing the security in the Black Sea region and strengthening its forward presence in Eastern and South-Eastern Europe, both bilaterally and multilaterally.

It was decided to launch a project on the treatment and rehabilitation of soldiers in the Netherlands. Three members of the Armed Forces of Ukraine underwent treatment in the Netherlands already this year.

Following the initiative of the Dutch side, the development of a curriculum for students of the Netherlands Defence Academy and the commencement of an international course on the Black Sea security challenges at the Ivan Chernyakhovsky NDU of Ukraine are under consideration.



The dialogue with *the Portuguese Republic* was ensured at the level of heads of the defence ministries on counteracting the Russian Federation's aggression against Ukraine and developing effective mechanisms for the Crimean Peninsula de-occupation.

Portugal decided to send soldiers of the Armed Forces of Ukraine for treatment at the medical institutions of the Portuguese Republic. The signing of an agreement on military-technical cooperation between the two countries is also under consideration.



Cooperation with the Armed Forces of *the Republic of Croatia* showed a positive trend. For instance, Ukraine carefully examines the Croatian experience of preparing for NATO membership and subsequent transformations in its Armed Forces.

Cooperation in mine clearance is relevant to the Armed Forces of Ukraine. This experience will contribute to the better preparation for clearing the territories mine-studded during the Russian aggression.

10 Ukrainian wounded during the ATO (JFO) underwent rehabilitation in the Republic of Croatia.



the latest medical equipment through the UN.

*Japan* is strongly committed to a non-recognition of the illegal annexation of the Autonomous Republic of Crimea by Russia, the policy of imposing sanctions on the aggressor state, and the peaceful settlement of the situation in Donbas, and continues to substantially support military medical institutions of Ukraine by donating through the UN.

In 2021, the Minister of Defence of Ukraine visited Japan for the first time in the history of bilateral relations. The event focused on establishing cooperation in the military-political and military domains, initiating military-technical cooperation, taking part in joint military exercises and training, as well as sharing the experience of using Special Operations Forces.

A representative of the Japanese Navy took part in the U.S.-Ukraine Sea-Breeze 2021 Command Staff Exercise.



Military cooperation between the Armed Forces of Ukraine and the Armed Forces of *the Hashemite Kingdom of Jordan* is developing.

In 2021, the Armed Forces of Ukraine delegation headed by the Commander of the Special Operations Forces visited the King Abdullah II Special Operations Training Centre "KASOTC" in Jordan.

Representatives of the Armed Forces of the Hashemite Kingdom of Jordan took part in the Joint Endeavour 2021 Multinational Strategic Command Post Exercise, the Rapid Trident 2021 U.S.-Ukraine exercise and Level 1 Evaluator Training Course under the NATO Operational Capabilities Concept Evaluation and Feedback Programme (OCC E&F).



In pursuance of the Agreement between the Cabinet of Ministers of Ukraine and the Government of *the Kingdom of Saudi Arabia* on defence cooperation, the Ministry of Defence of Ukraine established a relevant working group in 2021. The parties are committed to establishing cooperating in the areas of interest shared by both countries.

Under the restrictions caused by the epidemiological situation in the world as a result of COVID-19, intensive military-political, military and military-technical dialogue on bilateral and multilateral levels between Ukraine and partner countries has significantly strengthened the position of Ukraine in the international arena to provide sustainable support to our state in the restoration of territorial integrity within internationally recognized borders, as well as European and Euro-Atlantic integration.

The results of the international activities of the Ministry of Defence of Ukraine and the Armed Forces of Ukraine in 2021 are a testament to the willingness of partner-nations to further cooperation with Ukraine in all areas of shared interest.



## MULTILATERAL COOPERATION AND COOPERATION WITH INTERNATIONAL ORGANIZATIONS

Implementation of the strategic strive of Ukraine for full membership in the European Union and the North Atlantic Treaty Organization were the goal behind most multilateral and international organization cooperation efforts.

Within the framework of identified priorities, the Ministry of Defence and the Armed Forces of Ukraine continued to work together with NATO and the EU to facilitate defence reform, launch new projects, and conduct joint combat training to achieve sufficient interoperability with the armed forces of NATO member-states and strengthen security and defence capabilities of Ukraine.

### Euro-Atlantic Integration



One of the top priorities of NATO-Ukraine cooperation is the consolidation of the political support of Ukraine's foreign partners on issues related to repelling the armed aggression of the Russian Federation and restoring Ukraine's sovereignty and territorial integrity.

Main areas of NATO-Ukraine cooperation in 2021 were the following:

- continuation of military-political and strategic military dialogues, primarily in the context of deterring the aggression of the Russian Federation in the East of Ukraine, implementing the defence reform, increasing interoperability and meeting the military criteria for NATO membership;
- improvement of the systematic cooperation along the Southern flank of the Alliance, in particular to maintain stability and security in the Azov and Black Sea region;
- participation of AFU service members and units in NATO peacekeeping and security operations and in the manning of NATO Response Force;
- implementation of the Annual National Program under the auspices of the NATO-Ukraine Commission for 2021;
- implementation of armament and equipment procurement projects for the needs of the Armed Forces of Ukraine within the framework of the NATO Support and Procurement Agency;
- review and approval of the Individually Tailored Partnership Programme for Ukraine;
- support for the implementation of Ukraine's NATO Enhanced Opportunities Partner status.

The aforementioned priorities made it possible to:

- continue the implementation of Ukraine's strategic course towards full membership in the Alliance, as well as the fulfilment of Ukraine's international obligations to maintain global peace and security;
- continue targeted consultations to improve the process for the real-time exchange of restricted information, including through the Air Situation Data Exchange, and send civilian personnel of the Ministry of Defence of Ukraine to work in the key departments of NATO International Secretariat on voluntary basis;
- approve the draft of the Individually Tailored Partnership Programme between Ukraine and NATO for 2021-2024;
- receive an updated Partnership Goals Package until 2025 for the Ministry of Defence of Ukraine and the Armed Forces of Ukraine as part of a new cycle of the Force Planning and Evaluation Process;
- continue the implementation of NATO standards by incorporating them into national legislative documents

(within the framework of Force Planning and Evaluation related Partnership goals and beyond);

- have the second unit of the Special Operations Forces of the Armed Forces of Ukraine pass NATO evaluation and prove interoperability with the military units of the Alliance member-states through the mechanisms of the NATO Operational Capabilities Concept Evaluation and Feedback Programme;
- have an assigned tour of duty as additional personnel within the NATO Response Force as Ukraine's contribution to the Alliance's collective security efforts;
- start implementing tasks envisaged by Ukraine's Enhanced Opportunities Partnership (EOP) roadmap.

Significant efforts have been dedicated to improving Ukraine-NATO cooperation within the framework of Ukraine's new status as an Enhanced Opportunities Partner (EOP), in particular in the following areas:

- ensuring timely information exchange;
- maintaining the commitment of the Armed Forces of Ukraine to participate in multinational NATO-led peacekeeping and security operations;
- enhancing cooperation on NATO's south-eastern flank, in part to ensure the security in the Black and Azov Sea region;
- supporting the participation of the Armed Forces of Ukraine representatives in the training activities of the Alliance, including exercises based on the Article 5 of the North Atlantic Treaty, which stipulates collective defence obligations;
- accessing the best practices and having priority for the evaluation and certification of forces and assets;
- considering the possibilities to allocate additional positions in NATO command bodies to appoint the representatives of the Ministry of Defence and the Armed Forces of Ukraine;
- ensuring effective counteraction to cyber threats.

### European integration



In 2021, the main efforts of the Ministry of Defence and the Armed Forces were focused on continuing the implementation of key priorities in the field of European integration and expanding the format of military-political dialogue with the European Union, namely by:

- regularly updating the EU institutions on the security situation in the Joint Forces Operation area, the increased military presence of the Russian Federation along the Ukrainian border and the militarization of the temporarily occupied Autonomous Republic of Crimea;
- introducing a new area of Ukraine-EU cooperation to receive financial and technical aid within the framework of a newly-established European Peace Facility (EPF);
- improving cooperation with the European Defence Agency (EDA) and ensuring the participation of Ukrainian representatives in the work of relevant committees and expert groups;
- considering the possibility of deploying EU Military Advisory and Training Mission in Ukraine;
- making efforts to renew Ukraine's participation in EU-led international peacekeeping and security operations, as well as to join certain defence-related projects within the framework of the Permanent Structured Cooperation;

The 23rd Ukraine-EU Summit was held on October 12, 2021 in Kyiv. This event was very significant as it was a testament to the unwavering support the European Union provides to Ukraine, its sovereignty, and territorial integrity.





The issues discussed during the Summit covered the security situation in certain districts of Donetsk and Luhansk regions, the consequences of the illegal annexation of the Autonomous Republic of Crimea and the city of Sevastopol by the Russian Federation, as well as cooperation on Common Security and Defence Policy.

Over the course of the year, EU delegations have visited the Joint Forces Operation area on multiple occasions.

The practical component of the Ukraine-EU partnership was the main focus of cooperation within the framework of the Common Security and Defence Policy. Such an emphasis proved that the Ministry of Defence of Ukraine is ready to face contemporary challenges and improve interoperability with EU member-states.

In 2021 more efforts were made to allow Ukraine to join the EU-led international peacekeeping and security Operation ALTHEA in Bosnia and Herzegovina.

Ukraine continued to implement joint military-political and military projects within the framework of the Eastern Partnership initiative and develop new areas of Ukraine-EU cooperation, such as strategic communications, countering cyber threats, joint response to new security and defence challenges, and epidemic challenges (COVID-19).

Service members of the Armed Forces of Ukraine participated in the EDA's Military Airworthiness Authorities (MAWA) Forum focusing on the Single European Sky and Assets Standardization projects.

Ukrainian authorities held continuous consultations with the EU representatives to discuss the possibility of receiving funding from the European Peace Facility (EPF) and deploying an EU Military Advisory and Training Mission in Ukraine, partially funded through the EPF. When deployed, the training mission should focus on supporting the reform of the professional military education system of Ukraine, providing advisory and training assistance and facilitating the development of the infrastructure of the higher military educational institutions.

*On December 2, 2021, the European Council has announced it will provide 31 million Euros to strengthen the Ukrainian resilience and defence capabilities under the European Peace Facility programme. This assistance will strengthen the overall resilience of Ukraine and improve the capabilities of the Armed Forces of Ukraine, allowing them to assist the civilian population during a crisis or in an emergency.*

Following the preliminary consultations, expert-level efforts were launched to join the Permanent Structured Cooperation (PESCO) programme under the four priority projects regarding cybersecurity and secured radio communications.

In general, cooperation with the EU continues to contribute to the development of the capabilities of the Armed Forces of Ukraine, as well as the implementation of Ukraine's strategic course towards membership in the European Union.

### Cooperation within the Framework of Other International and Regional Security Organizations and Initiatives



as well as to implement joint projects.

In 2021 the Ukrainian authorities have facilitated the efforts of the OSCE Project Co-ordinator in Ukraine aimed at strengthening the democratic civilian control over the Armed Forces of Ukraine, raising legal and gender literacy amongst service members, and developing Ukraine demining capabilities.

**Cooperation with the UN and OSCE.** In 2021, international organizations continued to assist the Ministry of Defence of Ukraine to help restore the sovereignty and territorial integrity of Ukraine,

The Ministry of Defence has provided the annual report on the OSCE Code of Conduct.

Ukraine has received a significant amount of international technical aid within the framework of the UNDP Project "Capacity Development Support for Integrated Mine Action in Eastern Ukraine", UNOPS project "Emergency Assistance for the Healthcare System of Ukraine" and UN Women.

Representatives of the Armed Forces of Ukraine have actively participated and comprehensively supported the UN Human Rights Council Working Group on Enforced or Involuntary Disappearances, and also closely cooperated with the International Commission on Missing Persons.

Moreover, Ukraine has implemented the UN General Assembly Resolution on the Problem of the militarization of the Autonomous Republic of Crimea and the city of Sevastopol, Ukraine, as well as parts of the Black Sea and the Sea of Azov.

In 2021 the representatives of the Ministry of Defence of Ukraine participated in the South Eastern Europe Defence Ministerial (SEDM) activities, which allowed to support the level and format of the dialogue between SEDM member-states and determine the cooperation plans for the future.

In general, multilateral and international organization cooperation efforts allowed to maintain and expand military-political and strategic military dialogue. This, in turn, allowed to strengthen the support Ukraine receives in the wake of hybrid aggression by the Russian Federation and to ensure stability and security in the Black and Azov Sea region.

International cooperation efforts became an impetus for the new stage of multi-faceted cooperation with the European Union.

