MINISTRY OF DEFENCE OF UKRAINE

WHITE BOOK 2010

ARMED FORCES OF UKRAINE

ВІЙСЬКО УКРАЇНИ
№ 2 (128) 2011 SPECIAL ISSUE

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MINISTRY OF DEFENCE

WHITE BOOK 2010

ARMED FORCES OF UKRAINE

KYIV • 2011

The White Book 2010: Armed Forces of Ukraine annual publication was prepared by the Ministry of Defence and the General Staff of the Armed Forces of Ukraine.

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The White Book is published according to the Law of Ukraine "On Democratic Civilian Control over Military Organization and Law Enforcement Agencies of the State" with the aim of regularly informing society on activities of the Armed Forces as well as defence policy of the State and its challenges and solutions.

The sixth publication, *White Book 2010: Armed Forces of Ukraine* is dedicated to challenges in reform and development of the Armed Forces. The publication highlights the current state of the Armed Forces and the main directions for further military development.

The publication could be useful for civilian and military experts in the field of military development, defence and security policy, as well as journalists, teachers and students of specialized educational institutions and to all interested in the state and development of the defence policy of Ukraine.

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OPENING ADDRESS OF THE MINISTER OF DEFENCE OF UKRAINE

Lack of sufficient resources to fulfil military reform and ineffective resource control system in previous years have unbalanced implementation of devised programmes and plans. They adversely influenced the readiness level of the Armed Forces to fulfil assigned tasks.

That is why the issue of bringing Armed Forces to combat readiness level required immediate practical solutions. The set of measures was developed to stabilize the situation in the Armed Forces.

Measures aimed at the renewal of Armed Forces combat capability were agreed by the President and were actively supported by the Cabinet of the Ministers. Financing of the Armed Forces was conducted regularly and without delays for the first time in many years.

Measures initiated by the Ministry of Defence and the General Staff have delivered good results. In 2010 disintegration of the Armed Forces has been stopped and a certain stabilization has been achieved. Intensifying unit combat training has been maintained. Individual training has been improved in cases were there was insufficient resources. Units and Service personnel systematically upgraded their skills during international training and international peacekeeping operations. Modern armoured vehicles and modernized aircraft were put into service.

During the year conditions have been systematically created to stem the flow of qualified Service personnel from military service. Financial support for Service personnel has been increased. Free catering of contract Service personnel was initiated during service duties. Construction of Service housing for personnel and family members has re-commenced.

Today, we have set a challenging goal to create modern, mobile, well-equipped Armed Forces that will be a reliable guarantor of sovereignty and inviolability of our State.

It is envisaged to renew the complete package of documents that define defence policy, first of all, the strategies of National Defence and Military Doctrine, finalize the Strategic Defence Review and develop the State Comprehensive Programme of Reform and Development of the Armed Forces 2011-2015.

We continue to work diligently to enhance combat capabilities, to improve the command and control system, to ensure the quality of military education and professional level of Service personnel, to provide radical changes in resource, material and technical support and the technical re-equipment of units.

An important milestone on the road to build new Armed Forces should be the achievement of an adequate level of social standards for Service personnel, their families and military pensioners.

I am convinced that Ukrainian Service personnel will continue to thoroughly fulfil their constitutional duty, always maintaining a high level of combat readiness and with dignity and honour carry the name of Defenders of the Fatherland.

Minister of Defence of Ukraine
MIKHAILO YEZHEL

OPENING ADDRESS OF THE CHIEF OF THE GENERAL STAFF – COMMANDER-IN-CHIEF OF THE ARMED FORCES OF UKRAINE

The annual publication of the White Book traditionally highlights the current state of the Armed Forces and the main directions of further military development.

For the Armed Forces 2010 is recognized as a transition to a qualitativity new system of training units to fulfil their tasks. The state of the Armed Forces has been stabilized, the adverse trend of reducing combat capability was stopped, and conditions of systematic and deep renewal were created thanks to the measures implemented and systematic work by command and control bodies at all levels.

Pressing measures aimed at improving social protection of Service personnel has been adopted.

We managed to solve the problems of financial support and meals accumulated over many years, increase the amount of housing compared to previous years and improve recreational treatment of the personnel.

During the year international military cooperation and active participation of the Armed Forces in peacekeeping promoted an increase of prestige of our State on the world arena, development of cooperation with international security structures and formation of a positive image of the Armed Forces.

The President, Supreme Commander-in-Chief of the Armed Forces, set a goal to conduct radical reforms in the Armed Forces, reaching the European level of social standards for Service personnel and their families.

The real state of units, military command and control elements preparation and their capabilities was evaluated when strategic programme documents on reforming the Armed Forces were developed and a number of training and exercises “Cooperation-2010” were conducted. We are convinced that Service personnel are ready to accomplish assigned missions.

Almost all Service personnel are experienced professionals, courageous and strong-willed people who honestly and diligently carry out their constitutional duty.

At the same time implementing tasks set by the State leadership and aimed at solving defence problems under Non-Bloc status requires inceasing effectiveness of command and control, the level of the personnel training should be upgraded, and resources and logistical support should be considerably improved.

Modern realities require well-thought, effective solutions and practical decisive actions. Taking this into consideration, we develop plans for the future and set up new goals regarding perspective profile of the Armed Forces. Responsible work directed at accomplishment of tasks related to reform the Armed Forces in the period to 2015 is ahead of us. The training year 2011 is defined as the Year of Technical Readiness and Non-Commissioned Officers Training.

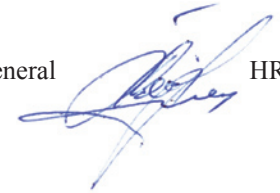
The task of sustaining unit operational capabilities, preventing a decrease in combat readiness, maintaining their capabilities to fulfill assigned tasks is among our priorities.

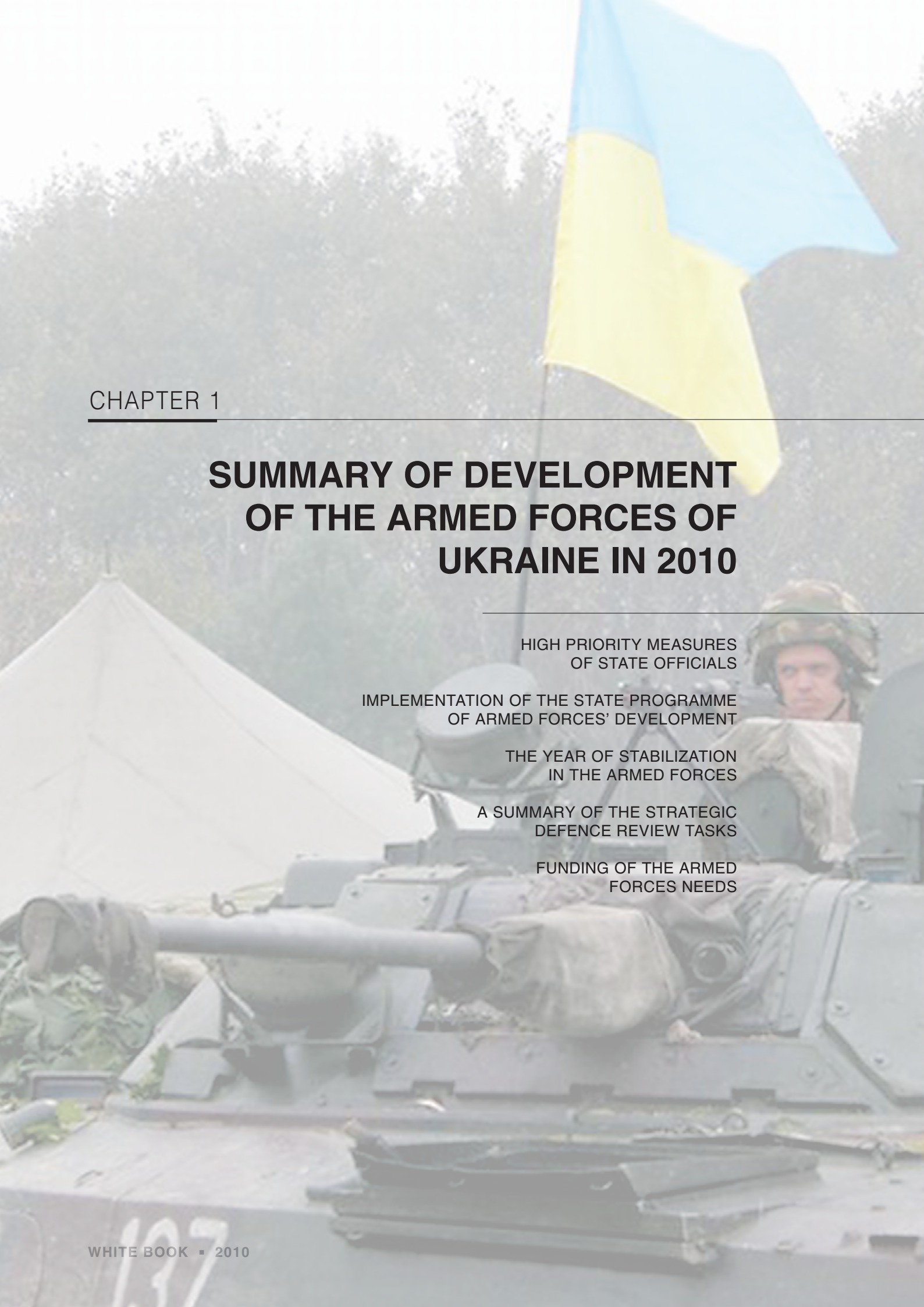
Every commander should create the necessary conditions for Service personnel to master armament and materiel, to improve morale among the military team, maintain military order, a high level of discipline, and law and order among Service personnel.

2011 is the 20th anniversary of Ukraine's independence and the Armed Forces. It should become a starting point for implementing effective reform measures and creating conditions for further development of modern Armed Forces.

I am confident that the Service personnel realize the importance of tasks with all their responsibility and will do all that they can to successfully accomplish them!

Chief of the General Staff –
Commander-in-Chief of the Armed Forces of Ukraine,

Col.General  HRYHORII PEDCHENKO



CHAPTER 1

SUMMARY OF DEVELOPMENT OF THE ARMED FORCES OF UKRAINE IN 2010

HIGH PRIORITY MEASURES OF STATE OFFICIALS

IMPLEMENTATION OF THE STATE PROGRAMME OF ARMED FORCES' DEVELOPMENT

THE YEAR OF STABILIZATION IN THE ARMED FORCES

A SUMMARY OF THE STRATEGIC DEFENCE REVIEW TASKS

FUNDING OF THE ARMED FORCES NEEDS

CHAPTER 1

SUMMARY OF DEVELOPMENT OF THE ARMED FORCES OF UKRAINE IN 2010

In 2010 the activity of the Armed Forces was aimed at preventing decreasing units' combat readiness and stabilizing the situation by means of upgrading training, accelerating the technical readiness and repairing armament and military equipment, and increasing the level of social support for Service personnel and their dependents.

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HIGH PRIORITY MEASURES OF STATE OFFICIALS

The main event of 2010 that had a decisive impact on the security situation was the announcement of Non-Bloc status by Ukraine[1] that foresaw, in particular, full participation of Ukraine in common European and regional collective security systems, membership in the European Union while maintaining good neighbourly relations and strategic partnership with the Russian Federation, other CIS and world countries (Note 1.1).

Note 1.1. Principles of foreign policy

…non-participation of Ukraine in military and political alliances, priority of participation in the improvement and development of the European collective security system, continuation of constructive partnership with the North-Atlantic Treaty Organization and other military and political blocs concerning all matters of mutual interest.

Note 1.2. Main principles of national policy in the sphere of national security and defence

- strengthening national defence capability, increasing responsibility of State Power Agencies at all levels for the proper training and maintenance of state security;
- reforming the Armed Forces to ensure their maximum effectiveness and the ability to respond immediately to potential threats to Ukraine;
- gradual transition to the manning of contracted-personnel, primarily in specialties that define units' combat effectiveness;
- equipping the Armed Forces with the newest items of military equipment and weapons;
- providing social support for Service personnel and their dependents

The Law of Ukraine "On Principles of National and Foreign Policy" clarifies the order of the Armed Forces engagement, particularly: only in cases of armed aggression against Ukraine, other armed attacks on its territorial integrity and inviolability of state borders; combating international terrorism and piracy; other cases stipulated by international treaties of Ukraine and ratified by the Verkhovna Rada.

The principles of national policy were defined in the sphere of national security and defence, on implementation of which major efforts of the MOD and the GS were focused in 2010 (Note 1.2).

Challenges and threats to Ukraine's national security in the military sphere[2] were determined on the basis of comprehensive analysis of national and foreign situations conducted during the year.

The State Officials paid particular attention to issues concerning preventing the decrease in the Armed Forces combat readiness level, provision of their daily activities and social protection of Service personnel, namely:

- for 2010 the task to stabilize the situation in the Armed Forces and to ensure financing of high priority activities was defined for the MOD[3];

1 The Law of Ukraine: "On Principles of National and Foreign Policy" # 2411-VI as of July, 1, 2010.

2 Presidential Decree: "On decision of the National Security and Defence Council as of November, 17, 2010" "On Challenges and Threats to National Security of Ukraine in 2011" # 1119/2010 as of December, 10, 2010.

3 Cabinet of Ministers' Resolution: "On the reallocation of budget for 2010 and the amendments to some resolutions of the Cabinet of Ministers of Ukraine" # 969 as of October, 18, 2010, Decree of the Cabinet of Ministers of Ukraine "On the reallocation of some budget provided for the Ministry of Defence for 2010" # 2010-p as of October, 18, 2010.

- first stage of initiating administrative reform in MOD Head Office and the Command and Control Bodies of the Armed Forces was conducted[4];
- legislation to increase the penalty to citizens who breach their active duty commitment[5] (Note 1.3.);
- patronage over military units, military education institutions and organizations of the Armed Forces was reconstituted in order to assist in resolving issues of enhancing the prestige of military service, social and cultural needs of Service personnel[6];
- pensions of persons retired from military service were increased at the expense of allowances for special conditions of service related to the maintenance of nuclear weapons[7];
- functions and tasks of the Inspection on Control over the Functioning of Military Formations of the Main Defence Policy Directorate and Law Enforcement Bodies of the Presidential Administration were specified[8];
- "Ukroboronprom" State Economic Association was established to increase efficiency of the administrative activity in the sphere of development, production, implementation, maintenance, modernization and disposal of weapons, military and special equipment and ammunition[9].

Note 1.3. Liability for Breaching Active Duty Commitment

The fine was increased from three to five times for breaching military registration rules by persons subject to draft or conscript personnel, non-appearance in the military commissariat without reasonable excuse or late submission to the military registration authority of information concerning change of residence, education, place of work, position, and interruption of training classes in institutions of the Defence Assistance Association of Ukraine and vocational schools.

The allowance was increased in order to encourage Service personnel to military service. In 2010 the amount of monthly allowance to contracted Non-Commissioned Officers (NCOs) was raised, that increased their allowance by 29% to 35% compared to 2009. An additional monthly allowance to aircraft and shipboard Service personnel was determined and the average size of the monthly allowance was raised in December, that enabled an increase on average of 20% to 23% in the allowance of Service personnel (see Chapter 5).

Timely decisions and measures of State Officials in 2010 made everything possible to stabilize the situation in the Armed Forces and further reform. However, implementation of tasks to improve the Armed Forces' combat readiness requires significant resources and full consolidation of State Power Agencies and society.

IMPLEMENTATION OF THE STATE PROGRAMME OF ARMED FORCES' DEVELOPMENT

The State Programme of Armed Forces' Development 2006-2011 (The State Programme) foresaw to increase the portion of combat units by 8%, to bring the number of renewed and modernized weapons and equipment to 22%, completely switch to digital communication equipment and automated Command and Control System of the Armed Forces, double the main combat training indicators, transit to 100% manning of contracted-personnel, release personnel from functions of guarding military installations and food supply, and dispose of surplus military property.