## PEACEKEEPING ACTIVITY



Through national peacekeeping and security activities, Ukraine has made a significant contribution to the consolidation of global peace and security. Taking into account the current military, political and economic situation in Ukraine, as well the state development forecasts, in 2021 the main peacekeeping efforts were focused on the fulfilment of the international commitments of Ukraine and maintenance and gradual increase of the Ukrainian representation in the international operations.

Over the course of 2021, being a part of two national contingents and national personnel, more than 300 service members of the Armed Forces of Ukraine have participated in 8 international peacekeeping and security operations led by NATO, the UN and as part of the Joint peacekeeping force (JPKF) in 7 countries (Democratic Republic of the Congo, the Republic of Kosovo, the Republic of South Sudan, the Republic of Cyprus, the Republic of Mali, the Islamic Emirate of Afghanistan, and the Republic of Moldova) and the Abyei Area. The achievements of Ukrainian peacekeepers were highly praised by the leadership of missions led by UN, NATO, and other security organizations.

In 2021 there were three rotations of the national contingents and 43 service members of the national personnel in international peacekeeping and security operations.

According to the Decree of the President of Ukraine "On appointing Ukrainian national personnel to participate in a United Nations Multidimensional Integrated Stabilization Mission in Mali" of January 9th, 2019 No. 6 Ukrainian government has appointed an additional national personnel representative to participate in a United Nations Multidimensional Integrated Stabilization Mission in Mali in March 2021.

In April 2021 The North Atlantic Council has made a decision to end NATO's Resolute Support Mission to the Islamic Emirate of Afghanistan. On June 5, 2021, Ukrainian national personnel were withdrawn from Afghanistan.





Participation of the Armed Forces of Ukraine in international peacekeeping and security operations remains an effective tool to build operational capabilities of the Armed Forces of Ukraine, to achieve optimal interoperability with the armed forces of other countries and to demonstrate the readiness of Ukraine to fulfil the international peacekeeping and security commitments.

*In 2021 the service members of both the national personnel and the national contingents have successfully carried out assigned tasks during international peacekeeping and security operations and have represented the Armed Forces of Ukraine with dignity and honour. Amidst the complicated military-political and socio-economic situation, it was possible to ensure the high-level functioning of national contingents and national personnel, as well as the due level of representation of the Armed Forces of Ukraine in international peacekeeping and security operations.*

### Multinational Exercises

In 2021, the Armed Forces of Ukraine units were involved in 21 multinational exercises, eight of which were held in Ukraine (Table 11 Annex 4).

These trainings allowed:

- to improve the level of training of Armed Forces units and headquarters and gain capabilities to interact with the units of armed forces of other states when they are involved in international peace and security operations or disaster response;
- to conduct activities of joint training of the Armed Forces and other defence forces components to ensure constant readiness and use under the unified operational concept, given the preparation for a comprehensive defence of Ukraine;
- to improve the efficiency of the Armed Forces reform, proceed with introducing standards of NATO member states into day-to-day activities.

The undertaken training of troops contributed to the Armed Forces' readiness under the new organizational J-structures (G-, A-, N-) to perform missions of repelling armed aggression, defending the state, and performing tasks by military command authorities and military units (detachments) in the Joint Forces Operation, engaging in international peace and security operations.

New joint doctrines and field manuals (guidelines) on the troops' training and use, revised based on the documents (procedures) of the armed forces of NATO member states, were used during the training activities. Introducing NATO guidelines in the course of troops' training contributes to further improvement of doctrinal interoperability of the Armed Forces of Ukraine with the armed forces of NATO member states (partner nations).

Moreover, the Joint Endeavour 2021 multinational strategic command post exercise contributed to the introduction of joint planning and strategic communications with international partners in the interest of preparation and conduct of multinational exercises in Ukraine, and the operation of the Multinational Communications Centre.

### ARMS CONTROL

Despite challenging conditions caused by the armed aggression of the Russian Federation on the territory of Ukraine, the Armed Forces of Ukraine ensure unconditional compliance with international politico-

military obligations of the state by complying with the Treaty on Conventional Armed Forces in Europe, Open Skies Treaty, Vienna Document 2011 on Confidence- and Security-Building Measures (VD11).

In April 2021, due to the Russian Federation's military build-up in the temporarily occupied Crimea and along the state border, Ukraine initiated the application of mechanisms under Section III "Risk Reduction" of the VD11. Following this, a meeting of OSCE participating States, chaired by Sweden (the OSCE Chairmanship at the time) and involving 39 interested participating States was initiated, as well as a joint meeting of the Permanent Council and the OSCE Forum for Security Cooperation to work out adequate measures to stabilize the situation and cease the activity of the Russian Federation that caused concerns.

VD-2011 mechanisms application was a timely measure enabling to expand and enhance international support framework, including in the OSCE, to confirm the consistency of Ukraine's stance regarding the politico-diplomatic settlement of the armed aggression of the Russian Federation against our state.

In 2021, Ukraine was actively involved in the negotiation process under the OSCE. The Armed Forces of Ukraine attended the events of the OSCE Forum for Security Co-operation, the Joint Consultative Group and the Open Skies Consultative Commission that discussed arms control and confidence- and security-building measures.

*The Armed Forces of Ukraine are going to keep fulfilling Ukraine's international commitments regarding conventional arms control.*

**Summing up, the main achievements in the international cooperation and peacekeeping activities in 2021 are as follows:**

- **maintaining dialogue between the Ministry of Defence and the Armed Forces of Ukraine leadership and international partners at the proper level under the restrictions related to the global COVID-19 epidemiological situation, communicating relevant information about the situation around the borders of Ukraine, in the temporarily occupied territories and the AR of Crimea, in particular during the escalation in Spring 2021;**
- **further development of relations and implementation of joint projects with the USA, the UK, Canada, the Republic of Lithuania, France, Germany and the Republic of Turkey, as well as other states to ensure regional and national security, develop the capabilities and enhance the combat capacity of the Armed Forces;**
- **attracting international technical and security assistance from partners, extending the operation of foreign training missions of the UK, Canada, the Republic of Lithuania and the USA in Ukraine, and implementing other measures directly affecting the combat readiness of the Armed Forces and achieving interoperability, including involvement of representatives and units of NATO member states and partners in Joint Endeavour 2021 strategic command and staff exercise;**
- **developing Distinctive Partnership with the North Atlantic Treaty Organization to become a full-fledged member of NATO, implementing in practice the Enhanced Opportunities Partner status, and updating NATO-Ukraine Partnership Goals for the mid-term;**



- enhancing practical cooperation with the EU under the Common Security and Defence Policy; joining European Union projects and trust funds to develop defence capabilities; deploying the EU Advisory Mission Ukraine (EUAM) under the European Peace Facility;
- implementing international commitments undertaken by Ukraine, expanding involvement of Ukrainian national contingents and personnel in international peacekeeping and security operations led by NATO, the EU and the UN;
- refining the regulatory legal framework regarding cooperation (signing international agreements) with the USA, the UK, the Republic of Turkey and the Kingdom of Sweden.

# CONCLUSIONS

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2022 should become a period of intensified defence reform and comprehensive transformation of the Ministry of Defence of Ukraine as a prerequisite for qualitative improvement of the defence sector's capabilities in 2022-2024.

These processes will be based on a new paradigm - the transition from extensive development (increased strength, resources and costs) to intensive development (efficient use of resources due to a new quality).

The main lines of effort are defined as follows:

- governance system reform;
- human capital development;
- ensuring a high-level combat efficiency due to rearmament and development of military equipment;
- development of military infrastructure, logistics, medical support and supplies;
- integration of the defence forces' capabilities, achieving a de facto interoperability with the NATO requirements.

## **The governance system reform would include:**

- introduction of a new Ministry of Defence structure, such as the formation of resource and human capital management verticals under the responsibility of individual deputy ministers, the establishment of a separate unit dealing with NATO integration, the establishment of an internal security system, and more;
- establishment of horizontal interaction systems following recommendations of strategic advisors regarding the formation of the Ministry of Defence committees;
- synchronization of the structures within the Ministry of Defence and the Armed Forces;
- a comprehensive audit of the Ministry of Defence activities by the State Audit Service, the Accounting Chamber and the interagency working group under the protocol decision of the NSDC;
- inventory, automation of assets accounting of the Ministry of Defence and the Armed Forces, switching to a real-time assets accounting mode;
- the concentration of resources on launching sites designed to strengthen defence capacity;
- transition to capabilities-based planning and programme project management of resources involving the development of state target programmes while ensuring budget financing at a threshold of at least 3% of GDP;
- establishment and deployment of two NSPA-like centralized procurement organizations;
- a comprehensive review of all research and development (R&D) projects, cancelling all unproductive R&D projects, ensuring concentration of resources on specific R&D projects (primarily EW, automation, robotization), etc.

The digital transformation of the defence sector is another crucial priority to improve the quality of governance, namely:

- putting into service strategic- and tactical-level command and control automation systems;
- developing, deploying and scaling up ERP model-based resource management systems;



- switching to a remote automated military registration system and opening "MilitaryASCs" (Administrative Services Centres) by introducing the Oberih system.

#### **The development of human capital would include:**

- introduction of a transparent military career management system;
- transition to the "develop yourself or leave" system;
- introduction of a rating-based system for the promotion of service personnel;
- launching a fundamentally new housing provision funded system;
- channelling all domestic resources (investment construction, exchange agreements, etc.) towards service housing provision while revising standards for the construction of dormitories and improved dormitories for contract service personnel;
- a gradual increase in pay and allowances up to twice the minimum wage level;
- drafting and adopting a new law on the pay and allowances for military personnel, expressly linked to the training and personal development system.

#### **Ensuring a high-level combat efficiency due to rearmament and development of military equipment would include:**

- introducing a three-year procurement plan system;
- disclosing some defence procurements to shape a competitive market and attract international investments;
- refining the authorities of the Ministry of Defence and the relevant committee of the Verkhovna Rada of Ukraine in decision-making on prices and inventory lists and establishing an emergency procurement procedure;
- approving the State Target Defence Programme for the Development of Weapons and Military Equipment up to 2026;
- approving the State Programme for the Armed Forces of Ukraine Development up to 2026;
- approving the State Target Defence Programme for Missile Weapons Development up to 2031;
- systematic development of the AFU Naval Forces' capabilities;
- establishing an efficient air defence/missile defence system;
- developing UAVs (systems, complexes) by procuring foreign systems and investing in the production of domestic systems, for example, the Sokil-300 R&D project;
- selecting a unified truck platform with subsequent localization of production in Ukraine;
- selecting a unified off-road light vehicle platform as the main light vehicle;
- intensifying international military-technical cooperation.

#### **Development of military infrastructure, logistics, medical support and supplies would include:**

- construction of military bases in Mariupol, Donetsk Oblast, and Berehove, Zakarpattia Oblast;
- construction of naval bases for the Azov and Black Sea Task Forces of the Armed Forces;
- developing the infrastructure of healthcare institutions of the Armed Forces;



## CONCLUSIONS

- inventory of all land resources and establishing a separate register of lands of the Ministry of Defence based on the State Land Cadastre;
- automation of the Ministry of Defence and Armed Forces assets accounting using the "Bazys" ACS;
- switching to a real-time assets accounting mode;
- compiling a list of surplus property (including state enterprises and real estate) subject to privatization. Drafting and approving amendments to the Budget Code and the Law on Privatization, which would envisage the flow of revenues from property privatization into a Special Fund of the Ministry of Defence for the development of weapons systems and social protection of service personnel;
- switching to capital expenditures planning, focusing resources on launching sites designed to strengthen the defence capacity;
- excluding the possibility of artificial monopolization of supplies (food, clothing, petroleum, oil and lubricants);
- a comprehensive audit of the Ministry of Defence activities by the State Audit Service, the Accounting Chamber and the interagency working group under the protocol decision of the NSDC.

### **Integration of the defence forces' capabilities, achieving a de facto interoperability with the NATO requirements would include:**

- developing capabilities to destroy enemy targets at a long range;
- gaining the ability to operate unpredictably, innovatively and asymmetrically to level the enemy's superiority in strength and technology;
- building up capabilities of the Special Operations Forces and Resistance Movement, the Territorial Defence Forces of the Armed Forces, the State Special Transport Service, and code command system;
- improving doctrinal documents on training and use of forces and assets;
- introducing designated NATO standards;
- developing NATO member states' training missions for the defence forces training.

# LIST OF REGULATORY LEGAL ACTS ADOPTED (ISSUED) IN 2021

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Sl. No.	Regulatory Legal Act	Date of adoption and registration number
<b>The Laws of Ukraine</b>		
1	On Approving the Decision of the President of Ukraine on Admission of Units of the Armed Forces of Other States to the Territory of Ukraine in 2021 for Participation in Multinational Exercises	26 January 2021 No 1131-IX
2	On Amendments to Certain Legislative Acts of Ukraine on Improving Some Issues of Military Duty Performance and Military Enlistment (on establishing Territorial Centres of Recruitment and Social Support based on the Military Enlistment Offices, streamlining the military registration of conscripts, persons liable for military duty and reservists, ensuring the proper operation of the Uniform State Register of conscripts, persons liable for military duty and reservists, introducing a new type of military service - conscription of reservists during the special period, revising administrative and criminal liability for violations of legislation on defence, military duty and military service and mobilization)	30 March 2021 No 1357-IX
3	On the Fundamentals of National Resistance (defining legal and organizational foundations of the national resistance, principles of its preparation and conduct, roles and responsibilities of security forces and defence forces on national resistance issues)	16 July 2021 No 1702-IX
4	On Amendments to Article 1 of the Law of Ukraine "On the Armed Forces of Ukraine Strength" regarding the increase of the Armed Forces of Ukraine strength following the endorsement of the Law of Ukraine "On the Fundamentals of National Resistance" (increase in the strength of the AFU by 11,000 service personnel to ensure operation of a separate branch of the AFU - the Territorial Defence Forces, and development of the resistance movement system)	16 July 2021 No 1703-IX

LIST OF REGULATORY LEGAL ACTS ADOPTED (ISSUED) IN 2021

Sl. No.	Regulatory Legal Act	Date of adoption and registration number
5	On Amendments to the Law of Ukraine "On Postal Communication" on Regulation of Courier Communication (regulating the organization of activities in providing departmental courier communication within the Armed Forces of Ukraine)	17 November 2021 No 1889-IX
6	On Ratification of the Framework Military Agreement between the Cabinet of Ministers of Ukraine and the Government of the Republic of Turkey	18 November 2021 No 1908-IX
7	On Ratification of the Protocol to the Agreement between the Governments of the Republic of Hungary, Romania, the Slovak Republic and the Cabinet of Ministers of Ukraine on the Establishment of a Multinational Engineering Battalion	02 December 2021 No 1925-IX
8	On Approving the Decision of the President of Ukraine on Admission of Units of the Armed Forces of Other States to the Territory of Ukraine in 2022 for Participation in Multinational Exercises	14 December 2021 No 1948-IX
<b>Decrees of the President of Ukraine</b>		
1	On Amendments to the Decree of the President of Ukraine No. 516 of June 4, 2008 "On Some Issues of Leadership in the National Security and Defence" (on refining the list of positions of commanders of military structures, law enforcement agencies, applicants for the appointment to be agreed with the President of Ukraine)	03 February 2021 No 44/2021
2	On Dismissal of Conscripts, Terms of Regular Conscription and Regular Conscriptions of Citizens of Ukraine for Military Service in 2021	24 February 2021 No 71/2021
3	On the Decision of the National Security and Defence Council of Ukraine of March 25, 2021 "On the Military Security Strategy of Ukraine"	25 March 2021 No 121/2021
4	On Conferring the Honorary Name of Prince Volodymyr Sviatoslavych on the 138th Special Operations Centre (Countering Sabotage and Terrorist Acts)	23 August 2021 No 409/2021
5	On Conferring the Honorary Title Okhtyrka on the 91st Separate Operational Support Regiment of the AFU Land Forces	23 August 2021 No 410/2021
6	On Conferring the Name of Colonel General Henadii Vorobiov on the 101st Separate Security Brigade of the General Staff of the Armed Forces of Ukraine	23 August 2021 No 412/2021

## LIST OF REGULATORY LEGAL ACTS ADOPTED (ISSUED) IN 2021

Sl. No.	Regulatory Legal Act	Date of adoption and registration number
7	On Conferring the Honorary Name of the Otaman Khorunzhy Yuriy Tyutyunnyk on the 38th Anti-Aircraft Missile Regiment of the AFU Land Forces	23 August 2021 No 411/2021
8	On Conferring the Honorary Title of Prince Lev on the 1st Separate Brigade of the State Special Transport Service	23 August 2021 No 413/2021
9	On Conferring the Honorary Title of Sicheslavsk on the 25th Dnipropetrovsk Separate Airborne Brigade of Air Assault Forces of the Armed Forces of Ukraine	23 August 2021 No 414/2021
10	On Conferring the Honorary Title of Dnipro on the 138th Anti-Aircraft Missile Brigade of the AFU Air Force	23 August 2021 No 415/2021
11	On Conferring the Honorary Title of the Ukrainian Sich Riflemen on the Terebovlia 223rd Anti-Aircraft Missile Regiment of the AFU Air Force	23 August N416/2021
12	On Conferring the Honorary Title of Slobidska to the 164th Radio-Technical Brigade of the AFU Air Force	23 August No 417/2021
13	On Conferring the Honorary Title of Kharkiv on the 302nd Anti-Aircraft Missile Regiment of the AFU Air Force	23 August 2021 No 418/2021
14	On Conferring the Honorary Name of Mykhailo Tysha on the 54th Separate Reconnaissance Battalion of the AFU Land Forces of Ukraine	23 August No 419/2021
15	On Conferring the Honorary Name of Hetman Mykhailo Doroshenko on the 31st Separate Signal and Radio-Technical Support Regiment of the AFU Air Force	23 August No 420/2021
16	On Changes in the Composition of the COVID-19 Spread Control Coordination Council	07 September No 456/2021
17	On the Decision of the National Security and Defence Council of Ukraine as of August 20, 2021 "On the Development of the Naval Forces of Ukraine up to 2031"	08 September No 459/2021
18	On the Decision of the National Security and Defence Council of Ukraine as of August 20, 2021 "On the Strategic Defence Bulletin of Ukraine"	17 September No 473/2021

## LIST OF REGULATORY LEGAL ACTS ADOPTED (ISSUED) IN 2021

Sl. No.	Regulatory Legal Act	Date of adoption and registration number
19	On Amendments to the Regulation on Passing Military Service by Citizens of Ukraine in the Armed Forces of Ukraine	27 September 2021 No 483/2021
20	On Conferring the Name of Viacheslav Kubrak, the Hero of Ukraine, on the Patrol Boat (hull No. P194) of the 30th Surface Ships Division of the Naval Forces of the Armed Forces of Ukraine	15 November 2021 No 581/2021
21	On Amendments to the Decree of the President of Ukraine as of December 10, 2008, No. 1153 and Revocation of Some Decrees of the President of Ukraine ("Regulation on Passing Military Service by Citizens of Ukraine in the Armed Forces of Ukraine", an analogical extension of the Regulation on Passing Military Service by Citizens of Ukraine in the Armed Forces of Ukraine on service personnel of the State Special Transport Service as on service personnel of the National Guard of Ukraine)	28 December 2021 No 682/2021
22	On Amendments to Annex No. 1 to the Decree of the President of Ukraine of May 5, 2020 No. 166 ("On the Lists of Positions to be Filled by High-Ranking (Commanding) Officers and Limit Military and Special Ranks for these Positions", Supplementing the List of Positions to be Filled by High-Ranking (Commanding) Officers and Limit Military and Special Ranks for these Positions, with the Positions of General Officers)	28 December 2021 No 683/2021
23	On Dismissal of Conscripts, Terms of Regular Conscription and Regular Conscriptions of Citizens of Ukraine for Military Service in 2022	29 December 2021 No 687/2021
<b>Resolutions of the Cabinet of Ministers of Ukraine</b>		
1	On Amendments to Annex 1 to the Resolution of the Cabinet of Ministers of Ukraine as of March 2, 2010, No. 251 ("On Secondment of the Armed Forces of Ukraine Service Personnel in Multinational Command and Control Authorities Abroad")	05 January 2021 No. 5

LIST OF REGULATORY LEGAL ACTS ADOPTED (ISSUED) IN 2021

Sl. No.	Regulatory Legal Act	Date of adoption and registration number
2	<p>On Amendments to the Procedure for Departmental Registration and Record-Keeping of the Armed Forces of Ukraine Vehicles (Resolution of the Cabinet of Ministers of Ukraine of September 30, 2009 No. 1032) on Defining of the Command and Control Authority Responsible for Issuing Certificates of Issue Articles Registration; Specifying the List of Documents Required for the First Registration of Vehicles; Defining of the Official Deciding on Providing Information about the Number of Registered Vehicles</p>	<p>20 January 2021 No. 36</p>
3	<p>On Amendments to the Regulation on the Preparation and Conduct of Military Conscription of the Citizens of Ukraine and Enrollment of Conscripts for Contract-Based Military Service (new edition of the Resolution of the Cabinet of Ministers of March 21, 2002, No. 352)</p>	<p>20 January 2021 No. 100</p>
4	<p>On Amendments to Annex to the Resolution of the Cabinet of Ministers of Ukraine of March 3, 2020, No. 209 ("On Establishment of the Interdepartmental Working Group on the Development of the Draft Defence Plan of Ukraine") on refining the composition of the Interdepartmental Working Group on the Development of the Draft Defence Plan of Ukraine</p>	<p>03 February 2021 No. 85</p>
5	<p>On Amendments to the Resolution of the Cabinet of Ministers of Ukraine as of February 16, 2011 No. 147 ("On Approval of the Procedure for Using Funds Allocated from the State Budget for the Construction (Acquisition) of Housing for Service Personnel, the Rank and File and Commanding Officers") on Specifying Some Provisions of the Procedure in Terms of Arranging the Acquisition of Housing on a Shared Basis and in the Secondary Market</p>	<p>17 February 2021 No. 105</p>
6	<p>On Approval of the Weapons and Military Equipment Testing Procedure</p>	<p>17 February 2021 No. 159</p>
7	<p>On Amendments to the Resolution of the Cabinet of Ministers of Ukraine of October 21, 2009 No. 1107 ("On Approval of the Terms of Reference on Defence Order Public Contracting Authorities Representations at Enterprises, Institutions and Organizations") on harmonization with the Law of Ukraine "On Defence Procurement"</p>	<p>03 March 2021 No. 170</p>
8	<p>On the Establishment of the Interdepartmental Committee for Reviewing the Applicability of the Procedure for the Procurement of Defence Goods, Works and Services from a Single Contractor, in Case the Procurement Price is Equal to or Exceeds UAH 200 Million.</p>	<p>10 March 2021 No. 194</p>



## LIST OF REGULATORY LEGAL ACTS ADOPTED (ISSUED) IN 2021

Sl. No.	Regulatory Legal Act	Date of adoption and registration number
9	On Amendments to the Resolution of the Cabinet of Ministers of Ukraine of March 30, 2006 No. 401 ("On Some Issues of Ensuring the Operation of National Contingents and National Personnel Sustained at the Expense of the State Budget") on Defining the List of Titles and Pay Grades of Positions for the Armed Forces of Ukraine Personnel Contributed to the National Contingent and National Personnel and Engaged in International Peacekeeping and Security Operations and the Amount of Monthly Pay and Allowances in Foreign Currency for the Discharge of Duties of the Respective Positions	24 March 2021 No. 244
10	On Approval of the Procedure for Allocating and Paying a Lump Allowance to the Spouse of a Regular Staff Member of the Intelligence Agency of Ukraine, Who Has Dismissed and Is Leaving in the Place of Long-Term Business Trip Abroad	31 March 2021 No. 308
11	On Amendments to the Procedure for Using Funds Allocated from the State Budget for the Construction (Acquisition) of Housing for Service Personnel, the Rank and File and Commanding Officers (Resolution of the Cabinet of Ministers of Ukraine as of February 16, 2011 No. 148)	07 April 2021 No. 313
12	On Approval of the Procedure and Terms of Paying a Lump Sum Allowance in Case of Loss of Life (Death), Disability or Partial Disability without Disability Confirmation of a Regular Staff Member of the Intelligence Agency of Ukraine	21 April 2021 No. 391
13	On Approval of the Procedure of Charging and Paying a Unified Contribution for Compulsory State Social Insurance for Regular Staff Members of the Intelligence Agency of Ukraine, Calculation of Earned Pension Insurance Record, Registration and Recomputation of Pensions	12 May 2021 No. 456
14	On Amendments to the Procedure of Arranging Housing Construction for Service Personnel and their Families on Plots of Land owned by the Ministry of Defence (Resolution of the Cabinet of Ministers of Ukraine No. 715 of July 6, 2011) on Regulating the Procedure of Arranging Housing Construction for Service Personnel and their Families on Plots of Land owned by the Ministry of Defence to Form the Housing Stock and Provide Housing to the Intelligence Agency's Service Personnel and their Families	12 May 2021 No. 466
15	On Approval of the Procedure for Keeping a Standard Register of Design Documents for Armaments, Military and Special Equipment	12 May 2021 No. 461