4 Presidential Decree: "On the optimization of central authorities system of the Executive Branch" # 1085/2010 as of December, 9, 2010.

5 The Law of Ukraine: "On amendments in Article 210 of the Code of Ukraine on the administrative violations concerning strengthening of responsibility for military duty and military service violations" # 2711-VI as of November, 30, 2010.

6 Presidential Decree: "On the issues of the patronage of the Armed Forces of Ukraine" # 918/2010 as of September, 27, 2010.

7 Cabinet of Ministers' Resolution: "On amendments in paragraph 5 of the Procedure for recomputation of pensions, fixed according to the Law of Ukraine "On the provision of persons subject to retirement and some other persons" # 318 as of April, 21, 2010.

8 Presidential Decree: "On the Provision on the President of Ukraine control over the activity of the Armed Forces of Ukraine and other military formations" # 917/2010 as of September, 27, 2010.

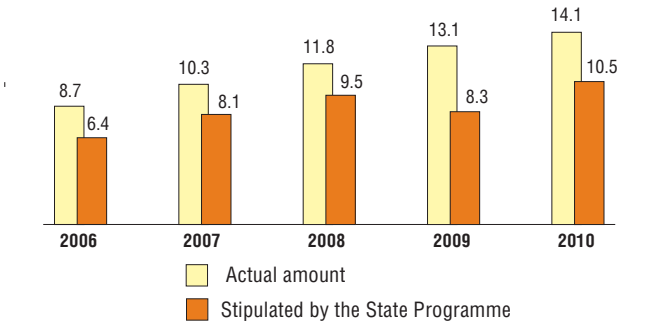
9 Presidential Decree: "On Measures concerning the increase of the efficiency of the military-industrial complex of Ukraine activity" # 1245/2010 as of December, 28, 2010.

In general, this would enable increasing the Armed Forces' combat potential while reducing their number by more than 40%.

However, the limited resources provided considerably decreased the pace of implementing the State Programme, this broke the sequence of events and led to the increase in the cost of these activities.

Over the 5 years the underfunding of the State Programme was UAH 15.2 billion (which is a quarter of the amount provided by the State Programme (Figure 1.1)).

Diagram 1.1. The financial support of the State Programme of the Armed Forces' Development 2006-2011, *billion UAH*



This, in turn, led to the following:

- optimization of the Armed Forces' Command and Control System and creation of the Unified Automated Command and Control System were not implemented. The communications system of the Armed Forces was not transited to the new technological base;
- implementation of the established indicators of weapons and military equipment renewal was not achieved. Over the years of the State Programme only 8 (14.4%) combat aircraft of the planned 55 were modernized, renewal measures of 21 and purchase of 1 anti-aircraft missile system S-300, 2 AN-70 aircraft and 14 radar stations "Pelikan" were not implemented. The level of operability of most aircraft (24%), helicopters (36%), ships and support vessels (7%) is still low;
- comprehensive disposal plans were not implemented. The amount of surplus, unserviceable missiles, ammunition and their components, liquid rocket propellants, which were disposed of, constitute a quarter of the total amount;
- Service personnel were not provided with the necessary amount of housing. The financial support provided from 2006 to 2010 delivered 10,900 apartments (25% of the planned number);
- The planned indicators of combat training were not achieved. At the end of 2010 the main indicators of Forces' combat training were three to four times lower than 2006 indicators;
- The plans for Reservists' training were not executed. 6,300 Reservists were planned in 2010. At the end of the year the number was 1,681 (27% of the plan);
- Transition of the Armed Forces to manning of contracted-personnel was not completed. At the end of 2010 manning of the contracted-personnel reached 50%.

At the same time adopting a number of State decisions in the sphere of defence, implementation of priorities in the military sphere enabled the situation concerning retaining Forces' operational capabilities and the integrity of the Air Defence System at the required level.

For more information concerning the implementation of the State Programme see the "The White Book: Defence Policy of Ukraine" for 2006-2008 and "The White Book 2009: The Armed Forces of Ukraine".

Thus, from 2006 to 2010 the measures of the State Programme were not fully implemented. The allocated amounts were sufficient mainly for the maintenance of the Armed Forces, which did not enable the training of troops at the proper level and to maintain operational conditions of weapons and military equipment. Implementation of activities of the Armed Forces' development was provided only 39%.

THE YEAR OF STABILIZATION IN THE ARMED FORCES

The critical situation in the Armed Forces resulting from the disruption to the implementation of the State Programme stipulated the necessity not only to increase funding but to take additional measures at the levels of the President and Cabinet of Ministers.

2010 was defined as the **Year of Stabilization in the Armed Forces of Ukraine** in order to create preconditions for the further development of the Armed Forces in the medium and long term.

According to the Law of Ukraine "On State Budget of Ukraine for 2010" and the State Programme on Economic and Social Development of Ukraine for 2010[10] the range of measures to stabilize the situation in the Armed Forces in 2010 was developed[11] (Note 1.4).

Note 1.4. The content of the Main Stabilization efforts in the Armed Forces

- preventing the decrease in combat readiness level of the Armed Forces;
- maintaining the human potential of the Armed Forces, increasing motivation to military service;
- optimizing functional and organizational structures and the Armed Forces' strength;
- ensuring proper maintenance of the Armed Forces and debt repayment of previous years;
- enhancing international military cooperation, peace-keeping and verification activity of the Armed Forces;
- improving the Strategic and Defence Planning System.

Providing Armed Forces' Combat Readiness

In order to implement new approaches to **the Command and Control Bodies, units' training,** ensuring their readiness to perform assigned missions, the content of legal documents that ensure balancing of the Training Planning System with defence and budget planning was improved (see Chapter 3).

The new units' cohesiveness system was introduced, that considered the levels of personnel support, including manning on the contract basis, determined specific training tasks and time indicators of their achievement.

The special feature of **Armed Forces training** in 2010 was the conduct of all activities on a single operational and strategic background, this enabled the training of command and control bodies and units according to the general concept and specific tasks.

Table 1.1. Dynamics of the Major Indicators of JRRF Combat Training

	2006	2007	2008	2009	2010
Forces' Training Activities:	16	29	25	12	12
Brigade-level tactical exercises	-	-	1	3	-
Battalion-level tactical exercises	1	6	7	4	6
Company-level tactical exercise	8	12	10	5	13
Aerial tactical exercises	7	11	7	-	1
Average time ships' crew at sea, *days*	20,1	30,3	29	9,4	21,8

From the second half of 2010 the Armed Forces implemented the planned activities of combat training to time. According to the training year's results this enabled a twofold increase in flying hours of army aviation and 2.5 times for ships' crew at sea compared with the previous year (Table 1.1).

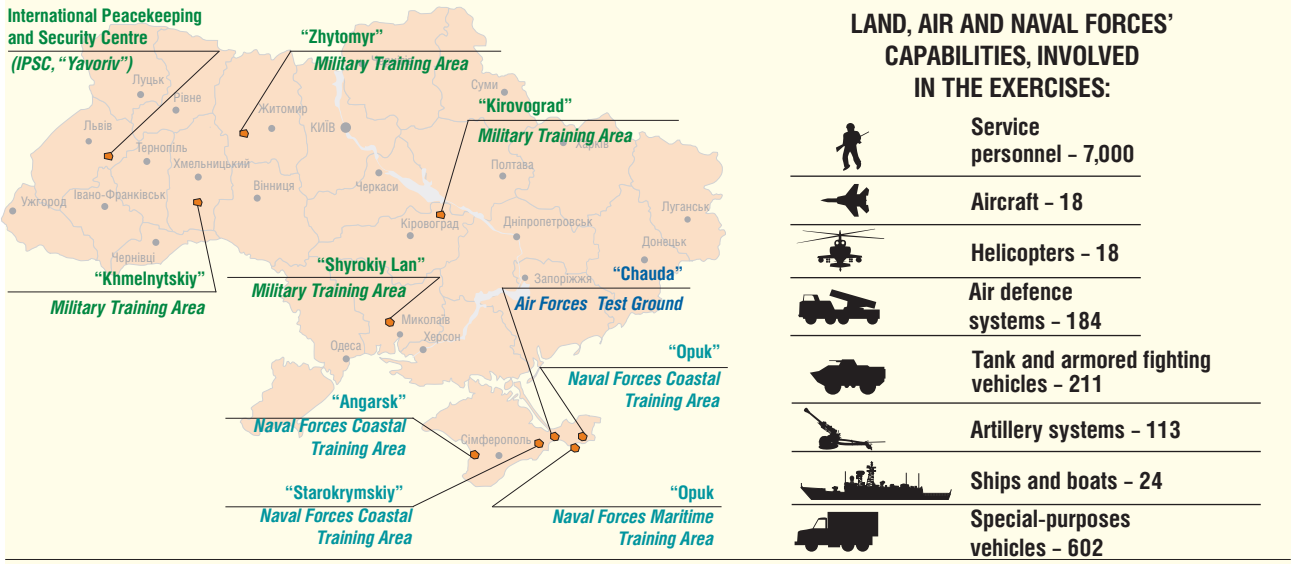
The main efforts of Forces' training were focused on JRRF defined units and those involved in participation in the set of exercises with the Command and Control Bodies and Forces "Cooperation – 2010" (6th September – 4th October 2010) that became a logical continuation of the Strategic Command Post Exercises (May, 2010).

Exercises were carried out in 5 military Training Areas of the Land Forces, in the State Scientific-Test Centre Chauda of the Air Forces and in 10 training ranges of the Naval Forces (Diagram 1.2).

10 The Law of Ukraine "On the State Programme on Economic and Social Development of Ukraine for 2010" # 2278 as of May, 20, 2010.

11 Approved by the Minister of Defence as of May, 15, 2010.

Diagram 1.2. Set of Exercises (training) with the Command and Control Organs and Forces "Cooperation – 2010"



IMPLEMENTED TASKS:

Battalion tactical exercise with field firing			Air landing of naval infantry unit with helicopters Mi-8
Tactical special exercises of the special forces unit			Comprehensive fire engagement of ship artillery, Coastal Defence artillery, naval aviation and Air Forces' aviation
Tactical exercise of air defence units of the Land Forces			Amphibious landing on shore with large landing ship "K. Olshansky"
Tactical exercise of all-arms task force of the Naval Forces			Tactical special exercises of the separate regiment squadron of remotely-operated aircraft
Tactical flight exercise of naval aviation helicopter squadron			Tactical exercise with field firing of the Air Forces military units
Airdrops of naval infantry unit with aircraft AN-26			Airdrops of naval infantry unit with aircraft AN-26

In total, 6 battalion and tactical exercises, 23 tactical, 17 tactical special and 1 tactical flight training, 6 mobilization calls with about 600 persons subject to draft have been conducted.

During the year effective steps towards **technical re-equipment and modernization of weapons and military equipment** of the Armed Forces were made.

The priority of modernization and renewal of weapons and equipment was aviation materiel and air defence facilities, which are used to protect the airspace of the State and cover vital installations in peacetime. One of the main directions was also the renewal of combat ships operational status due to their critical condition. Modernization and procurement of armoured vehicles was carried out according to the plan.

The result of the year's work was the renewal of about 3,000 items of weapon and equipment that affect the combat readiness of Forces, including:

- 26 different types of aircraft, 11 helicopters;
- 12 ships, boats and support vessels;
- 120 rocket and artillery weapons;
- 41 armoured vehicles and equipment;
- 298 vehicles;
- 2 air defence systems S-300PS had their service life extended.

Maintaining personnel potential of the Armed Forces, increasing the motivation for military service, implementing military patriotic education

In 2010 the main priority of commanders at all levels was maintaining personnel potential and reducing the outflow of officers and creating appropriate social conditions for Service personnel.

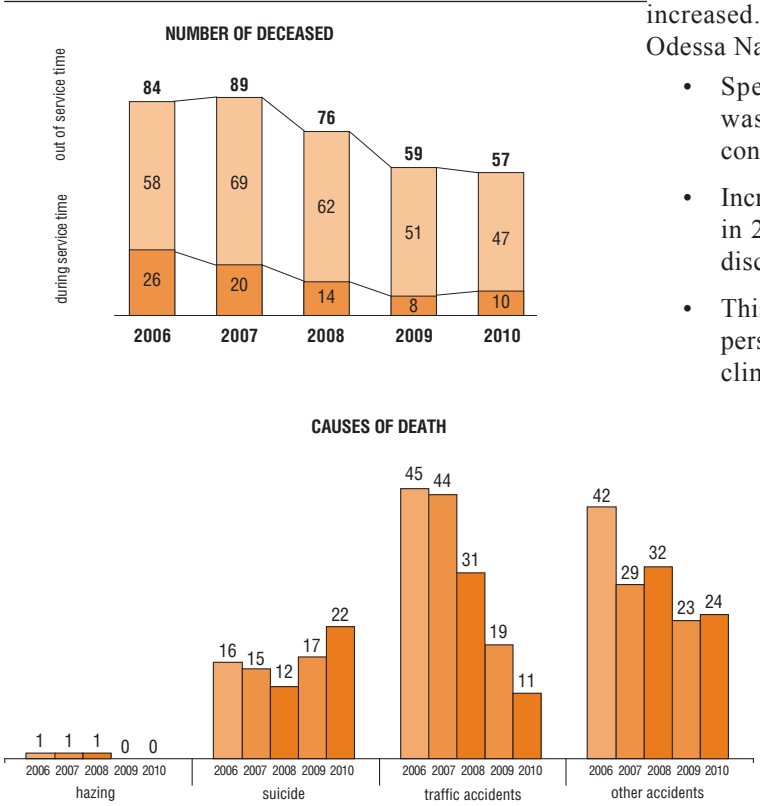
The main reasons for the decrease in manning of junior officers are the discrepancy between Armed Forces requirements for officers' training to changing strength figures and poor social protection of Service personnel.

In 2008-2009 the reduction of the Armed Forces' strength slowed. In 2010 this has led to the imbalance of indicators of Forces requirements for people and the number of cadets in Military Education Institutions (MEI). As a result, only a quarter of vacant positions of junior officers was filled by MEI graduates in 2010.

The following measures were taken to overcome this problem, including:

- the number of Reserve Officers recruited to military service was increased to 404 (in 2009 – 154);
- personal interviews by commanders at Army Corps level and their equivalents, with junior officers who wish to resign from military service;
- officers who have reached retirement age for military service and meet certain requirements were given an opportunity to remain in the military beyond retirement age;
- the assignment of officers into other military formations was limited. Permission for transfer was given in case of contract expiry being within 6 months;
- mandatory approval of discharge from military service by Board of Officers was introduced to ensure objectivity in personnel decisions.

Figure 1.3. Losses of Service Personnel, *persons*



• State Request for training of junior officers was increased. Training of cadets at the Military Institute of Odessa National Polytechnic University was renewed.

- Special attention of commanders at all levels was focused on providing appropriate working conditions.
- Increasing the intensity of combat training of Forces in 2010 contributed to the stabilization of military disciplinary at the level of 2009. (Figure 1.3).
- This factor facilitated team-building among Service personnel, formation of a benevolent psychological climate and retention of military professionals.

• The introduction of the **Centralized Personnel Management System**, the new system of manning of contracted-personnel, free meals, increasing the amount of Service personnel pay also contributed to retention of military personnel.

A qualitative improvement in **housing of Service personnel** after the unsuccessful 2009 helped to increase the motivation for military service. During the year the main focus was on completing partly-constructed buildings, especially those at 70% or more. In 2010 the budget for acquiring apartments for Service personnel was allocated (and other additional funding was reallocated) on the initiative of the MOD and supported by the Cabinet of Ministers.