LIST OF REGULATORY LEGAL ACTS ADOPTED (ISSUED) IN 2021

Sl. No.	Regulatory Legal Act	Date of adoption and registration number
16	On Approval of the Terms of Reference on Higher Military Educational Institutions	12 May 2021 No. 467
17	On Approval of the List of International Specialized Organizations and their Representations involved in Procurement of Defence Goods, Works and Services	26 May 2021 No. 527
18	On Amendments to Some Resolutions of the Cabinet of Ministers of Ukraine (No. 1081 of August 3, 2006, No. 450 of June 26, 2013, No. 728 of September 2, 2015) on Regulating the Procedure of Providing Intelligence Agency's Service Personnel and Their Families with Housing or Reimbursement for Appropriate Housing on their Request	02 June 2021 No. 566
19	On Amendments to the Resolution of the Cabinet of Ministers of Ukraine "On Approval of Procedure for the Use of Weapons and Tactical Equipment by the Naval Forces Military Units and Detachments while Defending Underwater Space within the Territorial Waters of Ukraine in Peace Time" No. 1007 of November 19, 2008 ) on Improving Some Aspects of Underwater Space Defence Mission by Alert Detachments	09 June 2021 No. 599
20	On the Authorized Government Quality Assurance Agency	16 June 2021 No. 622
21	On Approval of the Procedure for Marketing Research of the Defence Goods, Works and Services Market	16 June 2021 No. 625
22	On Approval of the Terms of Reference on the Naval Forces Lyceum, the Military Sports Lyceum and the Lyceum with Enhanced Military and Physical Training	30 June 2021 No. 672
23	On Amendments to the Resolution of the Cabinet of Ministers of Ukraine No. 704 of August 30, 2017 ("On Pay and Allowances for Service Personnel, the Rank and File and Commanding Officers and Some Other Categories") on Increasing Position Salaries for the Intelligence Agency Service Personnel, Minimum Bonus Pay and Establishing the Procedure for Length-of-Service Pay Charge and Amount Other than that of the Armed Forces of Ukraine Service Personnel	14 July 2021 No. 729

## LIST OF REGULATORY LEGAL ACTS ADOPTED (ISSUED) IN 2021

Sl. No.	Regulatory Legal Act	Date of adoption and registration number
24	On Amendments to the Resolution of the Cabinet of Ministers of Ukraine No. 704 of August 30, 2017 ("On Pay and Allowances for Service Personnel, the Rank and File and Commanding Officers and Some Other Categories") on Enhancing Social Protection for Cadets and Lyceum Students from among Orphaned Children and Children Deprived of Parental Care	21 July 2021 No. 751
25	On Amendments to Paragraph 2 of the Resolution of the Cabinet of Ministers of Ukraine No 426 of March 29, 2002 ("On Nutritional Standards for Service Personnel of the Armed Forces of Ukraine, Other Military Formations and the State Service of Special Communications and Information Protection, Police, the Rank and File and Commanding Officers of the State Fiscal Service, the Rank and File and Commanding Officers of Civil Defence Agencies and Units") on Providing Social Guarantees to Children of Conscripts, Cadets of Higher Military Educational Institutions and Higher Educational Establishments, Having a Parent Killed in Action (Missing in Action), Died while Defending the Independence and Sovereignty of Ukraine	21 July 2021 No. 749
26	On Approval of the Procedure for Defence Goods, Works and Services Quality Control at all Stages of Development, Production, Modernization, Repair and Disposal and the Designated Use of Funds	28 July 2021 No. 781
27	On Amendments to the Resolution of the Cabinet of Ministers of Ukraine No. 377 of May 26, 2005, and No. 153 of February 7, 2007 ("On Approval of Procedure of Performing Air Defence Missions by the AFU Alert Forces in Peace Time" and "On Approval of Coordination Procedure Terminating Illegal Acts of Aircraft which May be Used for Committing Terrorist Acts in the Air Space of Ukraine") on Improving the Mechanism for Countering Terrorist Acts in the Air Space of Ukraine while Defending Air Space of Ukraine and Anti-Aircraft Cover of Critical Facilities	21 July 2021 No. 752
28	On Amendments to the Procedure for Delivering Medical Care in Military Medical Institutions and Mutual Payment for Medical Care between Military Units	15 September 2021 N 971
29	On Reimbursement of the Cost of Medical Care Provided to Personnel of Intelligence Agencies and Their Families	22 September 2021 No. 1000
30	On Amendments to the Procedure of Military Training of Ukrainian Citizens under the Reserve Officers' Training Programme (Resolution of the Cabinet of Ministers of Ukraine No. 48 as of February 1, 2012, on the unification of the terminology "Territorial Recruitment and Social Support Centres")	20 October 2021 No. 1082

LIST OF REGULATORY LEGAL ACTS ADOPTED (ISSUED) IN 2021

Sl. No.	Regulatory Legal Act	Date of adoption and registration number
31	On Approval of the Mine Action Operators Record Keeping Procedure	03 November 2021 No. 1150
32	On the Establishment of the National Mine Action Authority	10 November 2021 No. 1207
33	<p>On Amendments to Paragraph 3 of the Procedure for Seizure and Transfer of Military Property of the Armed Forces</p> <p>(Resolution of the Cabinet of Ministers of Ukraine No. 1282 of August 29, 2002, on addressing the transfer of serviceable and storable 5.6-millimetre small calibre cartridges from the Ministry of Defence to other authorities responsible for managing government-owned property and to the communal ownership of territorial communities of villages, towns, cities or common ownership for relevant state and municipal institutions of physical culture and sport, entitled under the Law of Ukraine "On Physical Culture and Sports" to use sport firearms (except combat), designed exclusively for engaging targets during sports events, with the parameters and specifications prescribed in the rules of sports contests in sports established in Ukraine)</p>	24 November 2021 No. 1227
34	On Approval of the Agreement between the Cabinet of Ministers of Ukraine and the Government of Romania on Military-Technical Cooperation	24 November 2021 No. 1230
35	<p>On Revocation of Some Resolutions of the Cabinet of Ministers of Ukraine</p> <p>(On Revocation of the Resolution of the Cabinet of Ministers of Ukraine No. 544 of July 22, 2015 "On Approval of the Standard Plan for Introduction and Implementation of Measures of the Legal Regime of Martial Law in Ukraine or Separate Areas") as of January 1, 2022)</p>	02 December 2021 No. 1260
36	<p>On Amendments to the Regulation on the Preparation and Conduct of Military Conscription of the Citizens of Ukraine and Enrollment of Conscripts for Contract-Based Military Service (Resolution of the Cabinet of Ministers of March 21, 2002, No. 352, on changing the title of Military Enlistment Offices into Territorial Recruitment and Social Support Centres, specifying the conscription registration procedure for people with disabilities, people with serious diseases and people deprived of free movement, streamlining some aspects of interaction between Territorial Recruitment and Social Support Centres and government authorities, organizations, institutions and enterprises regarding registration and conscription activities)</p>	15 December 2021 No. 1333

## LIST OF REGULATORY LEGAL ACTS ADOPTED (ISSUED) IN 2021

Sl. No.	Regulatory Legal Act	Date of adoption and registration number
37	On Approval of the Standard Terms of Reference on the Headquarters of the Territorial Defence Zone (Area)	29 December 2021 No. 1442
38	On Approval of the Procedure for Organizing and Conducting General Military Training of Citizens of Ukraine for National Resistance	29 December 2021 No. 1443
39	On the Approval of the Terms of Reference on the Volunteer Formations of Territorial Communities	29 December 2021 No. 1449
40	On Approval of the Procedure for Organizing, Supporting and Preparing Volunteer Formations of Territorial Communities to Perform Territorial Defence Missions	29 December 2021 No. 1447
41	On Approval of the Procedure for Using Personal Hunting Weapons and Cartridges by Members of Territorial Community Volunteer Formations when Performing Territorial Defence Missions	29 December 2021 No. 1448
42	On Approval of the Procedure for Granting the Status of Combatants to Persons Involved in Confidential Cooperation, Engaged in Resistance Movement Activities in the Temporarily Occupied Territory of Ukraine, in the Area of Anti-Terrorist Operation, in the Area of Activities to Ensure National Security and Defence, to Repel and Deter Armed Aggression or in Other Territories of Military (Combat) Activities Taking Place during the Mentioned Missions	29 December 2021 No. 1452
43	On Approval of the Procedure of Compensation for Damages due to Detention, Arrest or Conviction by Illegal Authorities or Formations Established in the Temporarily Occupied Territories of Ukraine or by Authorities or Formations of the Country Committing Armed Aggression against Ukraine, to Persons Involved in Confidential Cooperation with the Special Operations Forces of the Armed Forces	29 December 2021 No. 1451
<b>Resolutions of the Cabinet of Ministers of Ukraine</b>		
1	On Approval of the Number of Citizens of Ukraine to be Called up for Conscription, the Volume of Expenditures for the Conscription in April - June 2021	24 March 2021 No. 230-r
2	On Amendments to Paragraph 12 of the Action Plan on Creating Conditions for the Development of Mobile Broadband Access (Resolution of the Cabinet of Ministers of Ukraine No. 1272 of December 4, 2019, on specifying the deadline for the Ministry of Defence)	31 March 2021 No. 262-r

LIST OF REGULATORY LEGAL ACTS ADOPTED (ISSUED) IN 2021

Sl. No.	Regulatory Legal Act	Date of adoption and registration number
3	On Coordination of Real Property Transfer in Mariupol into Government Ownership	07 April 2021 No. 286-r
4	On the Allocation of Funds Envisaged in the State Budget under the 2101190 Programme "Construction (Acquisition) of Housing for the AFU Service Personnel" for 2021	21 April 2021 No. 359-r
5	On Redeployment of the 1st Separate Fire-Fighting Company of the Logistics Forces Command of the Armed Forces of Ukraine	28 April 2021 No. 381-r
6	On the Allocation of Funds Envisaged in the State Budget under the 5961040 Programme "Construction (Acquisition) of Housing for Service Personnel of the Defence Intelligence of the Ministry of Defence of Ukraine" for 2021	26 May 2021 No. 519-r
7	On Submission of the Framework Military Agreement between the Cabinet of Ministers of Ukraine and the Government of the Republic of Turkey for Ratification by the Verkhovna Rada of Ukraine	07 July 2021 No. 752-r
8	On Signing the Research, Development, Testing and Evaluation Agreement between the Government of Ukraine and the Federal Government of the United States	28 July 2021 No. 862
9	On Amendments to the Annex to the Resolution of the Cabinet of Ministers of Ukraine No. 822 of October 2, 2013 ("On Coordination of the List of Plots of Land owned by the Ministry of Defence which are Planned for Construction of Housing for the Security Service of Ukraine Service Personnel and Their Families", on Increasing Construction of Housing for the Security Service of Ukraine Service Personnel and Their Families in Need of Improved Housing Conditions)	04 August 2021 No. 882-r
10	On Approval of the Number of Citizens of Ukraine to be Called up for Conscription, the Volume of Expenditures for the Conscription in October - December 2021	29 September 2021 No. 1178-r
11	On Amendments to the Annex to the Resolution of the Cabinet of Ministers of Ukraine of May 22, 2013 No. 666 ("On Coordination of the List of Plots of Land owned by the Ministry of Defence which are Planned for Construction of Housing for Service Personnel and Their Families by Attracting Non-Budget Funds", Supplementing the List of Plots of Land Issuing in a New Edition)	06 October 2021 No. 1286-r



LIST OF REGULATORY LEGAL ACTS ADOPTED (ISSUED) IN 2021

Sl. No.	Regulatory Legal Act	Date of adoption and registration number
12	On Submission of the Protocol to the Agreement between the Governments of the Republic of Hungary, Romania, the Slovak Republic and the Cabinet of Ministers of Ukraine on the Establishment of a Multinational Engineering Battalion to the Verkhovna Rada of Ukraine for Ratification	11 October 2021 No. 1238-r
13	On Cancellation of the Resolution of the Cabinet of Ministers of Ukraine of November 4, 2015 No. 1136 (On Transfer of the Real Property of the Kaidaky Airfield to the Ministry of Defence of Ukraine)	20 October 2021 No. 1289-r
14	On Signing the Framework Agreement between the Government of the United Kingdom of Great Britain and Northern Ireland and the Government of Ukraine on Official Credit Support for the Development of the Capabilities of the Ukrainian Navy	28 October 2021 No. 1357-r
15	Some Issues of Procurement under the State Defence Order	28 October 2021 No. 1342-r
16	On Relocation of Military Units, Boats and Support Vessels of the Naval Forces of the Armed Forces	10 November 2021 No. 1151-r
17	On Approval of the Framework Agreement between the Government of the United Kingdom of Great Britain and Northern Ireland and the Government of Ukraine on Official Credit Support for the Development of the Capabilities of the Ukrainian Navy	10 November 2021 No. 1435-r
18	On Signing Memorandum of Agreement between the Government of Ukraine and NATO Communications and Information Agency on Cooperation in Consultations, Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) under the NATO Partnership for Peace Programme	02 December 2021 No. 1591-r
19	On Amendments to the Resolution of the Cabinet of Ministers of Ukraine of November 20, 2019 No. 1093-r ("On Signing the Agreement between the Cabinet of Ministers of Ukraine and the Government of the Kingdom of Sweden on Defence Cooperation", on authorizing the Minister of Defence of Ukraine to sign the Agreement)	09 December 2021 No. 1593-r

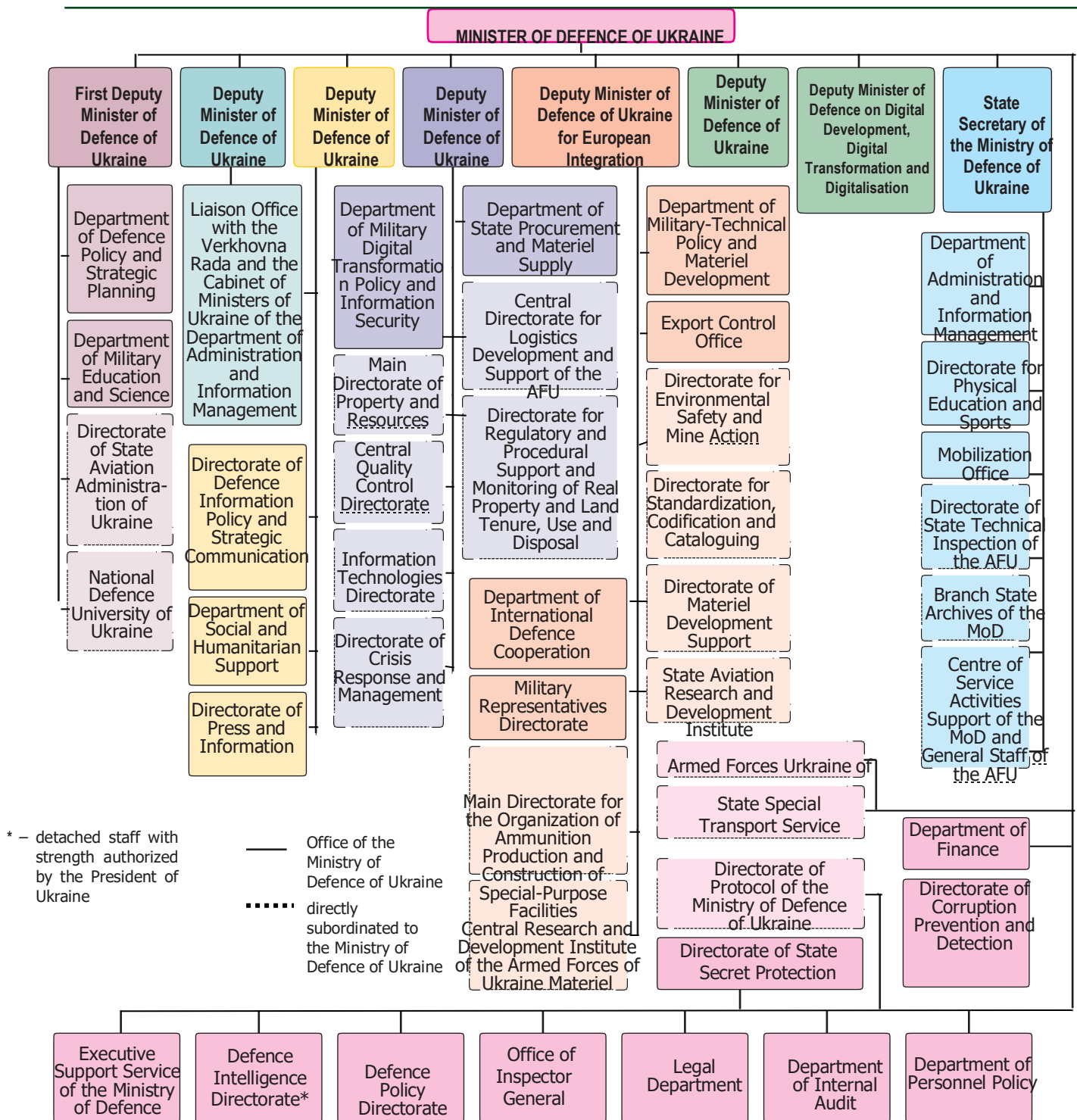
LIST OF REGULATORY LEGAL ACTS ADOPTED (ISSUED) IN 2021

Sl. No.	Regulatory Legal Act	Date of adoption and registration number
20	On Redistribution of Some State Budget Expenditures Allocated to the Ministry of Defence of Ukraine for 2021	15 December 2021 No. 1655-r
21	On Signing the Agreement between the Government of Ukraine and the Federal Government of the United States on the Requirement for a Written Agreement on Units Conflicting with the U.S. Leahy Law	29 December 2021 No. 1790-r

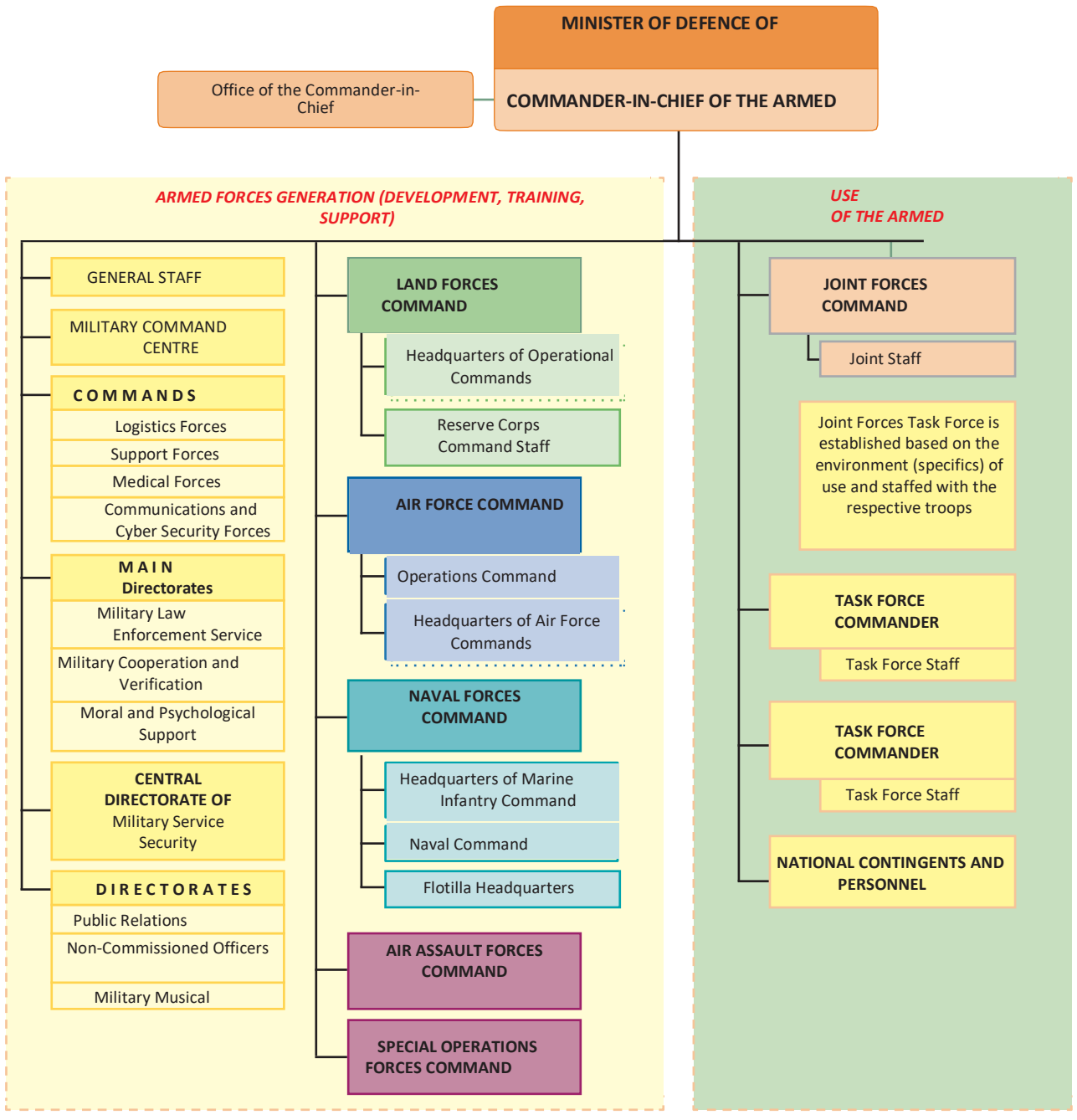
Note. The list does not contain classified regulatory legal acts

# COMMAND AUTHORITIES WHICH CHANGED STRUCTURE AND COMPOSITION IN 2021

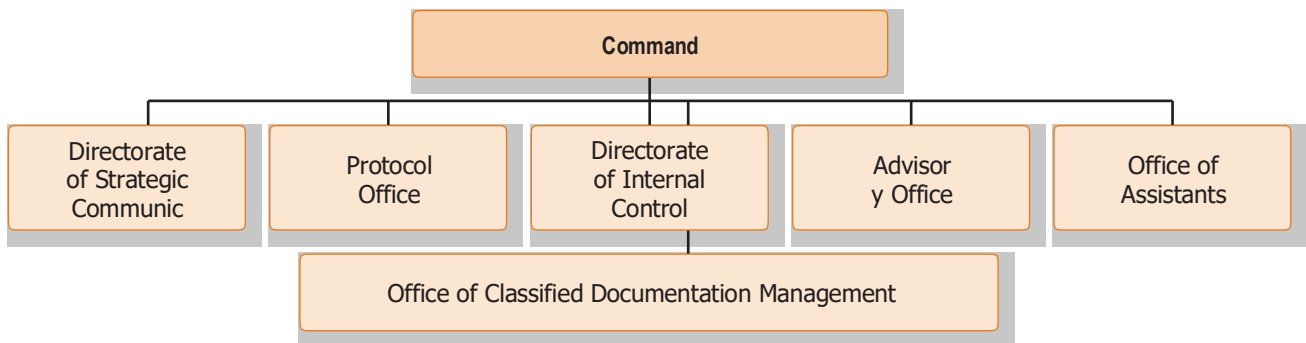
Figure 1. Structure of the Ministry of Defence of Ukraine