Permission for the use of defence lands for construction of housing for Service personnel and their dependents as well as social and affordable housing was legislated[12]. Overall, this year Service personnel received more than 2,000 apartments.

New **relationships with NGOs** which were developed on the principles of partnership and mutual responsibility and focused on objective public information concerning the activity of the Armed Forces were important for the Armed Forces.

Consolidation of efforts and capacity of NGOs, introduction of new ideas and proposals were provided by the MOD Public Board. In 2010 the Public Board accepted 5 new NGOs. At the end of the year the number of non-governmental, trade union organizations and media on the Public Board was 90.

During the year **implementation of military patriotic education** in the daily activities of units was continued, coordination of efforts and unity of views of Command and Control Bodies was ensured, including:

- awareness of the Service personnel ritual of the national flag reveille in the Armed Forces[13] was established, that encouraged the raising of national activation of military patriotic education of personnel, increasing the prestige of military service (Note 1.5);

12 The Law of Ukraine "On amendments in Article 4 of the Law of Ukraine "On the use of the defence lands" concerning the construction of housing for Service personnel and their dependents" # 2674-VI as of November, 4, 2010.

13 Minister of Defence Order: "On the Approval of ritual of the national flag of Ukraine reveille (retreat) in the Armed Forces of Ukraine" # 444 as of August, 20, 2010.

Note 1.5. Ritual of the National Flag Reveille in the Armed Forces

Ritual of the Ukrainian national flag reveille (retreat) is carried out daily in places of permanent deployment of military units, higher military educational institutions and military training units of higher educational institutions and organizations as well as in field camps during field exercises;

the national flag goes up (down) on the flagstaff, installed on the marching surface. Flags on ships and vessels go up (down) according to the Regulation on sea duty in the Naval Forces of the Armed Forces;

the national flag in military units of the Air Forces of the Armed Forces, personnel of which are involved into combat duty performance, goes up (down) according to the Regulation on the organization and performance of combat duty and conducting the ritual of entry on the Air Defence duty of the Armed Forces;

at the beginning of the working week (on Mondays) the reveille of the flag is carried out in the morning during the general formation of brigade (regiment, separate battalion) personnel by a duty officer with the involvement of certain persons of the duty. The reveille of the flag is accompanied by the National Anthem, sung by the personnel;

on other days ritual of the flag reveille is carried out by the duty officer (assistant duty officer) with the involvement of certain persons of the duty;

the flag reveille on working days is carried out at 8.30 AM, at weekends and holidays – at 9.00 AM and the retreat – at 8.00 PM;

the formal flag reveille is carried out during State and military professional holidays according to the Armed Forces service of the military unit during general personnel formation.

- directions of activities and tasks of the Command and Control Bodies concerning raising the level of moral and psychological potential of the Armed Forces, patriotic consciousness of personnel were defined[14];
- the main ways of fostering spiritual values of Ukrainian patriot in Military Lycée cadets, psychological and physical readiness to perform civil and constitutional duty to protect the Motherland[15];
- more than 10,000 military patriotic events were conducted (Diagram 1.4), participation of representatives of the MOD and the Armed Forces in the national patriotic events on the occasion of celebration of national holidays, memorial, anniversary celebrations and events in the history of the Ukrainian people, including the 65th anniversary of Victory in the Great Patriotic War of 1941-1945 were ensured.

Diagram 1.4. Results of Military Patriotic Education in 2010.

Military patriotic and cultural artistic actions organized and conducted in 2010.

14 cultural-artistic and military-patriotic actions
1,620 thematic events
465 theoretical and practical conferences, seminars, round-table conferences"

Creative teams of the Armed Forces Song and Dance Ensemble and National Presidential Orchestra gave 300 concerts in military garrisons and cities.

5,001 excursions to the Central Museum of the Armed Forces and its branches, with more than 165 thousand visitors

230 theatrical shows
540 concerts of amateur talent groups
3,348 thematic matinees, recitals of relaxation
3,012 library activities

237 concerts, literary and artistic evenings, book fairs were held in the Central House of Officers of the Armed Forces, with more than 87,000 visitors

308 quizzes, competitions and other cultural events,
284 art exhibitions and shows of amateur and folk arts

14 Minister of Defence Order: "On the Approval of Concept of military-patriotic education in the Armed Forces of Ukraine" # 295 as of June, 8, 2010.

15 Minister of Defence Order: "On the Approval of Concept of pupils education in military lyceums" # 413 as of August, 9, 2010.

Comprehensive implementation of measures aimed at the individual work with Service personnel, increasing the motivation for military service, providing military patriotic education, all facilitated the retention of military personnel.

Disposal of rockets, ammunition and propellants

In 2010 disposal of unserviceable and unsuitable for storage rockets and ammunition was increased. However, the performance of the planned indicators specified by the State Defence Programme of Disposal of Conventional Ammunition Unsuitable for further Usage and Storage for 2008-2017[16] (State Disposal Programme) was not met.

The Law of Ukraine "On the State Budget of Ukraine for 2010" stipulated UAH 113.1 million, (General Fund – UAH 20.8 million, Special Fund – UAH 92.3 million). That is 42% of the amount defined in the State Disposal Programme (UAH 269.7 million).

The actual allocation was UAH 27.2 million (24% of the amount to be provided by the State Budget) including General Fund – UAH 20.8 million and Special Fund – UAH 6.4 million). Of which UAH 24.1 million was for the disposal of ammunition (General Fund – UAH 20.8 million, Special Fund – UAH 3.3 million) and UAH 3.1 million for the disposal of rocket propellants from the Special Fund.

During the year the total amount of weapons, rockets and ammunition withdrawn by the MOD from bases and storage for the purpose of further disposal was 29.5 thousand tons, with 2.4 thousand tons being transferred to the Ministry of Industrial Policy: 23.7 thousand tons of ammunition were disposed of (Table 1.2.).

Table 1.2. Disposed Ammunition 2006-2010, thousand tones

By directions	Disposed, thousand tons				
	2006	2007	2008	2009	2010
Ministry of Defence at the expense of:	26.0	15.6	8.6	8.4	21.3
State Budget	26.0	15.6	3.4	0.5	4.1
contractors (by self-financing)	-	-	5.2	1.2	9.9
Armed Forces	-	-	-	1.2	-
international assistance	-	-	-	5.5	7.3
Ministry of Industrial Policy	-	8.7	7.3	14.2	2.4
National Space Agency	-	3.3	3.1	0.5	-
TOTAL	**26.0**	**27.6**	**19.0**	**20.5**	**23.7**

Table 1.3 Disposed Melange 2006-2010, thousand tones

By directions	Disposed, thousand tons		
	2008	2009	2010
International treaties	215	470	2 698

The implementation of the common OSCE-Ukraine project on the **disposal of mélange type liquid rocket fuel component** continued[17]. Within this framework, 2,698 tons of **mélange** were withdrawn from rocket fuel storage to disposal areas (Table 1.3).

3,168 tons of mélange were disposed of in 2009-2010 in the Russian Federation according to the international contract.

A SUMMARY OF THE STRATEGIC DEFENCE REVIEW TASKS

Strategic Defence Review tasks were completed in 2010. Based on the results a draft Strategic Defence Bulletin to 2025 was developed and then discussed with national and foreign specialists and NGOs. The interdepartmental coordination of the legal act on approving the Strategic Defence Bulletin was completed.

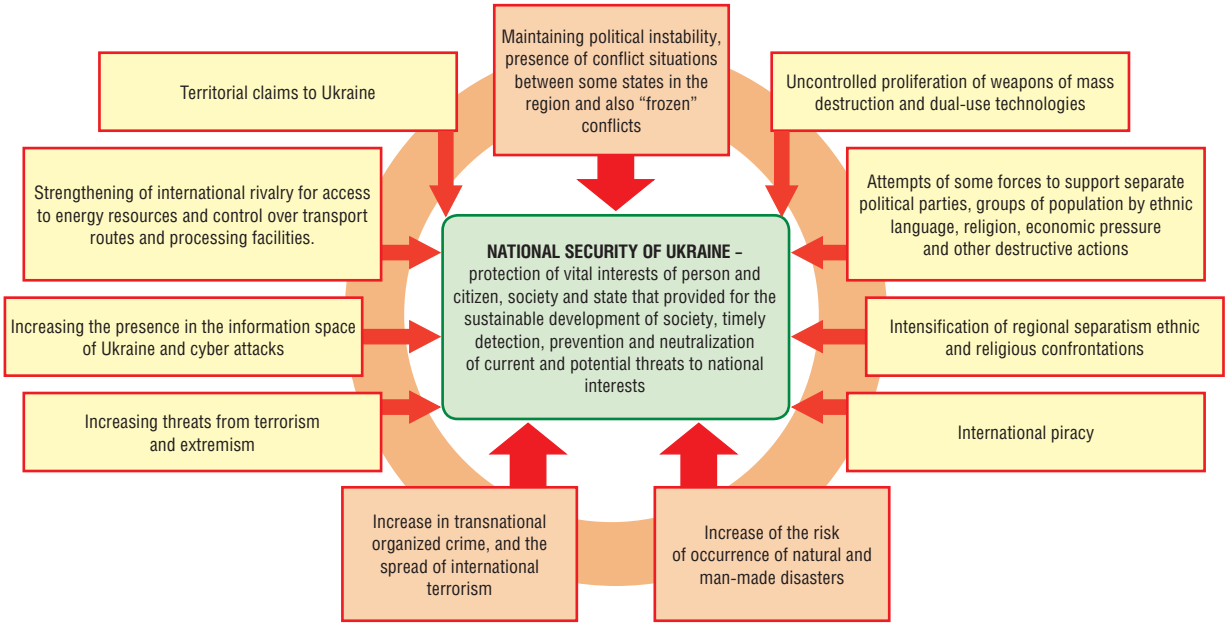
New model of Security and Defence Sector

Internal and external challenges and threats, with high level of probability and impact on Ukraine to 2025 were defined within the framework of the Strategic Defence Review and an analysis of the security environment. (Diagram 1.5).

16 Approved by the Resolution of the Cabinet of Ministers #940 as of October, 22, 2008.

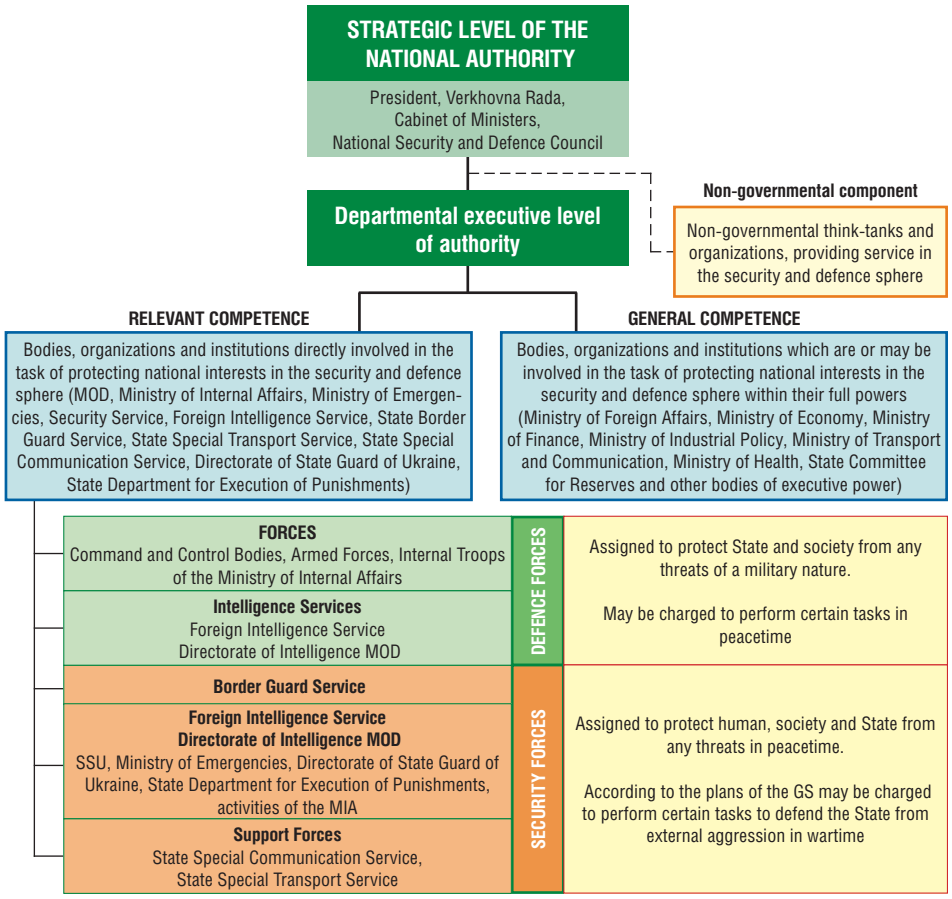
17 The Memorandum of mutual understanding between the Cabinet of Ministers and the Organization of Security and Cooperation in Europe concerning the OSCE Ukraine project on melange disposal (liquid rocket fuel component) was ratified by the Law of Ukraine #1264-VI as of April, 15, 2009.

Diagram 1.5. Threats and Challenges in the Sphere of National Security and Defence



Taking into consideration the comprehensive response of all state agencies to threats in the sphere of military security, it was proposed to transit from the irrelevant at this time definition "State Military Organization" to the definition "Security and Defence Sector of Ukraine". The latter's functional components include: Defence Forces, Security Forces, non-governmental agencies that may be involved in the interests of security and defence (Diagram 1.6).

Diagram 1.6. Functional Components of the Security and Defence Sector of Ukraine



Transformation of the State Military Organization into the Security and Defence Sector and legislative consolidation of this term will enable the adjustment of the priorities of the State Security and Defence Policy more effectively and timely, optimally merging military and civil opportunities of all components of the system of national security for preventing and neutralizing existing and potential military threats, and supporting the defensive potential of the State at the level that ensures the military security of Ukraine.

The wide range of possible situations, which may involve security and defence forces in the long term, based on the analysis of challenges and threats to national security, and government priorities in defence and security policy, was analysed. These situations are combined by scenarios that are key to determining the place, role and tasks of each component of the Security and Defence Sector to guarantee security and to defend the State (Table 1.4).

Table 1.4. Main Scenarios for Planning Security and Defence Forces' Implementation/Involvement

No.	Scenarios	Executive and Other Structures															
		Supreme Commander-in-Chief General Headquarters	Crisis Centre	AFU	SSU	MIA	MoE	State Special Transport Service	BGSU	FIS	State Special Communication Service	DSG	SDEP	Ministry of economy	Ministry of industrial policy	MFA	NSAU
1.	Deter and defeat of armed aggression against Ukraine	M		KR	DI	DI	DI	AR	DI	AR	AR	AR	AR	S	S	S	AR
2.	Terrorist attacks against Ukraine		CE	DI	KR	DI	AR		DI	DI	AR	AR	AR	S	S	S	AR
3.	Interference in Ukrainian internal affairs by other States		CE	AR	DI	DI			AR	DI	AR					KR	AR
4.	Internal instability		M	AR	DI	KR			AR	AR	AR		AR	S	S	S	AR
5.	Violation of the integrity of the borders of Ukraine, including air and maritime space		M	DI	DI	DI			KR	DI	AR			S	S	S	AR
6.	Natural disasters		M	DI	AR	DI	KR	AR	AR		AR			S	S		AR
7.	Intensification of organized crime, including international		CE		DI	KR			DI	AR						S	AR
8.	Emergencies of man-made disasters, including those caused by terrorist acts and sabotage, disaster-relief operations		M	DI	DI	DI	KR	AR	DI		AR						AR
9.	Conduct of international operations and participation outside of Ukraine		CE	KR	AR	DI	DI		AR	AR				S	S	S	AR
10.	Protection of Ukrainian citizens living abroad and national property		CE	DI	AR	DI	AR		AR	DI						KR	AR
11.	Military assistance of Ukraine to other countries in bilateral and multilateral agreements		CE	M	AR				AR	DI						S	AR

Legend:
M – Management;
CE – Coordination Efforts (actions, measures)
KR – Key Responsibility;
DI – Direct Involvement;
AR – Auxiliary Role;
S – Support (political and diplomatic, legal, organizational, resource, information)

The long-term outline of the Armed Forces was developed and the strategy to achieve this was defined on the basis of security environment analysis of the requirements for the Security and Defence Forces capabilities, the main purpose of which is to provide the needs of security and defence on the principle of defence sufficiency and balanced with resources, using resource capabilities of the State to protect Ukraine's national interests from existing and potential internal and external threats and to function effectively in a democratic society.