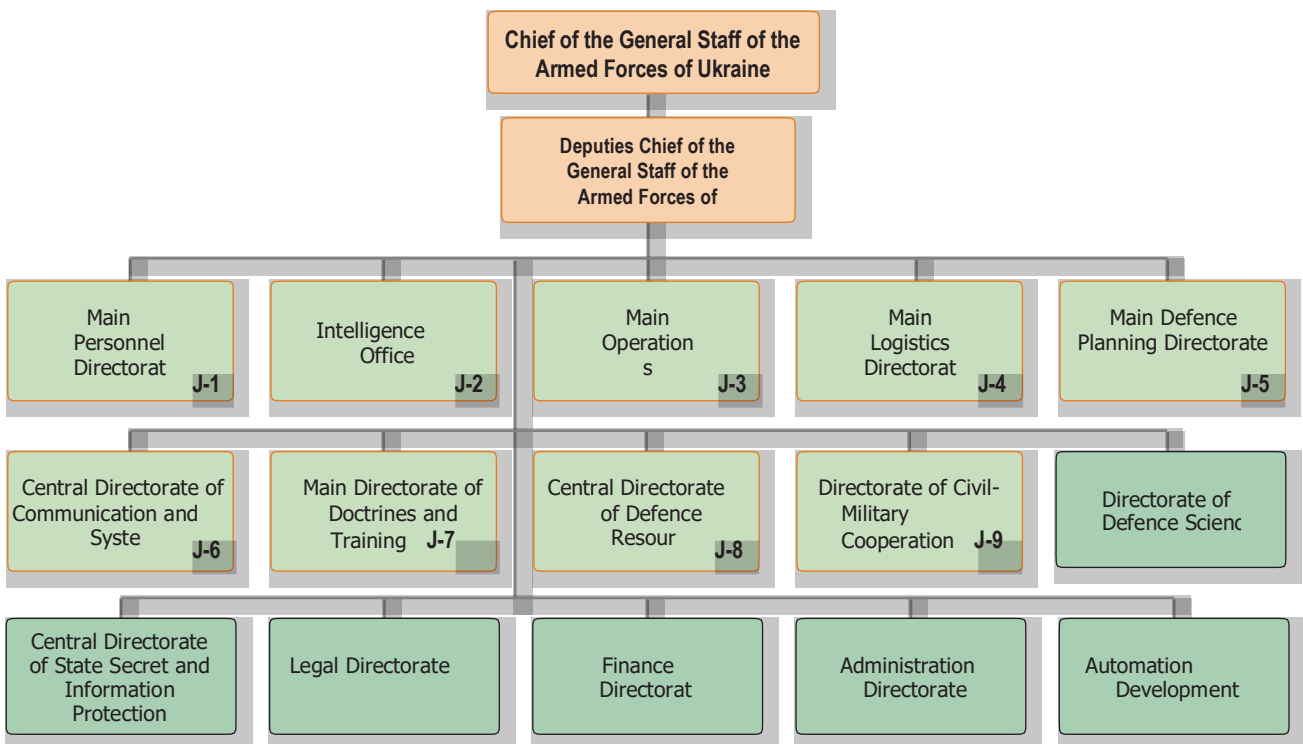
**Figure 2.** Structure of the Armed Forces of Ukraine Command and Control Authorities as of the end of 2021



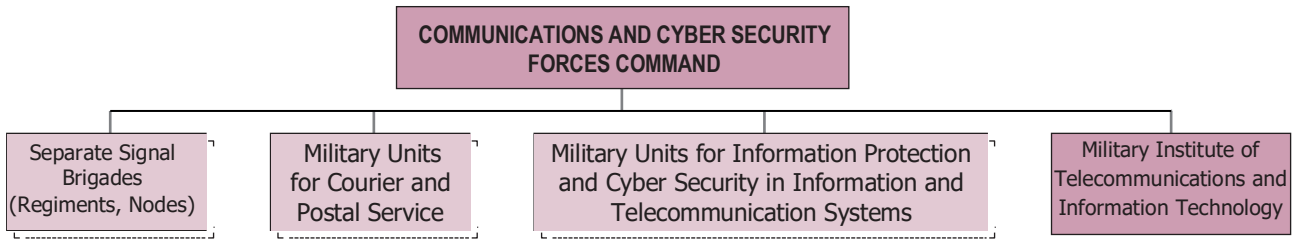
**Figure 3.** Structure of the Office of the Commander-in-Chief of the Armed Forces of Ukraine



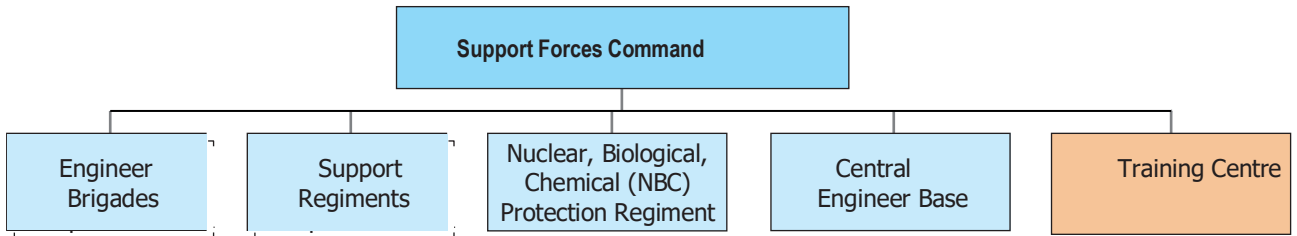
**Figure 4.** Structure of the General Staff of the Armed Forces (J-structure)



**Figure 5.** Communications and Cyber Security Forces Command of the Armed Forces Structure and Composition



**Figure 6.** Support Forces Command of the Armed Forces Structure and Composition





# THE SERVICE PERSONNEL OF THE ARMED FORCES OF UKRAINE AWARDED THE TITLE HERO OF UKRAINE

Full Name	Position	Number and date of the Presidential Decree
<b>SYDORENKO</b> Yevhen Anatoliiovych	Deputy Head of Armaments Central Armoured Directorate of the Armed Forces Logistics Command	22 August 2021 No 383/2021
<b>RYDZANYCH</b> Maksym Volodymyrovych (posthumously)	Sergeant Major – Sniper Platoon Squad Leader of the 90th Separate Airmobile Battalion of the 81st Separate Airmobile Brigade of the Air Assault Forces of the Armed Forces	22 August 2021 No 382/2021
<b>BILOUS</b> Serhii Stepanovych (posthumously)	Crew Member of Air Defence Artillery Platoon of Mechanized Battalion of the 24th Separate Mechanized Brigade of Land Forces Operational Command West of the Armed Forces	22 August 2021 No 381/2021
<b>HURNIAK</b> Viktor Petrovych (posthumously)	Senior Gunner of the Grenade Launcher Squad of the Grenade Launcher Platoon of the Rifle Company of the 24th Territorial Defence Battalion of the Land Forces Operational Command South of the Armed Forces	28 August 2021 No 450/2021
<b>POLYTSIAK</b> Petro Petrovych (posthumously)	Sergeant Major - Airmobile Assault Platoon Squad Leader of the Airmobile Assault Company of the Airmobile Assault Battalion of the 80th Separate Airmobile Brigade of the High Mobility Assault Forces of the Armed Forces	03 December 2021 No 620/2021
<b>PIVOVARENKO</b> Pavlo Vasylovych (posthumously)	Commander of the 51st Separate Mechanized Brigade of the Land Forces Operational Command North of the Armed Forces	10 December 2021 No 630/2021

# RESULTS OF THE ARMED FORCES TRAINING

## COMMAND AND CONTROL AUTHORITIES' TRAINING

**Table 1.** Command and Control Authorities' Training

Events	Number	
	Scheduled for a year	Conducted
Command Post Exercises	9	9
Command Field Exercises	29	29
Joint Field Exercises	110	110
Separate Field Exercises	54	54
Operations Battlefield Tours	12	12
Meetings	29	29
Centralized Training	5	5
<b>Total</b>	<b>248</b>	<b>248</b>

**Table 2.** Command and Control Authorities' Training of the Armed Forces' services

Events	Number					
	Scheduled for a year	Conducted	Scheduled for a year	Conducted	Scheduled for a year	Conducted
	Land Forces		Air Force		Naval Forces	
Command Post Exercises	4	4	1	1	1	1
Command Field Exercises	5	5	7	7	4	4
Joint Field Exercises	22	22	16	16	10	10
Separate Field Exercises	6	6	8	8	6	6
Meetings	1	1	5	5	1	1
Operations Battlefield Tours	9	9				
Centralized Training	4	4	1	1		

## MILITARY UNITS AND DETACHMENTS TRAINING

**Table 3.** Combat Training of the Land Forces Mechanized and Armoured Troops

Events	Number		Completed in %
	Scheduled for a year	Conducted	
CPX with identification of forces	16	16	100
Brigade Field Exercises	2	2	100
Battalion Field Exercises	139	162	100
Company Field Exercises	415	433	100
Platoon Live Fire Exercises	1059	1059	100
Squad Live Fire Exercises	3024	3024	100
Tank Live Fire Exercises	700	700	100
IFV (APC) Live Fire Exercises	1750	1750	100
Small Arms Live Fire Exercises	7500	7500	100
Driving: tracked/wheeled vehicles	1700 / 1600	1700 / 1600	100

**Table 4.** Tactical Flight Training of the Armed Forces Services' Aviation

Events	Number					
	Scheduled for a year	Conducted	Scheduled for a year	Conducted	Scheduled for a year	Conducted
	Land Forces		Air Force		Naval Forces	
Squadrons Tactical Flight Training	4	4	15	15	2	2
Practical Bombing Exercises	181	105	610	405	44	41
Airborne/Amphibious Assault Force Landing Exercises			230	563	156	214
Parachute Jumping	3950	3950	5700	5700	1132	1132
Total Flight Hours	9400 hours	8100 hours 24 minutes	9692 hours	9748 hours 22 minutes	2090 hours	1900 hours 3 minutes
Mean Flight Time Per One Crew	50 hours	43 hours 21 minutes	32 hours 1 8 minutes	32 hours 18 minutes	40 hours	36 hours 58 minutes

**Table 5.** Training of Marine Infantry of the Naval Forces, Air Assault Forces and Special Operations Forces

Events	Number						
	Scheduled for a year	Conducted	Scheduled for a year	Conducted	Scheduled for a year	Conducted	
	Marine Infantry		Air Assault Forces		SOF		
CPX with identification of forces	4	4	3	3			
Battalion Field Exercises	38	39	26	26			
Special Tactical Exercises					25	25	
Company Field (Special Tactical) Exercises	125	127	114	114			
Platoon Live Fire Exercises	274	274	274	274			
Squad Live Fire Exercises	826	826	774	774			
Tank Live Fire Exercises	24	42	28	28			
IFV (APC) Live Fire Exercises	84	84	1006	1006			
Small Arms Live Fire Exercises	560	560	2787	2787	1643	1649	
Driving:	tanks	20	32				
	tracked vehicles			477	477		
	IFV (APC)	46	63				
	wheeled vehicles			673	673	169	169
	motor vehicles	40	84				
Parachute Jumping	4216	4216	26404	26404	18492	18492	
Scuba Diving Training					2360	3059	

**Table 6.** Combat Training Courses for Naval Forces Ships (Vessels)

Events	Number		Completed in %	
	Scheduled for a year	Conducted		
Artillery Fire	on sea targets	108	85	79
	on air targets	71	45	63
Mine Exercises	mine reception	4	4	100
	mine laying	4	4	100
Combat Demolition Exercises	20	10	50	
Scuba Diving Training	3520 hours	4352 hours 22 minutes		100
Total time spent by ships (motor boats), days	833	839		100
Average time spent underway by ships (motor boats), days	17	17		100

**Table 7.** Multinational Military Exercises Involving the Armed Forces of Ukraine

Exercises	Completed missions	The overall number of forces, weapons and military equipment
<b>In Ukraine or close to its borders</b>		
<b>Multinational Exercises to Train Units</b>	Enhancing operational capabilities of the Armed Forces of Ukraine through professional training of service personnel and joint combat training according to NATO standards	Ukraine – up to 15,000 people with weapons and military equipment
<b>Ukraine-Poland Exercise Silver Saber 2021 27 May – 10 June; 30 August – 04 September</b>	Improving interoperability between the Armed Forces of Ukraine and units of NATO member states, training of staff elements in the military decision-making procedure according to NATO standards and procedures	Ukraine - 200 people with weapons and military equipment, 1 helicopter
<b>U.S.-Ukraine Command Staff Exercise Sea-Breeze 2021 28 June – 10 July</b>	Multinational headquarters and forces training in the course of international peace-making operation planning and conduct according to the standards of the world's leading countries	Ukraine – up to 1,500 people with weapons and military equipment, 23 ships (motor boats), 29 aircraft and helicopters
<b>UK-Ukraine Command Staff Exercise Cossack Mace 2021 12-24 July</b>	Improving interoperability between the Armed Forces of Ukraine and units of NATO member states in the course of international peacekeeping and security operations	Ukraine – up to 600 people with weapons and military equipment
<b>Ukraine-Poland Exercise Three Swords 2021 19-31 July</b>	Improving interoperability between the Armed Forces of Ukraine and units of NATO member states, training of staff elements in the military decision-making procedure according to NATO standards and procedures	Ukraine – up to 700 people with weapons and military equipment
<b>U.S.-Ukraine Command Staff Exercise Rapid Trident 2021 20 September – 01 October</b>	Acquiring practical skills by Brigade Headquarters and units in the course of combat operations planning under the military decision-making process according to NATO standards	Ukraine – up to 2 500 people with weapons and military equipment, 5 aircraft and helicopters

Exercises	Completed missions	The overall number of forces, weapons and military equipment
<b>Ukraine-Romania Tactical Exercise Riverine 2021</b> 28 September – 01 October	Practising joint actions of Multinational Boat Task Forces to improve interoperability and capabilities to conduct a security operation on the Danube River	Ukraine - 30 people with weapons and military equipment, 9 ships and vessels, 1 helicopter
<b>UK-Ukraine Command Staff Exercise Warrior Watcher 2021</b> 04–13 October	Practising the protection of military airfields, search and rescue operations	Ukraine – 35 people with weapons and military equipment