The implementation of the long-term outline of the Armed Forces will be carried out in three stages:

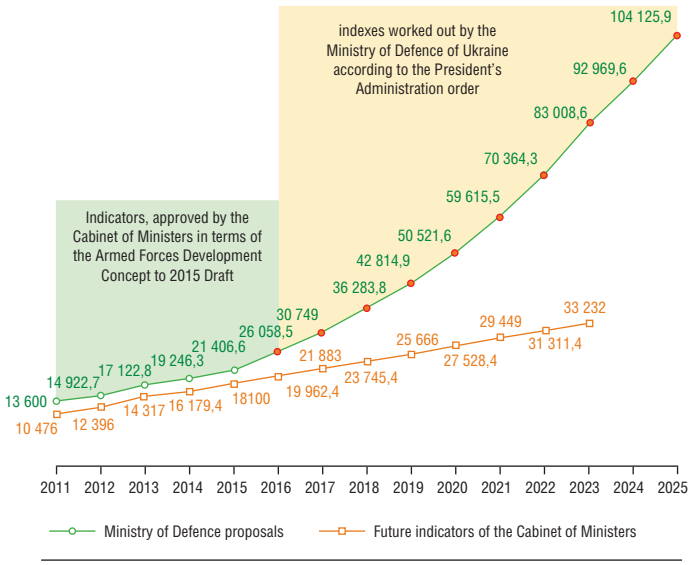
- First Stage (2011-2015) – to stabilize the situation in the Forces, maintain opportunities to renovate the combat effectiveness of the Armed Forces, support the minimum required capabilities to prevent, localize and neutralize armed conflict, contribute to disaster-relief assistance and participate in peacekeeping operations. The first stage measures are elaborated in the Concept of Further Reform of the Armed Forces of Ukraine for 2011-2015[18];
- Second Stage (2016-2020) – to renew operational capabilities of the Armed Forces and start their sustained development. The units of the Armed Forces in cooperation with other components of the Security and Defence Forces should be ready to carry out specific tasks at the end of this stage;
- Third Stage (2021-2025) – to achieve the main quality standards of the new structure of the Armed Forces, provide them with modern weapons and equipment, increase the level of units' training, and create material stocks.

Financial support of the Armed Forces reform to 2025

Supporting the Armed Forces with financial resources is based on indexes of needs, necessary to achieve appropriate capabilities of the Armed Forces, and the State's ability to meet the needs.

The Government has defined tentative indexes of allocations from the General Fund for defence purposes for the future that have been specified by the Concept of the Armed Forces Reform 2011-2015 (Figure 1.7)[19].

Figure 1.7. Estimated Allocations from the State Budget for Defence Purposes to 2025, *million UAH*



Defence Budget Allocation planning:

• First Stage (2011-2015) – assign funds to the social protection of Service personnel and their family, reform of the Armed Forces, disposal of ammunition, provision of combat readiness of defined military bases and units. Financial priority is to be placed on highly technological services – Air Forces and Naval Forces;

• Second Stage (2016-2020) – increase investments into arms and equipment, unit training and infrastructure development; gradually change MOD budgetary allocations: decrease maintenance allocations by 65%, and increase allocations for armament, materiel and infrastructure from 18% to 25% and from 5% to 7% for unit training;

• Third Stage (2021-2025) – allocate finance to programmes that directly influence the increase in operational capabilities of defence forces, and further improve social protection of Service personnel.

The sequence of further work and passing the draft SDB for consideration by the National Defence and Security Council is defined by the decision of the National Defence and Security Council of 17th November 2010 "On Ukraine's National Security Challenges and Threats in 2011" and is coherent with the development of the new editions of the National Security Strategy and Military Doctrine[20].

18 Approved by the Cabinet of Ministers and submitted for consideration to the NDSC.

19 Cabinet of Ministers' Decree: "On Approval of estimated figures of allocations from the general fund of the State Budget for defence needs for the period of up to 2023" № 568 as of July, 7, 2010.

20 Presidential Decree: "On Decision of the National Defence and Security Council as of November, 17 , 2010 "On Ukraine's National security challenges and threats in 2011" № 1119/2010 as of December, 10, 2010.

FUNDING OF THE ARMED FORCES NEEDS

There has been a trend in recent years of not considering within the State Budget all the needs of the Armed Forces. Unrealistic expectations of income to the Special Fund continued, the inability to meet those expectations is caused by the lack of proper legislative regulation concerning sales income from MOD surplus property and facilities.

The standard financial support required for the Armed Forces in 2010 was at the level of **UAH 30,938.1 million.** (Armed Forces Development Needs).

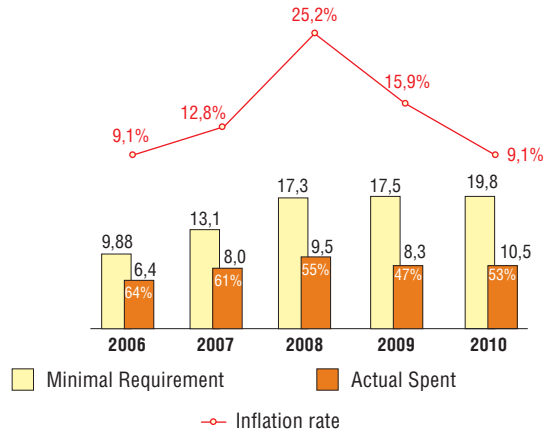
Taking into account the economic condition of the State, the MOD has defined a minimal necessary amount – **UAH 19,853.4 million.**

The State Budget allocated the following funding for the MOD for 2010: **UAH 12,477.1 million.** (1.15% of GDP), to include **UAH 9,052.8 million** (73% of the total budget) – for the General Fund, Special Fund – **UAH 2,664 million** (21%), Stabilization Fund – **UAH 760.3 million** (6 %).

Actual financial support received was **UAH 10,533.6 million** (0.97% GDP) or 84.4% of the year's allocation, which was only **53%** of the minimal need, to include: General Fund – **UAH 9,052.8 million.** (100% funding), Special Fund – **UAH 819,6 million** (30.8%), Stabilization Fund– **UAH 661,2 million.** (87%) (Appendix 1).

The total shortfall in funding was **UAH 1,943.5 million (15.6%).**

Figure 1.8. State of Financial Support of the Armed Forces 2006-2010, *billion UAH*

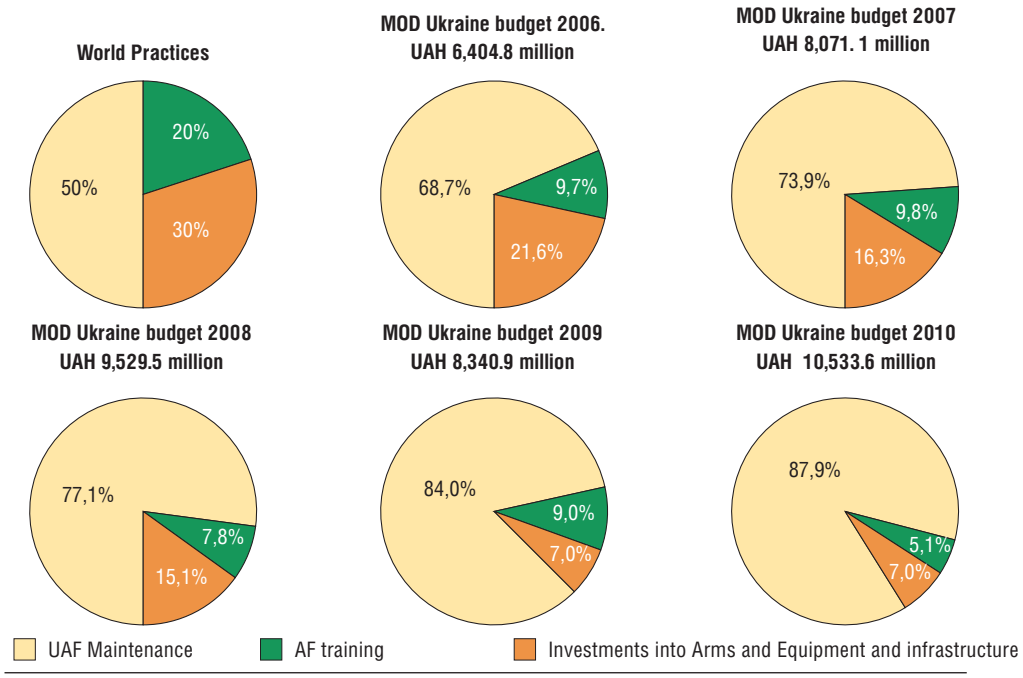


Thus, financial support of the Armed Forces in 2010 corresponded to the minimal-critical support level for maintenance and training of the Forces (Figure 1.8).

Experience of leading nations shows that allocations for maintaining proper Forces' readiness level in order to be able to fulfill their primary tasks, development of armament and materiel, training and other operational needs should be no less than **50%** of available financial resources.

At the same time, during 2006-2008 allocations for maintenance of the Armed Forces have been gradually increasing from 68% to 77%. During the financial crisis in 2009 this reached 84%, and in 2010 the index reached **87.9%** (Figure 1.9), which was related to the necessity to fulfil urgent activities in terms of provision of social guarantees for Service personnel and their families.

Figure 1.9. MOD allocations Structure for 2006-2010, %

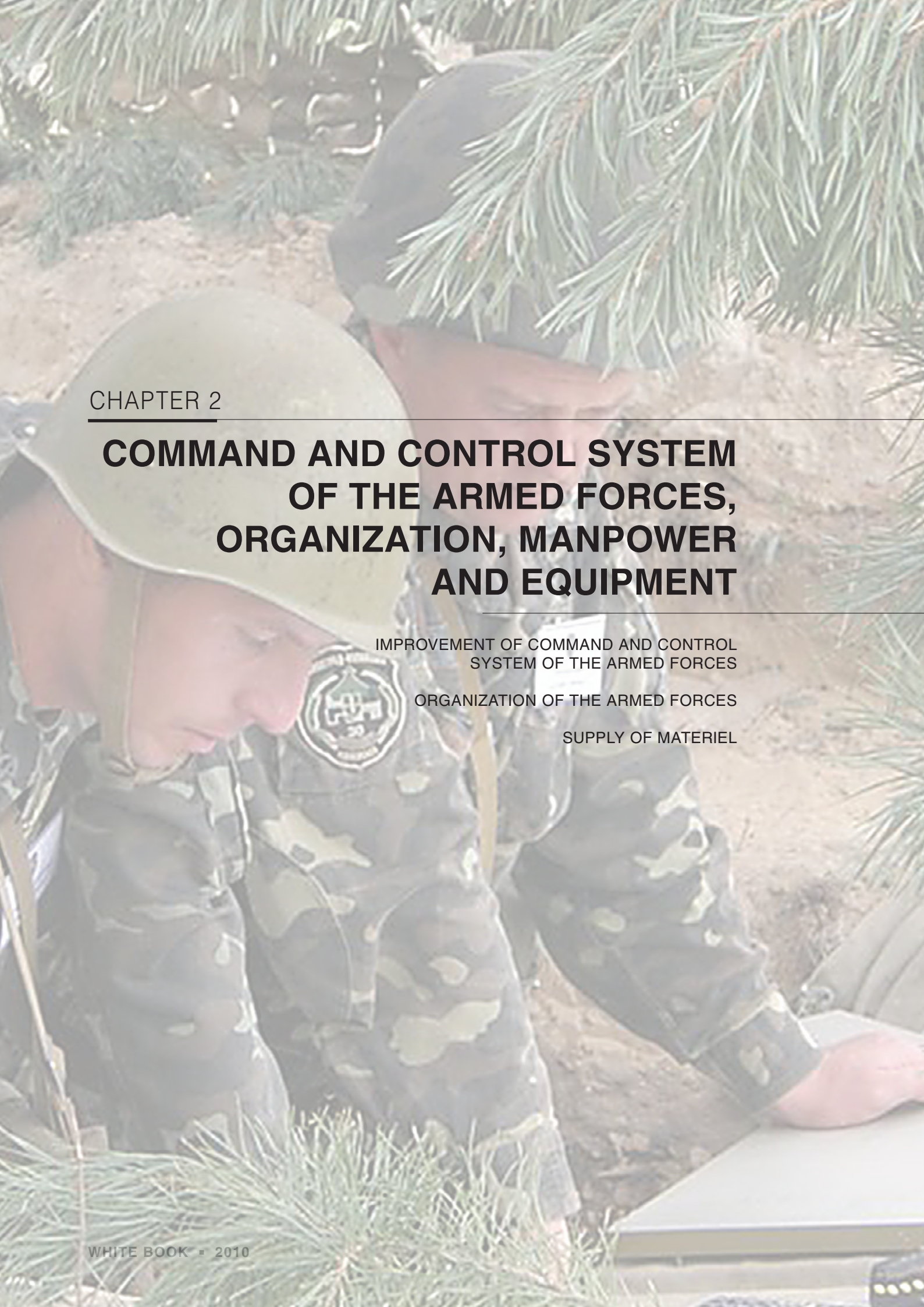


Under such conditions all allocations for development of armament and materiel, training and other operational requirements of the Armed Forces have been planned according to the "Residual Principle" and at the expense of unsecured financial resources (Special and Stabilization Funds). As a result, Defence Budgets from 2006 to 2010 could not be objectively referred to as "Development Budgets".

In 2010 due to decisive actions of the State leadership as a whole, we managed to create a background for stopping destructive processes in the Armed Forces, favorable conditions for renewal of Forces' combat readiness, gradually increases in both training level and equipping forces with materiel.

The new State Comprehensive Programme of Reforming and Developing the Armed Forces 2011-2015 is being developed based on the results of defence policies and the Strategic Defence Review, according to the National Security and Defence Council decision.[21]

[21] Presidential Decree: "On Decision of the National Defence and Security Council as of November, 17 , 2010 "On Ukraine's National security challenges and threats in 2011" № 1119/2010 as of December, 10, 2010



CHAPTER 2

COMMAND AND CONTROL SYSTEM OF THE ARMED FORCES, ORGANIZATION, MANPOWER AND EQUIPMENT

IMPROVEMENT OF COMMAND AND CONTROL SYSTEM OF THE ARMED FORCES

ORGANIZATION OF THE ARMED FORCES

SUPPLY OF MATERIEL

CHAPTER 2

COMMAND AND CONTROL SYSTEM OF THE ARMED FORCES, ORGANIZATION, MANPOWER AND EQUIPMENT

During 2010 effective mechanisms continued to be develop for the Armed Forces' Command and Control System and its integration in the renewed State Command and Control System. The MOD and the Armed Forces are implementing the government's Administrative Reforms. The priority was given to optimizing the military Command and Control Elements' organization and strength, removing overlapping functions and tasks, and reducing running costs.

IMPROVEMENT OF COMMAND AND CONTROL SYSTEM OF THE ARMED FORCES

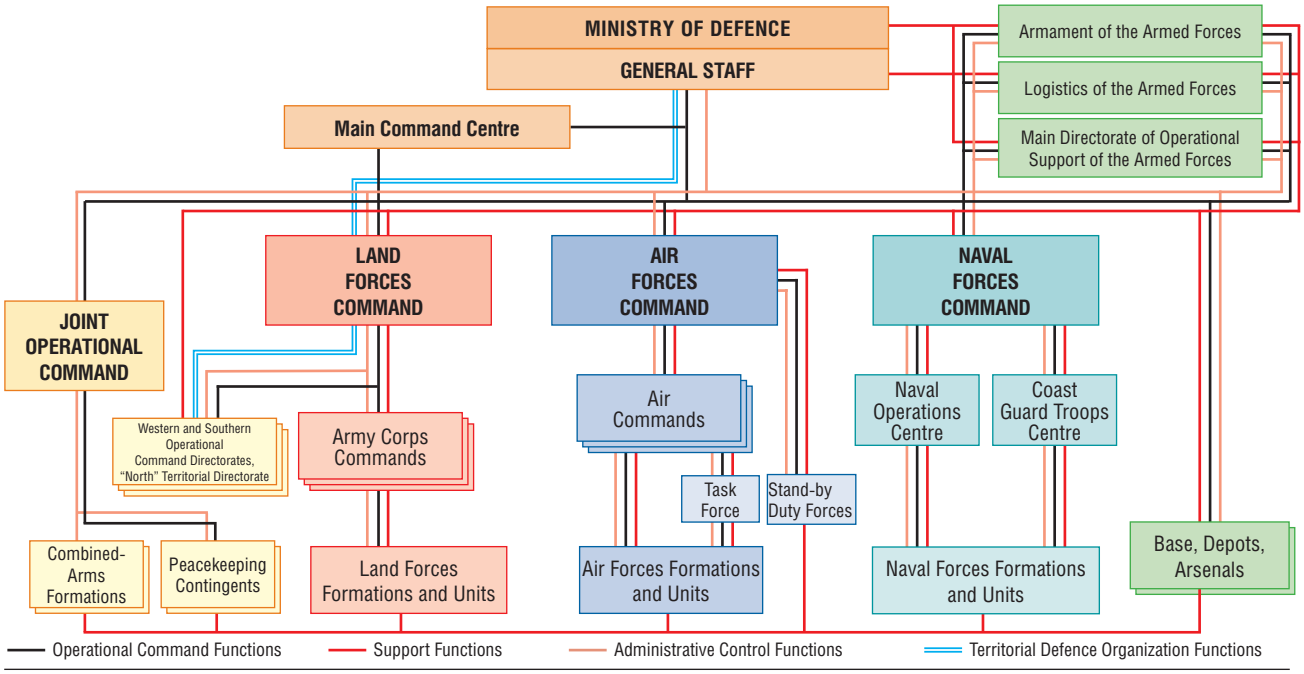
Improving the Command and Control System of the Armed Forces was accomplished by developing its key features: Command and Control Elements; Command Posts, the Armed Forces Single Automated Command and Control System (SAC²S) elements and replacing the communications systems with digital communications.

The development of the single automated Command and Control System continued (Figure 2.1):

- *Strategic level* – MOD, General Staff, Logistics, Armaments, Main Directorate of Operational Support;
- *Operational level* – Services' Commands, Joint Operational Command, Army Corps' Commands, Air Commands, Naval Operations Centre and Coast Guard Troops Centre;
- *Tactical level* – Brigades and Regiments' Commands.

The development of the Armed Forces SAC²S continues. The new methods and approaches on developing and using the "informatization" system (considering the Armed Forces reform directions) are represented in the MOD "Informatization" Concept[1], that provides for:

Figure 2.1. Armed Forces' Command and Control Elements', *at the end of 2010*



1 Defence Minister Order: "On the approval of Concept of Informatization of the Ministry of Defence of Ukraine" #80 as of February, 24, 2010.

- legal regulation of the "informatization" process in the MOD;
- formation and development of the information environment components;
- providing the required level of information security.

The authority of SAC²S Chief Designer has been vested in the Director of Mathematical Machine and System Problems Institute of the National Academy of Sciences of Ukraine[2] to provide the regularity and consistency of development.

During the year:

- information-analytical system of the Armed Forces mobilization deployment planning and complex communications equipment room was made operational;
- State testing of "Dnipro" Automated Command and Control System of the Armed Forces' routine activities was accomplished;
- testing of the peacekeeping contingents Command and Control Software was accomplished;

- testing of the automated processes systems software concerning military units running costs provision and fulfillment of the Armed Forces defence planning tasks was accomplished;
- linking three stationary communications centres by fiber optic communication lines.

The prearranged measures of Air and Naval Forces Automated Command and Control System development continued. For the first time the video transmission of practical units' actions was forwarded to the Air Forces Command Centre during the Exercise "Cooperation – 2010". The control of air situation was carried out by the on-line automated radar data collection, analysis and display systems.

Strategic Level of Command

In 2010, the Administrative Reform activities were initiated gradually in the MOD to increase the effectiveness of defence in the framework of the State policy of public administration.

MOD implemented the following:

- re-structuring organizational elements according to functions and tasks. The Department of Transformation and Information Technologies was re-organized to the Department of Strategy Development of Command and Control of the Armed Forces; the Department of Humanitarian Policy – to the Department of Social and Humanitarian Policy; the Press Service Directorate – to the Department of Press and Mass Media Relations; the Legal Department – to the Department of Legal Support; the Department of Construction – to the Department of Capital Construction; the Directorate of Military-Technical Cooperation – to the Section of Military-Technical Cooperation and Expert Control respectively;
- optimizing material resources command and control system. The Department of Economic and Administrative Activity was formed from the Department of Economic Activity and Directorate of Repair of Weapons and Equipment; while the Department of State Procurement and Department of Resources Provision were re-organized to the Department of State Procurement and Resources Provision;

[2] Cabinet of Ministers' Resolution: "On General Designer of Single Automated Command and Control System of the Armed Forces' development" #2238-p as of December, 15, 2010

- Implementing MOD responsibilities in mobilization, civil defence and anti-corruption. The Mobilization Section, the Directorate of Civil Defence and Ecological Security, and the Prevention and Countering Corruption unit were established;
- Optimizing the MOD Head Office, the total strength was downsized by 10%.

Generally, the structure of the General Staff met requirements of strategic planning and afforded an opportunity to fulfill functions and tasks in 2010.

However, to exclude overlapping functions between MOD and GS in control of expenditures and tangible assets, the GS Auditing Directorate was disbanded.

The Support Forces Command was re-organized to the Department of Logistics; the Department of Armament; and the Main Directorate of Operational Support to increase the flexibility and conformity of the logistics system according to the current stage of reforming the Armed Forces. The strategic level military Command and Control Elements have been established to plan and provide units with weapons and equipment, material resources and emergency supplies.

MOD and GS structures *at the end of 2010* are shown at Appendix 2.

Operational Level of Command

The main efforts were directed to improving Command and Control Elements' organization, optimizing their strength and increasing of operability and quality of their activity. The overall strength of Command and Control Elements was downsized up to 11% in 2010.

Optimizing the MOD Head Office will be continued according to the requirements of Presidential Acts[3], which envisage the revision of functions and tasks, further organizational improvement, the reduction of running costs and enhancing effectiveness of the Command and Control System.

ORGANIZATION OF THE ARMED FORCES

In 2010 the organization and strength of the Armed Forces was not changed significantly (Annex 2).

The planned optimization of the ratio between combat and support units, as well as matching the Armed Forces strength to requirements specified in the Strategic Plan of the Armed Forces Deployment were carried out.

The overall strength of the Armed Forces was 200,000 – of which 150,000 were Service personnel at the end of 2010 (Annex 2).

SUPPLY OF MATERIEL

The quantity of obsolete arms and equipment continued to increase within the Armed Forces, but the limited financial resources to developing arms and equipment did not provide the proper pace for their modernization and procurement. Under such conditions, the priority in the Armed Forces was to renew the serviceability of arms and equipment.

The significant improvement of unit equipment level was achieved through additional budget allocations, including the Stabilization Fund, and professional management.

3 Presidential Decree: "On the optimization of central executive government authorities system " #1085/2010 as of December, 9, 2010
Presidential Decree: "Some approaches of the work organization of ministries and central executive government authorities system " #1199/2010 as of December, 24, 2010
Presidential Decree: "Some approaches of the work organization of measures implementation of central executive government authorities system's optimization " #1199/2010 as of December, 24, 2010
Cabinet of Ministers' Resolution: "On finance of expenditures as to military equipment (helicopters) repair realization according to the State defence order in the national manufacturers and the payment of their transportation cost" #210 as of February, 17, 2010
"On approval of Procedure of application of funds of the Stabilization fund in 2010 for development, procurement, repair, and modernization of weapons, military and special equipment according to the State defence order in the national manufacturers for the purpose of the state defence provision" #798 as of September, 2, 2010

In particular, in order to increase the resource capabilities of the Armed Forces the mechanism of mutual payments "in kind" for repair and modernization works, proved to be successful in repairing aviation equipment in 2009, was extended to the whole list of military equipments[4].

Throughout the year 17 new pieces of weapons and equipment were adopted by the Armed Forces. The most significant among them were the SU-25V1 updated combat aircraft, SU-25UBM1 training-combat aircraft, P-423-1MU troposphere communication radio, "Skif –KAZ" complex communication equipment room, Z-501M data transmitting equipment. According to the results of national testing the other 7 pieces of weapons and equipment were recommended to be brought into service.

Throughout the year, 10 "Bulat" battle tanks were procured and assigned to the separate tank brigade in Chernigiv region; 18 Kraz-6322 off-highway vehicles and parachute systems were obtained; and 37 Fire motor tank trucks were procured and adopted, to provide the fire and explosion safety at the ammunition, weapons and equipment storage sites.

The P-18 radar serviceability renovation programme transitioning them to a modern platform continued. The production of complex pilot simulator of the MIG-29 KTS-21 aircraft was completed. The National testing of AN-70 test model was continued. The serviceability of the "Hetman Sagaidachnyi" frigate, "Ternopil'" and "Khmelnytskyi" corvettes was renewed. The repair of "Donbas" command ship and "Zaporizhia" submarine is about to be completed. The start of submarine seagoing tests and commissioning into the Naval Forces line are envisaged in May 2011.

The successes in 2010 are the renewal of cooperation with civil and military aviation and tank manufacturers, namely:

- coproduction and manufacture of AN-148 civil plane airframes and APC hulls;
- Mi-8MTB helicopter, equipped with new engines of the "Motor-Sich" open joint stock company was tested on the basis of the "Aviakon" Konotop Aircraft Repair Plant" – a State MOD enterprise. The new world record for helicopter speed of ascent was achieved during the test.

The main measures of the Armed Forces' weapons and equipment supply in 2010 are represented in Annex 2.

The command and control system of the Armed Forces is capable of ensuring continual and robust control over units, their routine activities as well as peacekeeping contingents.

In 2010 the significant achievement in renovating weapons and equipment serviceability enabled improvement in the materiel capability provided to units. The establishment of effective mechanisms of military-technical cooperation in the defence sphere enables the modernizing and renovating of the whole Armed Forces inventory of arms and equipment.

4 Cabinet of Ministers' Resolution: "On alterations in Resolution of the Cabinet of Ministers #1135 as of October, 14, 2009" #679 as of July, 28, 2010

CHAPTER 3

FORCE'S TRAINING

FORCE'S TRAINING SUPPORT

RESULTS OF FORCE'S TRAINING PLANS

MULTI-NATIONAL EXERCISES IN THE GENERAL FORCE'S TRAINING SYSTEM

CHAPTER 3

FORCE'S TRAINING

The resources for training were balanced to resources available from the State, with training directed to Armed Force's readiness to accomplish assigned missions.

Intensifying training was the main direction for MOD and GS, the results at the end of the training year became the qualitative indicators of the effectiveness of activities implemented to stabilize the situation in the Armed Forces.

FORCE'S TRAINING SUPPORT

The assigned missions were achieved by increasing the amount of resources and improving training.

In 2010, UAH 394.5 million was planned for training, the equivalent of 32% of the baseline requirement. In fact, the provision of funding amounted to UAH 96.4 million, which is double the previous year (Table 3.1).

Table 3.1. Funding of the Armed Forces' Training, *mln UAH*

2006			2007			2008			2009			2010		
plan	**fact**	**%**	**plan**	**fact**	**%**	**plan**	**fact**	**%**	**plan**	**fact**	**%**	**plan**	**fact**	**%**
Joint Rapid Reaction Forces (JRRF)														
257.30	137.70	*53.5*	301.30	147.30	*48.9*	316.11	211.12	*66.8*	252.90	40.19	*15.9*	312.4	76.4	*24.5*
Main Defence Forces (MDF)														
115.30	8.80	*7.6*	3.38	3.34	*98.8*	124.48	94.47	*75.9*	59.92	4.92	*8.2*	82.1	20.0	*24.4*

To provide effective Force's training, the exercises with personnel were conducted through low-cost forms and methods of training with the maximum use of simulators, field and barracks' training infrastructure.

In 2010, the fundamentals for training were changed for the first time over the years of the Armed Force's development. The general principles, procedure of arrangement and provision of the Armed Forces' training and directions of its improvement were stipulated in the Concept of Training of the Armed Forces[1]. The improvement of the training system will be based on: adapting the curricula and organization to Armed Forces' functions and tasks; the modernization of training methodology; the training procedure in light of the achieved skills level and ways of manning; as well as harmonizing the responsibilities, functions and tasks of the Training Force's Command and Control Elements.

The main directions to improve and increase the effectiveness of Force training were determined:

- Comprehensiveness of activities, in particular joint training of all Armed Services and Branches, reconnaissance assets, combat and all-combat support systems;
- consideration of skills level available during units' planned training;
- following the principles of "quality and quantity interdependence" and "symmetry" in planning and implementing training events and meeting available material resources;
- practical engagement of units during the military HQ training events;
- deployment, development and active use of the training infrastructure, simulators and modeling systems;

1 Defence Minister Order: "On improvement of the training of the Armed Forces of Ukraine " #39 as of January, 28, 2010

The following activities were implemented to improve training indexes with the lessons learned from previous years' experience:

- focusing material and financial resources' on priority directions;
- adapting Forces' training plans to actual funding;
- setting the achievement of high level results' as the main criteria for every exercise;
- enhancing the amount and intensification of training to individual Service personnel;
- prioritizing exercises that had relatively low-cost and did not require the significant consumption of the capacity of combat vehicles;
- maximizing the capabilities of installations, firing ranges, simulators, barrack training infrastructures to train HQs and units.

RESULTS OF FORCE'S TRAINING PLANS IMPLEMENTATION

The previous training level was not only maintained but also significantly increased due to activities implemented in 2010.

The provision of the necessary combat readiness level of authorized units to accomplish missions, the restoration of a positive trend in combat training and the improvement of Service personnel individual training became the main result of the year.

The conduct of the set of exercises "Cooperation – 2010" with Command and Control Elements and units was the most important phase of the training annual cycle. This set of exercises comprised the most effective elements of operational and combat training and enabled the joint operating proficiency of all levels of Command and Control Elements, as well as conducting the exercise of tactical level units' combat joint working.

The 92 operational training exercises were predominantly conducted against a common scenario throughout the year. The intensification of Command and Control Elements' exercise was increased nearly twofold compared to the 2009 training year. By the end of year the professional training to officers at all levels had reached the standard that enabled them to perform their functional duties in Command and Control Elements.

In total, 6 battalion, 13 company tactical exercises, 28 platoon, over 120 squad field-firings were conducted and nearly 17,000 parachute jumps were completed.

Nearly 380 live-firing at ground targets, over 20 missiles firing, almost 70 bombardments were conducted and over 210 parachute drops by aviation units. The combat vessels and craft accomplished over 200 gun fires, 6 anti-submarine bombardments, 12 demolishing, and 10 sweeping exercises (Appendix 3).