### Overseas

<b>Trojan Footprint 2021 Multinational Exercise</b> 03-16 May Romania	Training of staffs' special operations planning; improving interoperability of the Armed Forces of Ukraine with units of NATO member states during joint missions	Ukraine – 30 people with weapons and military equipment
<b>Dynamic Front 2021 Multinational Exercise</b> 06-26 May; Poland	Performing missions in a multinational environment, enhancing the level of operational capabilities and interoperability of artillery units of the Armed Forces of Ukraine with artillery units of NATO member states	Ukraine – 85 people with weapons and military equipment
<b>Saber Guardian 2021 Multinational Exercise</b> 25 May – 05 June Hungary	Performing missions in a multinational environment under NATO standards and procedures, improving interoperability with units of the armed forces of NATO member states	Ukraine – 130 people with weapons and military equipment
<b>CWIX 2021 Multinational NATO Exercise</b> 07-25 June Poland	Improving interoperability of secure telecommunications networks of NATO member states and partners through innovative technology research and testing, achieving technical and operational interoperability of telecommunications networks in all theatres of war and their security	Ukraine - 14 people



Exercises	Completed missions	The overall number of forces, weapons and military equipment
<b>Agile Spirit 2021 Multinational Exercise</b> 26 June – 08 August; Georgia	Improving skills of joint actions of the service personnel of multinational unit, gaining the experience of various types of combined arms operations under NATO procedures	Ukraine - 78 people with weapons and military equipment, 2 ships
<b>Dive 2021 Multinational Exercise</b> 01–06 August Black Sea Water Area	Improving skills and knowledge of mine countermeasures diving operations, sharing the experience of underwater blasting, learning the state-of-the-art technologies in the industry	Ukraine – 29 people with weapons and military equipment, 1 ship
<b>Amber Mist 2021 Multinational Exercise</b> 20-27 August Lithuania	Improving interoperability of secure telecommunications networks of NATO member states and partners in all theatres of war	Ukraine - 6 people
<b>Saber Junction 2021 Multinational Exercise</b> 02–26 September Germany	Performing missions in a multinational environment under NATO standards and procedures, improving interoperability with units of the armed forces of NATO member states	Ukraine – 119 people with weapons and military equipment
<b>Night Hawk 2021 Multinational Exercise</b> 22 September – 07 October Denmark	Performing missions in a multinational environment under NATO standards and procedures, improving interoperability of the Armed Forces of Ukraine with units of NATO member states	Ukraine - 18 people
<b>Blonde Avalanche 2021 Multinational Exercise</b> 26 September – 01 October; Slovakia	Improving interoperability between the national component's headquarters and units of a Multinational Engineer Battalion	Ukraine - 17 people

Exercises	Completed missions	The overall number of forces, weapons and military equipment
<b>Iron Wolf 2021 Multinational Exercise 12-23 October Lithuania</b>	Performing missions in a multinational environment under NATO procedures, improving interoperability of the Military Law Enforcement Service with the Military Police of the armed forces of NATO member states	Ukraine - 12 people
<b>Combined Resolve 16 Multinational Exercise 03 November – 15 December; Germany</b>	Performing missions in a multinational environment, enhancing the level of operational capabilities and interoperability of artillery units of the Armed Forces of Ukraine with artillery units of NATO member states	Ukraine – 230 people with weapons and military equipment
<b>Maple Arch 2021 Multinational Exercise 17– 26 November Georgia</b>	Training and evaluating headquarters of the LITPOLUKRBIRG national components to perform joint missions, improving interoperability between the Brigade's headquarters and units	Ukraine - 43 people

# EQUIPPING THE ARMED FORCES WITH WEAPONS AND MILITARY EQUIPMENT IN 2021

## Equipping the Armed Forces with weapons and military equipment in 2021

Weapons and military equipment	TESTING (OPERATION) AND ADVANCED PROJECTS OF MATERIEL DEVELOPMENT	PASSING INTO SERVICE (SUPPLY) OF NEW MATERIEL	MATERIEL PROCUREMENT <i>pcs. (kits)</i>	MATERIEL REFURBISHMENT AND SERVICE LIFE EXTENSION
<b>MATERIEL FOR THE LAND FORCES</b>	<ul style="list-style-type: none"> <li>BMP-1T infantry fighting vehicle;</li> <li>BMP-1TS infantry fighting vehicle;</li> <li>BRDM-2L1(sb) armoured reconnaissance and patrol vehicle;</li> <li>Dozor-B wheeled combat vehicle;</li> <li>BTR-4E armoured personnel carrier with improved capabilities to overcome water obstacles afloat;</li> <li>Varta armoured personnel carrier;</li> <li>DANA M-2 152 mm self-propelled gun-howitzer;</li> <li>BM-21 fighting vehicle based on KrAZ-63221 chassis;</li> <li>MP-120 120 mm mortar;</li> <li>M1982 120 mm mortar (ChM-120);</li> <li>Bayraktar TB2 Armed UAS Unmanned Aerial System;</li> <li>Atlas PRO Unmanned Aerial Vehicle;</li> <li>PNSP-1 Periscopic Night Vision Device;</li> <li>MONOMACH 14.5x114 mm Large-Calibre Anti-Materiel Repeating Rifle;</li> <li>ALLIGATOR 14,5x114 mm Large-Calibre Anti-Materiel Repeating Hand-Loading Rifle;</li> <li>T-REX 14.5x114 mm Large-Calibre Anti-Materiel Single-Shot Hand-Loading Rifle;</li> <li>Opir (Resistance) UAR-15 5.56x45 mm Assault Rifle;</li> <li>VOG-17V and VOG-17IN 30 mm Grenade Launcher Rounds for the AGS-17 Automatic Grenade Launcher;</li> <li>LASKA K-2 12.7x108 mm Heavy Machine Gun;</li> <li>5.56x45 mm Blank Round;</li> <li>Mits (Power) 12.7x99 mm rifle cartridge with armour-piercing bullet;</li> <li>Hand grenade with specifications of at least RGD-5 grenade;</li> </ul>	<ul style="list-style-type: none"> <li>BMP-1TS infantry fighting vehicle;</li> <li>refurbished BM-21U Grad Multiple Launch Rocket System;</li> <li>Leleka-100 unmanned aviation complex;</li> <li>FlyEye 3.0 unmanned aerial vehicle;</li> <li>Tsilovyi (Target) 7.62x51 mm rifle cartridge;</li> <li>Tsilovyi (Target) 7.62x51 mm rifle cartridge with L bullet;</li> <li>Tsilovyi (Target) 7.62x51 mm rifle cartridge with D bullet;</li> <li>PP-61 Lazar thermal imaging sight;</li> <li>PZ Lazar thermal vision sight.</li> </ul>	<ul style="list-style-type: none"> <li>infantry fighting vehicles – 26;</li> <li>armoured personnel carriers – 16;</li> <li>KOZAK-2M1 wheeled, armoured combat vehicle – 70;</li> <li>off-road cars – 50;</li> <li>armoured recovery and repair vehicles – 1;</li> <li>Combat vehicles for Osa-AKM Air Defence Missile System – 4;</li> <li>AFU 23-4M-A1 Air Defence Missile Systems – 2;</li> <li>Artillery systems of various calibers – 220;</li> <li>Unmanned Aerial Systems – 40;</li> <li>Firing positions reconnaissance radar systems – 2;</li> <li>man portable antitank missile systems – 157;</li> <li>missiles to ATGM and MLRS – 1 000;</li> <li>small arms and grenade launchers – 776;</li> <li>ammunition of different purposes – 3,587,668;</li> <li>Night vision devices (thermal imaging) of various types – 2 490;</li> <li>Portable range-finders – 171.</li> </ul>	<ul style="list-style-type: none"> <li>BTR-70 upgrade to the BTR-70DI;</li> <li>Air Defence Missile System Combat vehicle upgrade to the Osa-AKM</li> </ul>
<b>MATERIEL FOR THE AIR FORCE</b>	<ul style="list-style-type: none"> <li>80K6KS1 Phoenix-1 3D radar;</li> <li>Leleka container with protection means against guided missiles based on An-26;</li> <li>Metal main rotor blades for Mi-24 type helicopters;</li> </ul>	<ul style="list-style-type: none"> <li>80K6KS1 Phoenix-1 3D radar;</li> <li>Metal main rotor blades for Mi-24 type helicopters;</li> <li>Falcon-01P aircraft communications protection device;</li> <li>Falcon-02D aircraft communications protection device.</li> </ul>	<ul style="list-style-type: none"> <li>aircraft – 6;</li> <li>helicopters – 14;</li> <li>Unmanned Aerial Systems – 2;</li> <li>radar systems (upgraded, interfacing radars with ADMs, approach radar systems) – 20;</li> <li>Automated Control Tower – 1;</li> <li>checkout and test equipment – 6.</li> </ul>	<ul style="list-style-type: none"> <li>Aircraft refurbishment to: Su-25M1, Su-27-UB, Su-25M1K, Su-27-1M, MiG-29MU1;</li> <li>Helicopters refurbishment to: Mi-24; Mi-2MSB; Mi-8MSB-V;</li> <li>Radar refurbishment to: 35D6M; P-18MA; P-19MA; PRV-16MA;</li> <li>RSP-10MA radar systems refurbishment.</li> </ul>
<b>MATERIEL FOR THE NAVAL FORCES</b>	<ul style="list-style-type: none"> <li>58502 project medium-sized reconnaissance ship;</li> <li>ICOM VR-1210 RII navigation radar;</li> </ul>	<ul style="list-style-type: none"> <li>Dmytro Chubar Surveying Motor Boat;</li> <li>Aist-type Fast Supply Crew Boat</li> </ul>	<ul style="list-style-type: none"> <li>Surveillance radar – 1.</li> </ul>	<ul style="list-style-type: none"> <li>Hetman Sahaidachny frigate refurbishment</li> </ul>

Weapons and military equipment	TESTING (OPERATION) AND ADVANCED PROJECTS OF MATERIEL DEVELOPMENT	PASSING INTO SERVICE (SUPPLY) OF NEW MATERIEL	MATERIEL PROCUREMENT <i>pcs. (kits)</i>	MATERIEL REFURBISHMENT AND SERVICE LIFE EXTENSION
<b>SPECIAL MATERIEL</b>	<ul style="list-style-type: none"> <li>• multi-purpose robotic platforms;</li> <li>• DG01 Smoke Hand Grenade;</li> <li>• filter elements for filters FPS-30, FPS-60, FPS-120, SP-500, PF-10;</li> <li>• Dzherelo-2000 (Source) Mobile Water Treatment Plant.</li> </ul>	<ul style="list-style-type: none"> <li>• Mobile Satellite Communication Station to be mounted on moving objects;</li> <li>• command vehicle with map trailer MSh-PSH;</li> <li>• satellite communications fixed station;</li> <li>• mobile bath and laundry module MLPM;</li> <li>• UDSH-U standard smoke grenade;</li> <li>• DG01 Smoke Hand Grenade;</li> <li>• operating module MR;</li> <li>• rest module MV;</li> <li>• filter-ventilator transport unit AFVT-100N-24;</li> <li>• filter-ventilator transport unit AFVT-100A-24.</li> </ul>	<ul style="list-style-type: none"> <li>• Anti-drone EW system – 1;</li> <li>• Command and control vehicles (antenna systems) – 16;</li> <li>• Complex communication equipment room – 7;</li> <li>• internal communication and switching radios and equipment – 31;</li> <li>• ground and aerial reconnaissance technical means jamming systems – 26;</li> <li>• special communications systems – 5;</li> <li>• special operator's room – 1;</li> <li>• cryptographic information protection facilities – 45;</li> <li>• data transmission equipment – 27;</li> <li>• encoding equipment – 52;</li> <li>• anti-personnel flamethrowers – 468;</li> <li>• tank trucks – 11;</li> <li>• mobile bath and laundry systems (modules) – 28;</li> <li>• ambulances – 79.</li> </ul>	