In 2010 the training plans and curricula were completed 65% in Land Forces, in the Air Forces (84.5%) and in the Naval Forces (86%).

In the Land Force, the field-firing tactical exercises with companies (3) and battalions (4) and the aviation units' terrestrial target practices (240) was re-convened. The standard weapons-firing plans and curricula were completed in full and intensified twofold. The airmobile force's training augmentation was almost increased by 10%. The average number of flying hours of army aviation crews was increased twofold compared to 2009.

However, the indexes of drivers training plans were fulfilled on average just 10% through the problems in resource provision.

In the Air Force, the intensification of terrestrial target practices were increased sevenfold and tactical bombardments – almost by 10%. The average number of flying hours by crew (15 hours 56 minutes) were augmented half as much again. The aviation missile firings were re-convened. The live-firing were re-convened by JRRF units in the anti-aircraft missile troops.

In the Naval Force, the average time at sea of ships and craft increased almost 2.5 times. The company tactical exercises were conducted twofold compared to 2009,

the practice of tank driving, squads and platoons' field-firings were re-convened in the Coast Guard Troops. The live-firing from tanks were augmented fourfold, ICV's weapons (APC) – in 3.6 times. The parachute jump plans and curricula were completed in full. The Naval aviation re-convened the tactical flight training with squadrons.

INTERNATIONAL EXERCISES IN THE GENERAL FORCE'S TRAINING SYSTEM

In 2010, 21 multinational exercises[2] were planned (9 in Ukraine and 12 abroad) (Diagram 3.1). Throughout the year, the Armed Forces participated in 16 large-scale international military exercises: 7 of which were in Ukraine and 9 abroad (Annex 4).

The feature of 2010 was the co-ordination of the decision of all Central Executive agencies concerning conducting international military exercises, the determination of their necessity for training of the Armed Forces, as well as public support of the exercise plans and programmes both in Ukraine and abroad. Throughout the year Ukraine fulfilled all obligatory activities within the framework of peacekeeping and security international projects.

The combined exercises and training with the Russian Federation and Belarus were conducted after a long break.

In general, international exercises, which included over 3,000 Service personnel and nearly 200 vehicles, significantly increased the operating proficiency of the Armed Forces. The indexes of combat skills were improved during these exercises: the crew-flying hours increased by 66 hours 13 minutes, vessels time at sea – by 11,000 miles, parachute jumps – by 423, and naval diving – by 234 hours.

In 2010, participation in the Partnership for Peace (PfP) Programme, Planning and Review Process (PARP) and implementation of NATO Operational Capabilities Concept continued in the Armed Forces. The cycle of Second Level Assessment according to PARP was started to ensure JRRF's interoperability with foreign Armed Forces. Throughout 2010, 3 units of the Armed Forces successfully acquired Second Level Cycle Certification (Table 3.2).

The positive dynamics of the Armed Forces participation in the Operational Capabilities Concept enabled expanding Service personnel participation in combined international peace support exercises.

Table 3.2. Results of Second Level Self-Certification of Armed Forces' units in 2010

Assets	Results of Self-Certification	Exercises, under which the assessment was executed
IL-76 MD Military-Cargo Aircraft with 2 crews (Air Force)	Positive	"Northern Falcon-2010" Ukraine-Denmark Operation
Company of Radiological, Chemical, Biological Protection (Land Force)	"Combat Ready"	"Rapid Trident" Ukraine-US Exercise
Engineer General Service Company (Land Force)	"Combat Ready"	

The NBC protection unit was assigned to the 15th Rotation NATO Responce Forces[3] and was on operational duty (within Ukraine) during 6 months after successful certification in Germany.

Two following Second Level Self-Certifications were not implemented and transferred to 2011:

- "Ternopil'" corvette of the Naval Forces;
- AN-26 "Vita" air medical evacuation hospital aircraft.

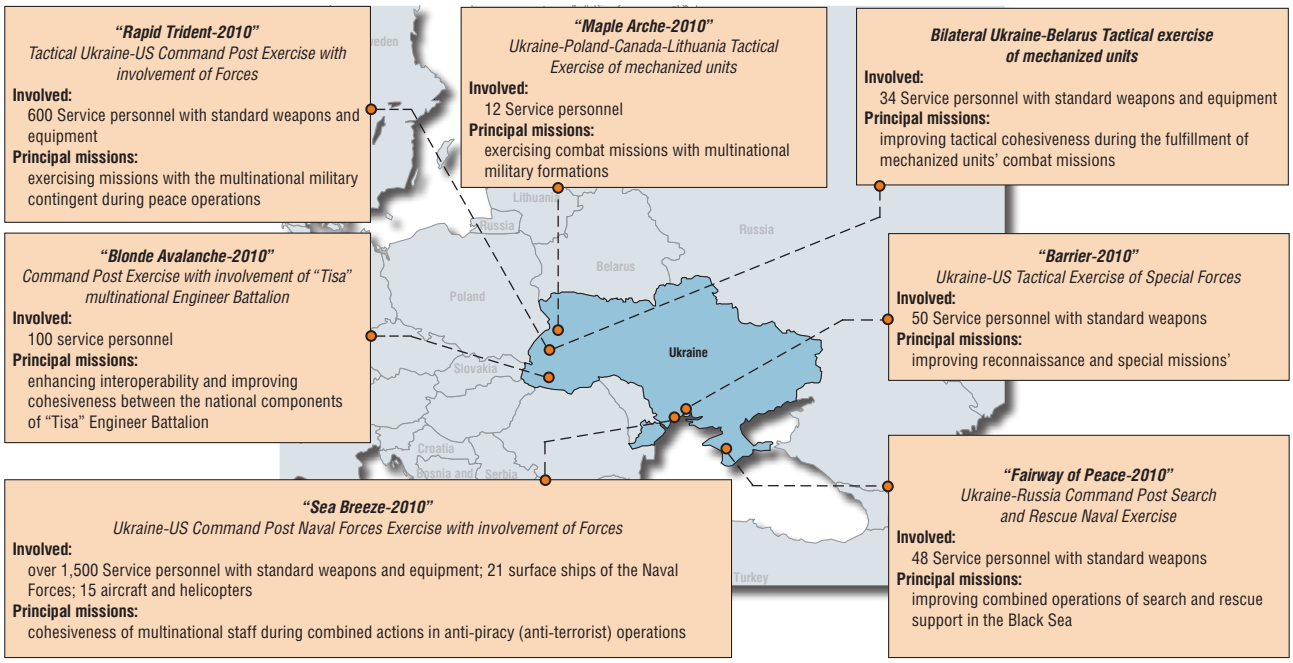
Due to the actions taken during the year it became possible not only to stabilize the situation in the Armed Forces but also increase the level of combat training and eliminate threatening trends. In 2010, the results of unit Force's training proved that the Command and Control Elements were capable to direct formations, military units had sufficient levels of personnel training and units' cohesiveness that allowed them to carry out assigned missions.

[2] Presidential Decree: "On approval of Plan of multinational exercises conducting within of Ukraine involving the Armed Forces of Ukraine units within the framework of military cooperation and their participation in multinational exercises abroad Ukraine in 2010" #253/2010 as of February, 24, 2010

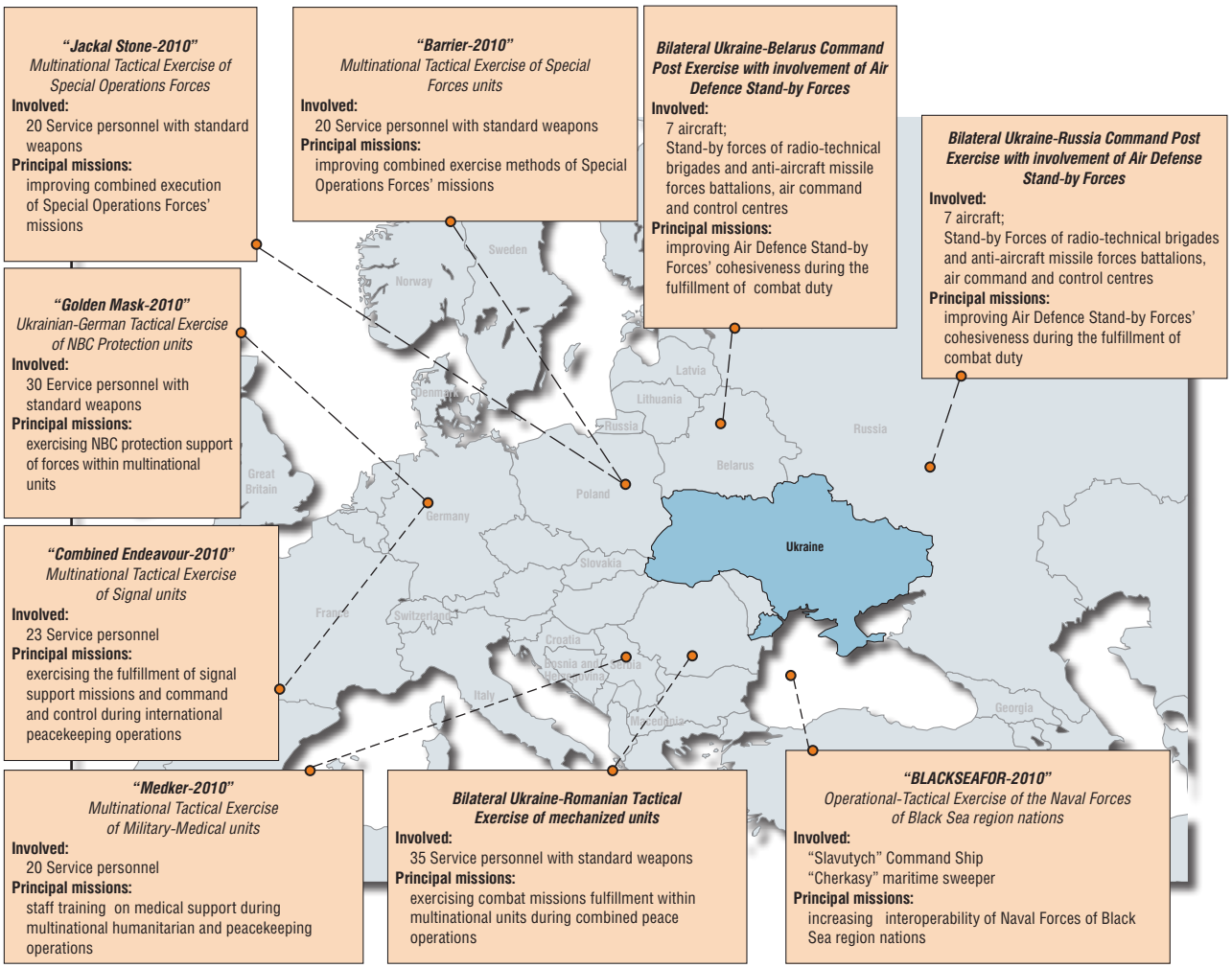
[3] Chief of General Staff – Commander-in-Chief of the Armed Forces of Ukraine Directive " On organization of the authorized the Armed Forces of Ukraine assets' operational duty as part of 15th rotation NATO RF" #DGS-7 as of June, 29, 2010

Diagram 3.1. Large-Scale Multinational Military Exercises with the Participation of the Armed Forces in 2010

A. In Ukraine or near the borders



B. Outside of Ukraine



CHAPTER 4

ROFESSIONAL ARMED FORCES: PRACTICAL ASPECTS OF ESTABLISHMENT

IMPLEMENTATION OF THE PRINCIPLES OF PERSONNEL POLICY: SUMMARY

ENLISTMENT OF SERVICE PERSONNEL ON A CONTRACT BASIS

CHAPTER 4

PROFESSIONAL ARMED FORCES: PRACTICAL ASPECTS OF ESTABLISHMENT

The updated principles of personnel policy as implemented in the course of 2010 were systematic in nature and covered a wide range of issues aimed at creating a balance between the requirements of the State in maintaining the appropriate level of combat readiness and manning of the Armed Forces and the provision of adequate living standards and working conditions.

IMPLEMENTATION OF THE PRINCIPLES OF PERSONNEL POLICY: SUMMARY

The new Centralized Personnel Management System as implemented in 2010 in accordance with the Personnel Policy Concept[1] of the Armed Forces has enabled the Armed Forces to ensure:

- qualitative and timely manning of Service positions;
- transparent and open career management of Service personnel;
- implement conclusions and proposals of commanders at all levels on the basis of comprehensive and impartial evaluation of the performance of Service personnel;
- equal opportunities for Service personnel to fulfil their potential.

The Armed Forces implemented the following activities in the course of the year in order to increase the efficiency of personnel structures:

- distributed the objectives, functions, authorities, and responsibilities of Armed Forces Personnel structures so as to ensure the stable functioning of the system under conditions of reduced motivation for further Armed Forces service;
- approved the candidate pool for promotion and the rotation plan for military personnel in accordance with position Passports[2] and career algorithms[3] to provide for well-balanced decision-making in the sphere of manning and promotion;
- carried out objective performance evaluation of military personnel on the basis of the reporting year with direct influence on their career development and professional growth;
- managed the activity of personnel officers towards ensuring career management of every officer in the Armed Forces taking into account the recommendations of the annual performance evaluation.

In 2010 a new algorithm for the promotion of military personnel in the promotion pool was introduced: "Extract from the promotion pool + consent of the military personnel = changes in position". As a result, the time required to implement changes in positions has decreased from 1 or 2 months to 2 days.

1 Minister of Defence Order # 659: "On approval of the Personnel Policy Concept in the Armed Forces of Ukraine" of November, 27, 2007

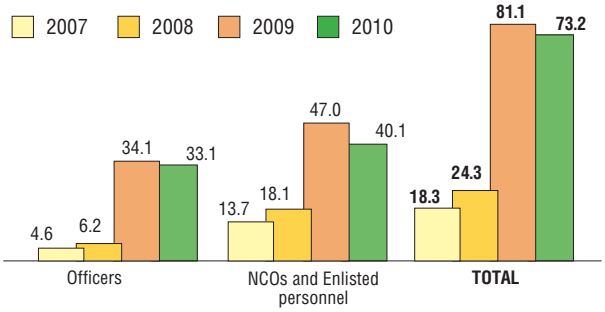
2 Minister of Defence approved the Digest of the Officers' Position Passports on July 24, 2010

3 Minister of Defence approved the Digest of Officers' Career Management Algorithms on all groups of registered military specialties on August, 6, 2010

The same approach is being applied to the Personnel Management System of Enlisted and Non-Commissioned Service personnel serving on a contract basis.

At the same time the Regulation on Position Passports for Enlisted Personnel and Non-Commissioned Officers was introduced to develop common approaches to the training and decision-making procedures related to the appointment of Enlisted and Non-Commissioned personnel and the management of their careers.[4]

Diagram 4.1. Number of Personnel Encompassed by the Centralized Personnel Management System, in thousands of persons



The main result of the introduction of a new Personnel Management System has been the establishment of a Centralized Personnel Management System in the Personnel Centres of the Armed Forces.

The total number of personnel encompassed by the centralized personnel management system as at the end of 2010 is more than 77,500 people[5] (Diagram 4.1).

Positive dynamics were also achieved in 2010 in the appointment of graduates of tactical, operational-tactical and operational-strategic level education with regards to their area of expertise and level of education. The manning rate of senior officers' positions is more than 80%.

However, problems remain with the manning rate of company-level officers, which is currently equal to 77% (compared to 86.5% last year).

Therefore work will continue on creating the conditions for guaranteed and qualitative manning with personnel capable of performing tasks as well as their effective use and retention.

Development of the Military Education System

The development of the Military Education System in 2010 was aimed at integration within the national system of education and the concentration of logistical, financial, personnel, and information resources in order to achieve a high level of training of military experts.

The system of Higher Military Education Institutions (HMEI) and Military Training Units of the Higher Education Institutions (HEI) has not been changed in 2010.

Implementing the main directions in the training of military experts was driven by the requirements of the Armed Forces for highly professional experts and the interoperable functioning of all structural components in the Military Education System. In particular, the Armed Forces:

- renewed the training of cadets at the Military Institute of Odessa National Polytechnic University, using the facilities of the university;
- optimized the State Request on the training of military experts for the Armed Forces and other military formations regarding the requirements of the Armed Forces. The fulfillment status of the State Request is provided in Figure 4.1;
- continued to ensure the right to higher military education for contracted Service personnel. More than 2.5 thousand candidates applied for studies at the HMEI in 2010, which made it possible to have entrance competition for the first time in recent years.

4 Minister of Defence Order # 489: "On Approval of the Regulation on Enlisted and NCOs Position Profiles" of September 16, 2010.

5 Reducing of the number of personnel, encompassed by the centralized personnel management system in 2010, caused by decreasing of the number of personnel in the Armed Forces.

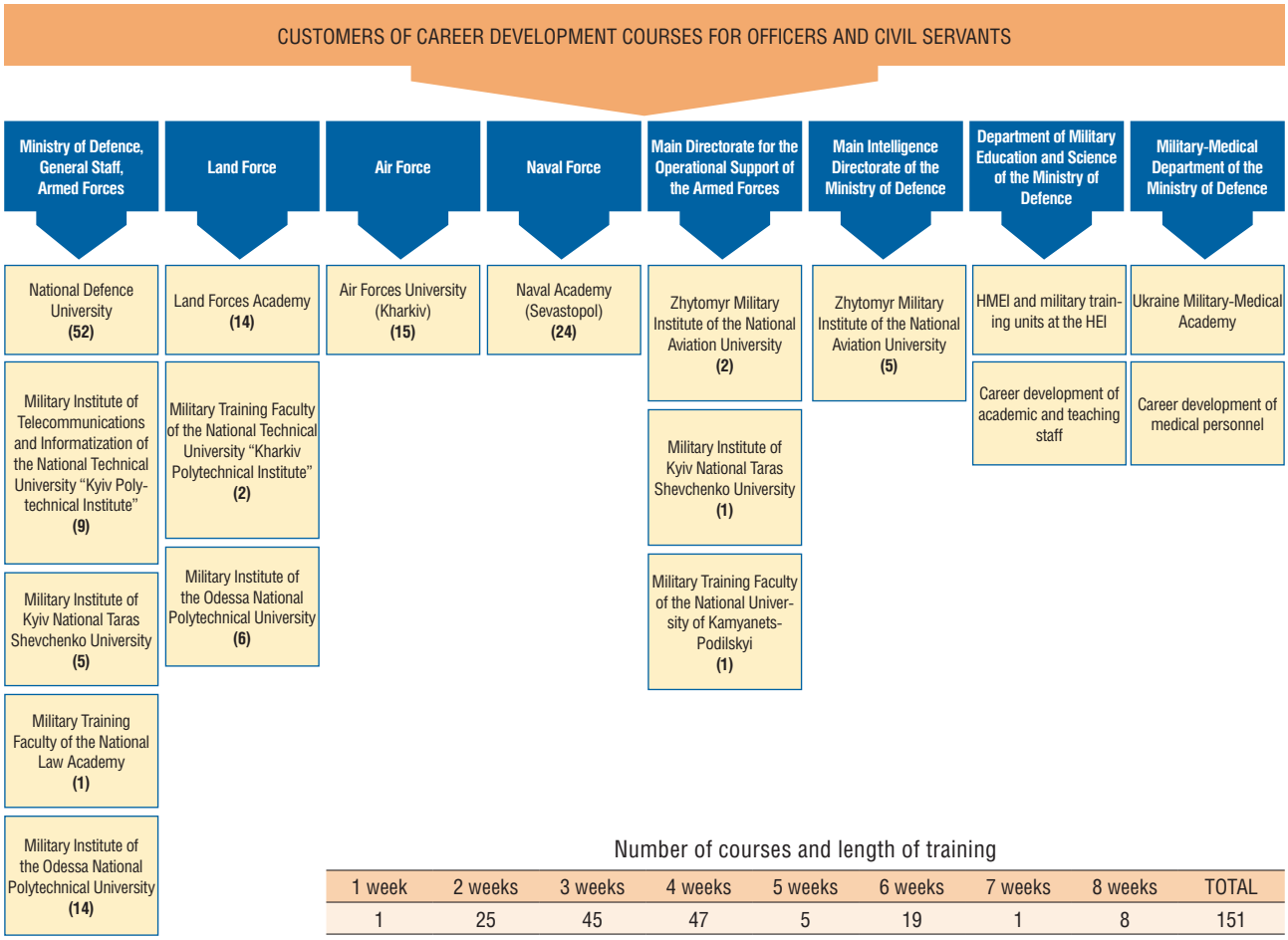
Figure 4.1. The State Request for Training Military experts, persons

Training of Service personnel according to levels of military education	Annual Defence Commission Indices (person)				
	2006	2007	2008	2009	2010
Armed Forces					
Officers of operational-strategic level	45	65	52	60	48
Officers of operational-tactical level	441	262	251	427	184
Officers of tactical level	848	416	1065	1451	985
Other Military Formations					
Officers of operational-strategic level	-	2	2	-	-
Officers of operational-tactical level	111	98	59	-	31
Officers of tactical level	309	186	250	53	235
Total	**1754**	**1029**	**1679**	**1991**	**1483**

The careers of officers and civil servants foresee in-service training courses. The network of in-service training courses in 2010 has provided the training, re-training and professional development under the approved list of profiles and MOS as revised by the Cabinet of Ministers.[6] At the end of 2010, it included 151 courses, running between 1 week to 4 months (Figure 4.2).

The total number of graduates from in-service training is about 4,000 Service personnel and civil servants.

Diagram 4.2. Network of In-Service Training Courses for Officers and Civil Servants



Number of courses and length of training

1 week	2 weeks	3 weeks	4 weeks	5 weeks	6 weeks	7 weeks	8 weeks	TOTAL
1	25	45	47	5	19	1	8	151

6 Cabinet of Ministers' Decree: "On approval of the List of Specialties for training in higher educational institutions at qualification and educational levels of specialist and master" # 787 as of September 27, 2010.

The foreign language training of military personnel and civil servants in accordance with the Position Passport is a prerequisite of career progression. The procedure of training (education) and career development (professional development) in language courses[7] was regulated and the length of training set from 1 to 3 academic semesters (depending on the purpose of training and complexity of language) each lasting 90 days.

Cooperation in the framework of the NATO-Ukraine Programme for Professional Development of Civilian Personnel Employed in Ukraine's Security Sector has continued throughout 2010. Training and professional development of the foreign languages academic and teaching staff has been conducted with the support of Hungary, Greece, France, Spain and the British Council in Ukraine.

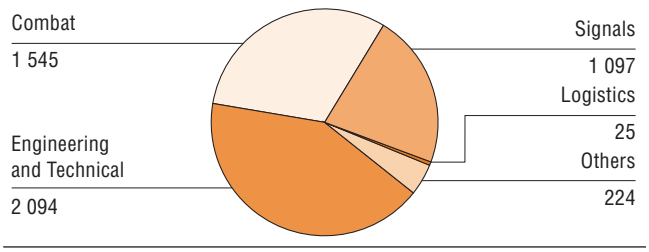
Language seminars in English, German and French have been provided in 9 HMEI to 725 persons, including 640 Service personnel and 85 civil servants from MOD and other central executive authorities in the sphere of national defence.

ENLISTMENT OF MILITARY PERSONNEL ON THE CONTRACT BASIS

The limited provision of finance and resources has slowed the planned establishment of appropriate conditions of Armed Forces service and social guarantees for Service personnel and their families.

The new Force Manning System introduced in July 2009 –Territorial Centre for Contract Personnel Manning - Training Centre - Military unit – improved the enlistment quality in 2010 and released the unit military command from non-core functions related to the organization of identifying, attracting, registrating, and preparing citizens for Armed Forces service on a contract basis. In particular this has allowed the Armed Forces to:

Figure 4.3. Distribution of Candidates Selected by Territorial Centre for Contract Personnel Manning According to the MOS 2010



- ensure priority manning of positions linked to combat readiness. More than 95% of almost 5,000 recruits sent by the Territorial Centre directly to the Training Centre were trained according to the major Military Occupational Specialties (MOS) (Figure 4.3.), which is twice the number in 2009;
- reduce the registration period of recruits selected for service on a contract basis;
- ensure targeted enlistment of Service personnel on the contract basis those already trained for specific MOS and avoid the long-term posting (for more than 6 months) of untrained personnel to Armed Forces' positions.

As a result of implementing the planned activities the Armed Forces were able to:

- introduce the career management system for Enlisted personnel and NCOs on a contract basis by encompassing more than 40,400 military of this category within the centralized personnel management system;
- initiate the annual performance evaluation of Enlisted personnel and NCOs on a contract basis and subsequently create a pool of promotion to NCO positions; more than 83% of Service personnel were evaluated;
- introduce the Position Passport for Enlisted personnel and NCOs and started work on the development of the career progression algorithm[8] (Appendix 5).

7 Minister of Defence Order #250: "On approval of the Instruction on Language Courses in the Armed Forces of Ukraine" of May 17, 2010.

8 Minister of Defence Order: "On approval of the Instruction about Enlisted and NCOs' Position Profile" # 489 as of September, 16, 2010.

Establishment of the Professional NCO Corps

The establishment of a professional NCO Corps in the Armed Forces has continued. Three military colleges for NCOs were introduced in 2010 – at the Ivan Kozhedub Air Force University in Kharkiv, the Ivan Ogienko National University in Kamyanets-Podilskyi and the Military Institute of Telecommunications and Informatization of the National Technical University "Kyiv Polytechnical Institute" (Poltava), thus completing the establishment of a multilevel system of NCO training.

With the approval of provisional regulations on training centres (and joint training centres) and guidelines for the training of Service personnel in Training Centres of the Armed Forces[9] the activity of these training centres has also been defined (Appendix 6).

In developing the system of NCO training the Armed Forces conducted the following major activities:

- introduced courses for Staff Sergeants at the Military College for NCOs at the National Technical University "Kharkiv Polytechnical Institute", which is training Sergeants for command positions to be established at the battalion level and higher and Sergeant Instructors for the training centres;
- introduced new technical MOS at the Military College for NCOs to meet the requirements of the Armed Forces;
- organized NCO training in accordance with the State standard for vocational training at the training centres of the Armed Forces;
- introduced all MOS which are used in the Armed Forces at the Training Centres for NCOs, providing the level of education of a Junior specialist[10].

Six-monthly training courses for contract NCOs with higher education were initiated in the military colleges on 27 September 2010. The training is oriented on command and technical positions and should allow the appointment of graduates to the positions of Company Sergeant-Major, Battalion Sergeant-Major, Chief of Signal unit, Chief of the Operator's Room, etc.

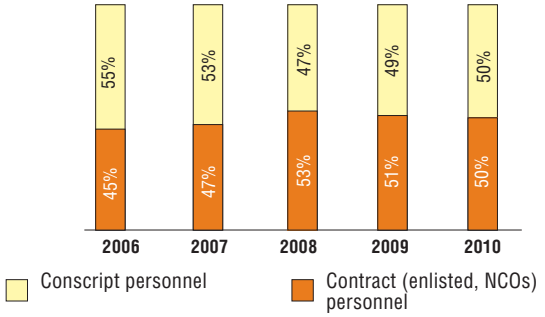
9 Chief of General Staff - Chief of the Armed Forces – Order: «On the regulation of the activity of Training Centers of the Armed Forces of Ukraine» # 21 as of February, 8, 2010.

10 Minister of Defence Order: "On approval of the List of staff positions of NCOs on contract basis which require the level of education for the qualification of "junior specialist" # 290of June 7, 2010.

The total number of graduates break down as follows: 1,353 NCOs received basic level of training in the Training Centres of the Armed Forces; 51 NCOs received the average level of training and the level of education of a junior specialist in the military colleges for NCOs; and 5 NCOs received the higher level of training. 72 military units were transferred into the new organization and establishment system during 2009-2010, thus providing more than 1,150 new positions for the above-mentioned graduates.

All these measures taken in 2010 notwithstanding, the Armed Forces were unable to improve the level of manning with contract personnel (Figure 4.5).

Figure 4.5. Development of the Rate of Manning of the Armed Forces with Contract Personnel 2006-2010
as of the end of the year, %



Contract military personnel is still the least socially protected with a level of salary considerably lower than the average wage in all the regions of Ukraine.

Therefore, the number of contract Service personnel has continued to decline for the second year in a row (down to 1,006 personnel) with a total manning rate of 49.9% for Enlisted and Non-Commissioned positions as of the end of 2010.

On the other hand, the number of Service personnel dismissed due to serious violation of the terms of their contract has decreased by 5.9% compared to 2009 and by 12.4% compared to 2008. This demonstates the improved quality of selected personnel and the conscious decision of citizens to sign a contract for Armed Forces service.

The insufficient financial support of the last few years has prevented the introduction of effective measures to establish the proper environment capable of reducing the turnover of Service personnel. Therefore the level of competitiveness of Armed Force service on the labour market continues to decline and the rate of manning falls gradually each year.

To increase the motivation and attractiveness of Armed Forces service the appropriate State support is needed to provide proper social guarantees to Service personnel and ensure the level of their professional training.

CHAPTER 5

PROVISION OF SOCIAL GUARANTEES TO SERVICE PERSONNEL AND THEIR FAMILIES

SALARY AND PENSION SUPPORT

MEDICAL SUPPORT

HOUSING

ADAPTATION OF SERVICE PERSONNEL AND THEIR FAMILIES TO CIVILIAN LIFE

CHAPTER 5

PROVISION OF SOCIAL GUARANTEES TO SERVICE PERSONNEL AND THEIR FAMILIES

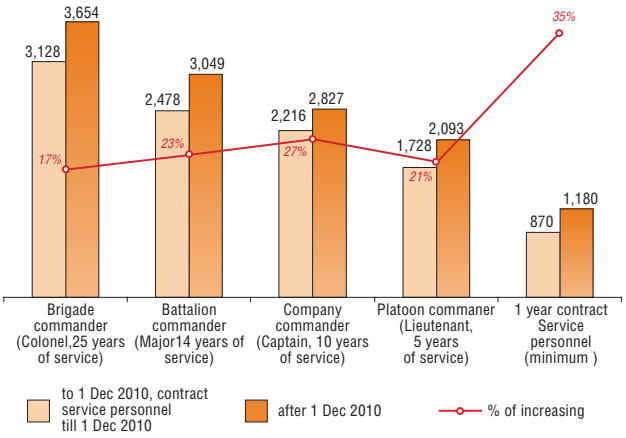
The provision of social guarantees to Service personnel and their families remains a major issue during the current stage of reform of the Armed Forces. The MOD and GS assign this issue a high priority taking account of the stabilizing in the Ukrainian economy, discrepancy of budget expenses and Armed Forces requirements, current Servicemen social support, and rapid amendments to legislation.

SALARY AND PENSION

To increase recruitment and improve incentives to extend Service contracts, the MOD and GS (supported by the President and Cabinet of Ministers) launched the initiative to increase gradually the salary[1] of all the categories of Service personnel in the course of the year.

Thus, since 1 May 2010 monthy salaries of contract soldiers and NCOs have been increased by 10% to 35%.

Figure 5.1. Service personnel Salaries for Typical Positions at the end of the year



Since 1 October 2010 Air Force and Naval personnel performing active flying and sailing duties receive an additional payment, but not more than their monthly[2].