# THE NUMBER OF NATIONAL DOCUMENTS DEVELOPED TO IMPLEMENT NATO STANDARDS (by the end of 2021)

No.	Scope of the documents	Number
<b>Operational scope</b>		<b>210</b>
1	Military police	3*
2	Military communications and information systems	8*
3	Military diving	3*
4	Defence policy, security and strategic planning	4*
5	Military intelligence	11
6	Hydrometeorological support	3*
7	Environmental safety and environmental protection	3
8	Use of the AFU Naval Forces	17*
9	Use of the AFU Air Force	20*
10	Use of the AFU Land Forces	11
11	Use of the AFU Special Operations Forces	3*
12	Engineering support	4
13	Information and psychological operations	4
14	Logistics	4*
15	Medical support	14*
16	Peacekeeping activity	3
17	Moral and psychological support	2
18	Operational control (staff procedures)	10
19	Electronic warfare	1*

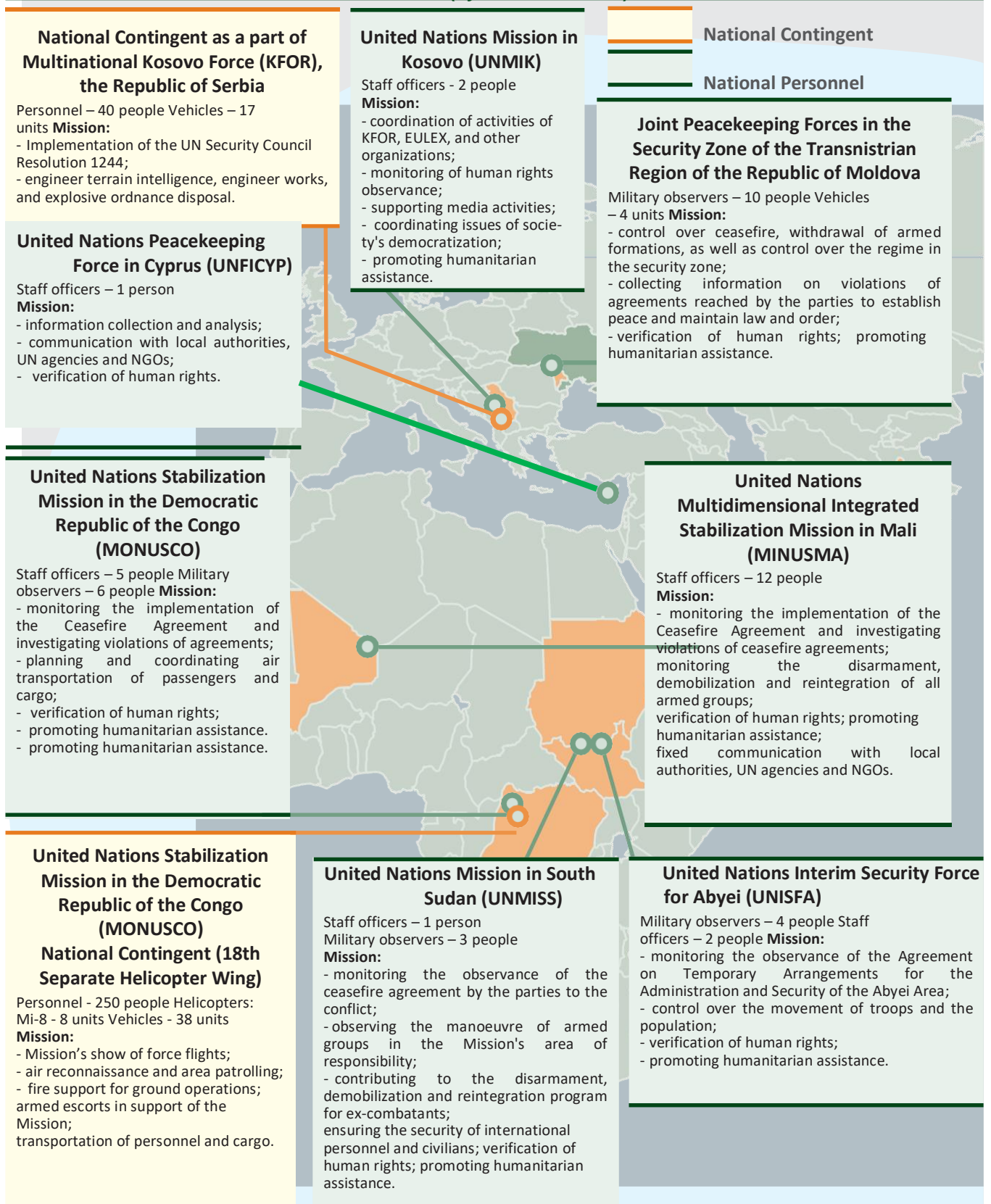
## RESULTS OF THE ARMED FORCES OF UKRAINE REFORM IN 2017 AND PARTICIPATION IN THE ANTI-TERRORIST OPERATION

No.	Scope of the documents	Number
20	Surveying and navigation support	10*
21	CBRN protection	8
22	Civil-military cooperation	3*
23	K-9 support	2
<b>Materiel</b>		<b>103</b>
1	Requirements for equipment, weapons, military and special equipment	34
2	Military communications and information systems	8*
3	Government Quality Assurance	7
4	Codification	8
5	Evaluation and testing of weapons, military and special equipment	32
6	Clothing support	12*
7	Development, launching production and putting into service weapons, military and special equipment	2*
<b>Administrative domain</b>		<b>23</b>
1	Military education	1*
2	Military communications and information systems	7
3	Gender issues	2
4	Human resources management	1
5	Linguistic support	4
6	Standardization	5
7	Strategic communications	1*
8	Financial support	2
<b>TOTAL:</b>		<b>277</b>

\* The number of national documents implementing NATO standards decreased compared to the previous year due to the cancellation, publication in a new edition or substitution of relevant standards in NATO and, as a result, cancellation of national standards (DSTU B).



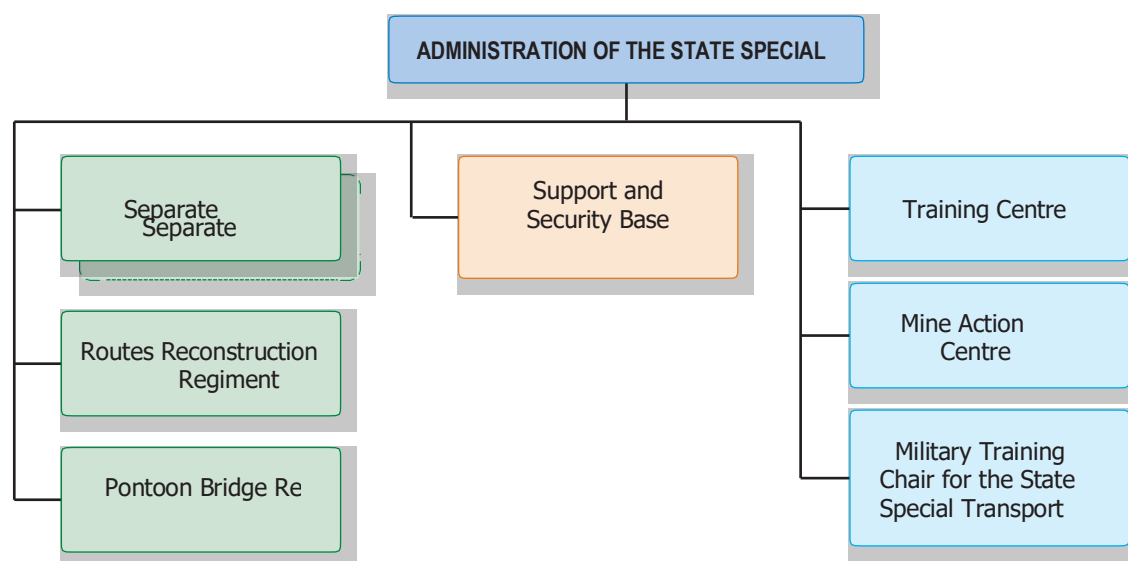
## INVOLVEMENT OF NATIONAL CONTINGENTS AND PERSONNEL OF THE ARMED FORCES IN PEACEKEEPING AND SECURITY OPERATIONS (by the end of 2021)



336 members of the Armed Forces of Ukraine are involved in international peacekeeping and security operations

# STATE SPECIAL TRANSPORT SERVICE

**Figure 1.** Structure and strength of the State Special Transport Service



**Table 1.** Key expenditure indicators of the State Special Transport Service (UAH, thousand)

Expenditure heading	Expenditures
Salary	59,827.40
Pay and Allowances for Service Personnel	625,101.20
Accrual of payroll	121,735.90
Items, materials, equipment and accessories	90,762.50
Medicines and bandages	3,300.00
Food	67,965.60
Payment for services (except utilities)	2,800.90
Business travel expenses	4,835.90
Special designation expenditures and activities	20,350.00
Payment for utility services	39,775.00
Tuition fees	76.70

## STATE SPECIAL TRANSPORT SERVICE

Expenditure heading	Expenditures
Other payments to people	21,135.00
Other expenditures, trade unions expenditures	60.50
Procurement of long-term use equipment and supplies	141,817.70
Major construction (purchase) of housing	52,100.00
Major housing repair	3,000.00
Major repair of other facilities	7,000.00
Housing (premises) revitalization	2,350.00
Compensation for housing for military personnel	10,000.00
<b>TOTAL</b>	<b>1 273,994.60</b>

**Table 2.** The State Special Transport Service equipment with military and special equipment

Sl. No.	Item	2021
1	Skoda passenger car	2
2	IVECO van	1
3	Mobile crane with a load capacity of 32 tons with boom extension	2
4	Bulldozer of 16-18 tons	4
5	Excavator-loader with attachments	2
6	Wheeled excavator 1,15 m <sup>3</sup> / with hydraulic hammer	2/1
7	5-Ton Front End Loader	3
8	21-Ton Dump Truck	7
9	26-28 m Hydraulic Lift on customer's chassis	1
10	Semi-trailer truck	1
11	Drilling and piling machine BM-811 on MAZ-Bogdan chassis	1
12	Autonomous lifting and straightening unit BPR	4
13	Sleeper Tamping Machine ShPB-2	2

## STATE SPECIAL TRANSPORT SERVICE

Sl. No.	Item	2021
14	Radio-controlled Sleeper Tamping Machine ShPB-3	2
15	40-Ton Low-Frame Semi-Trailer	1
16	Trailer with Canvas Cover with a load capacity of 10-13 tons	5
17	Attachments (hydraulic hammer, hydraulic drill, milling cutter)	1
18	Track tool	81
19	6-8 kW Diesel-Powered Single-Phase Electric Generator	20
<b>TOTAL</b>		<b>143</b>

**Table 3.** Main indicators of construction and reconstruction of infrastructure facilities of the State Special Transport Service and the Armed Forces

Sl. No	Facility Main indicators of construction	Financial indicators
1	Garrison No. 2 facilities Cherkaske urban-type settlement, Dnipropetrovsk Oblast	
1.1	Multi-purpose building (headquarters-barracks) Headquarters - 38, barracks - 36 service personnel	Estimated cost - UAH 37.4 mln Funds used – UAH 24.7 mln
1.2	Sport and Recreation Centre	Estimated cost - UAH 54.2 mln Funds used – UAH 42.9 mln
1.3	Checkpoint	Estimated cost - UAH 4.1 mln Funds used – UAH 2.4 mln
1.4	Landscaping Area of landscaping – 1,0 ha	Estimated cost - UAH 11.2 mln Funds used – UAH 10.2 mln
2	Field camp of the 235th Joint Force Training Centre «Shyrokyi Lan»	
2.1	Multi-purpose building (headquarters)	Estimated cost - UAH 62.8 mln Funds used – UAH 57.9 mln
2.2	First-Aid Post	Estimated cost - UAH 59.6 mln Funds used – UAH 59.6 mln
2.3	Fire House	Estimated cost - UAH 19.3 mln Funds used – UAH 19.3 mln
2.4	Parking lot for 300 parking spaces	Estimated cost - UAH 25.2 mln Funds used – UAH 25.2 mln

Sl. No	Facility Main indicators of construction	Financial indicators
3	Construction of improved design barracks	
3.1	No. 2, 4, 5, 6 and landscaping Garrison No. 30, the city of Kryvyi Rih Accommodation - 500 service personnel	Estimated cost - UAH 96.8 mln Funds used – UAH 60.9 mln
3.2	No.1, 2, 3 and landscaping Garrison No. 2, Cherkaske urban-type settlement Accommodation - 375 service personnel	Estimated cost - UAH 78.4 mln Funds used – UAH 70.4 mln
4	Reconstruction of barracks No. 35, Garrison No. 217, the city of Odesa, into an 80-apartment residential building	Estimated cost - UAH 89.1 mln Funds used – UAH 89.1 mln







**WHITE BOOK 2021**  
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Ministry of Defence of Ukraine, 2022

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