Since 1 October 2010 average monthly salaries have been increased by 10% to 55% for all Service personnel, and from 10% to 70 % for contract Service personnel (Figure 5.1).

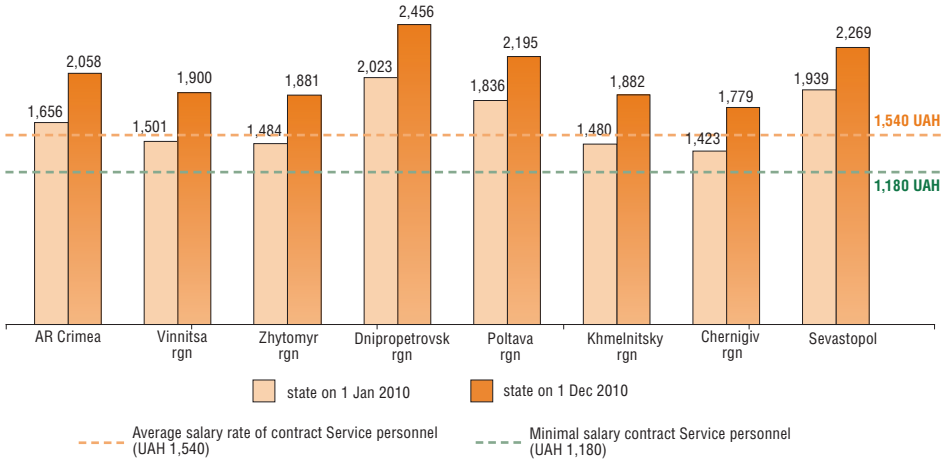
However, the minimum salary for first year contract Service personnel (UAH 870 to 1 May 2010, UAH 998 from 1 May 2010 and UAH 1,180 from 1 December 2010) less than half the average salary in Ukraine (which according to data from the State Statistics Committee comprises UAH 2,322 in October 2010), and is the lowest in comparison with other low-paid branches of the national economy (e.g. average salaries in agriculture were UAH 1,548 in October 2010). The average salary of a young officer appointed to initial position (Lieutenant/Platoon Leader is UAH 2,093) is also lower than the average salary in Ukraine.

A comparative analysis of Service personnel salaries and average salaries in Ukraine throughout the regions is shown in Figure 5.2.

1 The last previous salary increase was over 3 years ago on 1 Jan 2008. According to the State Statistics Committee, the average salary in Ukraine is much higher than the salary of first-year contract service personnel, which makes this service uncompetitive even in rural regions, where salaries are lower.

2 Cabinet of Ministers' Decree # 889 "On pecuniary support of separate categories of servicemen of the Armed Forces, State border Service and Internal Troops of the Ministry of Internal Affairs" from 22.09.10

Figure 5.2. Comparative Analysis of Contract Service Personnel Salary and Average Salary Regions of Ukraine, *UAH*



In 2010 the pension legislation of retired personnel and members of their families was improved.

The corresponding instruction[3] regulated the procedure of social support of retired personnel and their families. This document also regulated the process of registration of pension application and re-assessment documents and the process of payment provided by other laws.

Due to new rules, the wages of a specific category of persons who served at nuclear warfare maintenance have been re-assessed. According to information from the Pension Fund of Ukraine, more than 5,000 people have thus received a pension increase of about UAH 122 on average.

MEDICAL SUPPORT

In order to improve medical support of personnel under conditions of limited resources the Armed Forces have optimized the medical support[4] system and implemented activities aimed at increasing the professional training of military doctors and improving the technical equipment of medical establishments.

In 2010 Mobile Medical units of Regional Military-Medical Clinical Centres and nurses brigades of Military Hospitals took part in 8 training exercises, which simulated the response to man-made and natural disasters as well as explosions and fires in arsenals and storage facilities for weapons, munitions and other materials.

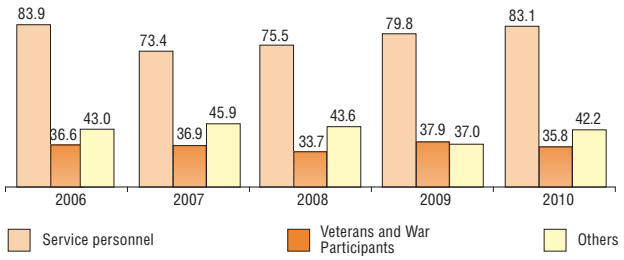
The outcomes of international exercises proved the Medevac capabilities of the AN-26 “Vita” plane, which with its special characteristics is the only plane in Europe enabling surgery to be conducted during flight. Since the AN-26 began its service, over 300 patients have received operational, highly qualified medical support.

New technologies have been implemented in several medical establishments. For example, a new section of x-ray cardiac vascular surgery has been opened in the Main Military Medical-Clinical Hospital which enables the conducting of modern diagnostic and treatment of cardiac and vascular diseases through the setting of medical stents in coronary vessels and limb arteries.

3 Defence Minister Decree # 61 “On implementation of Instruction for organization of social support of retired personnel, and their families in Ministry of Defence of Ukraine” of 15 02 2010.

4 Defence Minister Decree # 331 “On approval of amendments for Statement for organization and implementation of medical support in the Armed Forces of Ukraine according to territorial principles of 29 06 2010.

Figure 5.3. Condition of Stationary Treatment 2006-2010, *in thousands of people*



Overall, over 161,000 patients received treatment in various military medical centres, military hospitals and other military medical establishments[5] (Figure 5.3). The number of requests for medical assistance totalled 1.5 million.

The social structure of patients of the military medical service is shown in Figure 5.4.

Over 16,000 patients received treatment in MOD[6] recreational facilities (Figure 5.5).

The number of citizens entitled by law to receive medical support in Defence medical facilities is 6 times larger than that of actual Service personnel[7].

Figure 5.4. Social Structure of Patients of Military Medical Service 2010, *persons*

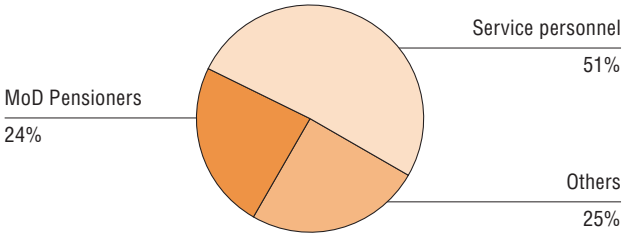
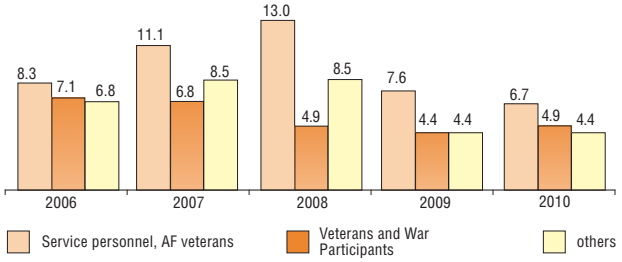


Figure 5.5. State of Recreation Support 2006–2010, *thousand people*

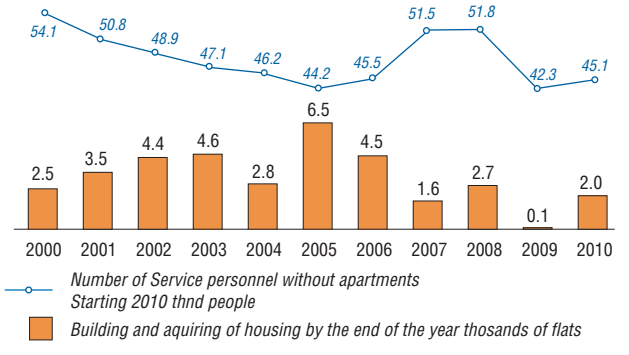


HOUSING

The most significant social guarantee and one of the main criterion for increasing the image of Armed Forces service is housing for Service personnel and their families.

Since 1992, the MOD has built or acquired over 84,000 apartments, over 33,000 of them from the year 2000. Nonetheless, the problem of housing remains one of the most urgent ones today (Figure 5.6).

Figure 5.6. State of Housing of Service Personnel and their Families



By the end of 2010 – 45,200 Service personnel were on the Housing Waiting List at the end of 2009, including 30,300 for permanent housing and 14,900 for Service housing. Compared with the beginning of 2010 the Waiting List increased by 90 people.

33,400 Service personnel on the Housing Waiting List are in actual service, including 27,100 Officers and Warrant Officers (60.0 %), 6,300 contract service soldiers and Sergeants (13.9 %), and 11,800 retired personnel (26.1 %), 5,400 of whom retired due to Armed Forces' reform.

The waiting period on the Housing List breaks down as follows: less than 1 year – 1,200 (2.7 %) of total number, from 1 to 2 years 2,800 (6.2 %), from 2 to 5 years – 11,500

5 Overall bed quantity of military medical clinical centers, military hospitals and other establishments is 6,000.

6 There are 6 centres of medical recreation and sanatorium treatment, 2 sanatorium, 2 state establishment and 1 sanatorium division, overall quantity – 5475 beds.

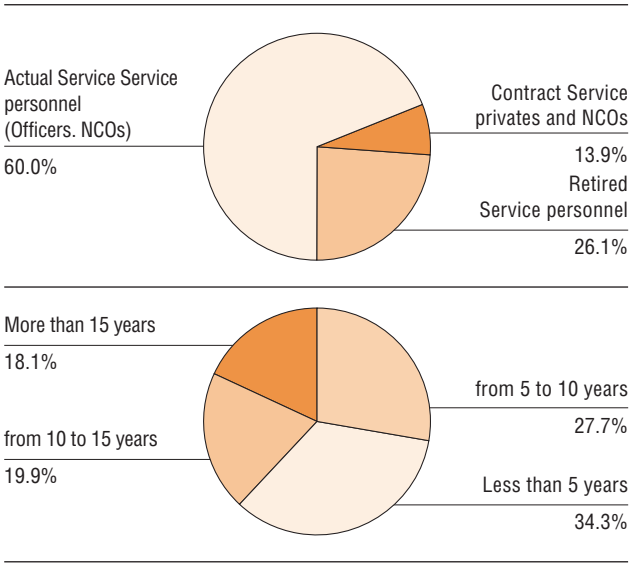
7 Overall quantity of different categories of citizens is 1,000,180.

(25.4 %), from 5 to 10 years – 12,500 (27.7%), from 10 to 15 years – 9,000 (19.9 %), more than 15 years – 8,200 Service personnel (18.1) (Figure 5.7).

After major shortcomings in 2009 the MOD supported by the Cabinet of Ministers took measures in 2010 to improve the Service housing situation, in particular:

- Amendments to article 4 of the Law "On the Use of Military Property"[8] have been introduced, according to which the MOD can use military property – without changing its original purpose – for building houses for Service personnel and their families, also as social and affordable housing.
- A new edition of Complex Programme for Providing Housing to Service personnel, Privates and NCOs, Officials of Custom Service and their Families during 2011-2017[9] was approved. According to this programme, 100 % of Service personnel in the Housing Waiting List as of 1 January 2010 will be provided with houses within the stated period.
- The controlling committee of housing distribution in garrisons of the Armed Forces has been re-elected and a new edition[10] of the statute regulating the powers and obligations of those committees has been implemented. Also other issues concerning the adherence to housing legislation and ensuring transparency during the distribution of housing are being resolved.
- Additional funding for building (acquiring) housing for Service personnel has been provided through redistribution of the General and Stabilization Funds[11]. As a result funding for incomplete houses and buildings (deadline not later than 25 December

Figure 5.7. Service Personnel Housing Distribution, including terms of being on the Housing List



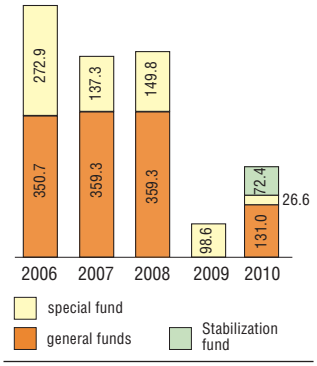
8 Law of Ukraine # 2674-VI "On amendments to article 4 of Law of Ukraine "On utilization of lands of Ministry of defence" regarding servicemen and their families housing" of 4 11 2010.

9 Cabinet of Ministers' Decree # 1191 "On amendments to decree of the Cabinet of Ministers of Ukraine 29 11 1999 # 2166 "On complex programme of housing of servicemen, privates and seniors of internal affairs bodies, State Criminal-Executive service, custom service officials and their families" of 15 12 2010.

10 Defence Minister Decree # 354 "On organization of commetee for control of housing distribution in garrisons of the Armed Forces of Ukraine functioning" of 8 07 2010

11 Cabinet of Ministers' Decree # 969 "On utilization of State Budget Funds in 2010, assigned to Ministry of Defence by different programmes" of 18 10 2010.

Figure 5.8. Funding of the State Programme of MoD in 2006-2010 (*mln. uah*)



2010)[12] was increased to UAH 131.0 million and UAH 75.3 million, respectively.

- UAH 230 million required for housing was actually received (38 % of the planned UAH 605.9 million), which is about 2.4 times more than in the previous year (2009 – UAH 98.6 million). Of total expenditure for housing requirements UAH 131.0 million came from the General Fund (100 % of the planned amount) UAH 26.6 million from the Special Fund (6.7 % of the planned amount) and UAH 72.4 million from the Stabilization Fund (96 % of the planned amount).

This improved funding made it possible to improve the indexes over the previous year. 2,020 apartments were built (acquired), 866 of them from budget funds, 1,154 from non-budget sources, including 482 apartments from the State Mortgage Institution[13].

SOCIAL AND PROFESSIONAL ADAPTATION OF SERVICE PERSONNEL AND THEIR FAMILIES TO CIVIL LIFE

Due to implementation of international projects and programmes the indexes of adaptation of Service personnel in 2010 were successfully maintained at the level of previous years.

Ukraine appeciates the assistance of international partners. Main attention during the year were concentrated on cooperation with international organizations and foreign structures, conducting re-training and preparation of Service personnel planning to retire as well as retired Service personnel.

At the same time during the year the effectiveness of social and professional adaptation significantly increased.

- the information system throughout the Armed Forces and other formations concerning social and professional adaptation of retired Service personnel has been improved. The information required can be obtained through the web-site of the State Department of Retired Servicemen Adaptation and Conversion of Former Military Objects[14] and Resources and Career Center for Retired Servicemen[15];
- Activities concerning social and professional adaptation of Service personnel were carried out by corresponding supervisory councils under local state administrations[16];
- In different regions of Ukraine regular "Vacancy markets" for courses graduates have been conducted, during which they were familiarized with participant organizations and obtained information about available vacancies.

In 2010 cooperation with NATO, OSCE and Norway in the framework of international projects and programmes continued, these organizations granted financial support to provide re-training of retired personnel, and personnel who are about to retire.

12 Cabinet of Ministers' Decree #292 "On utilization of Stabilization fund for servicemen housing" of 7 11 2010.

13 Cabinet of Ministers' Decree # 1037 "On distribution of appartments aquired by State Hypotec establishement" of 23 09 2009.

14 Site of State Department of Retired Servicemen Adaptation, and Conversion of Former Military Objects http://www.ddav.com.ua/.

15 Site of Recourses and Career Center for Retired Servicemen http://www.rkc.org.ua/

16 Supervisory councils created in 2007 under the Council of Ministers of AR Crimea, regional and Kyiv Sevastpol State administrations.

In 2010 – 2,634 people were re-trained, including 30 Service personnel and their family members using State Budget funds, and 2,604 people using international programme funding. Information about professional re-training for civil specialities is shown at Annex 7.

In 2010 support of social guarantees has been significantly improved due to steps towards raising Service personnel salaries, increasing the number of Service apartments and improving recreation and medical treatment, which all helped to reduce the loss of qualified personnel.

CHAPTER 6

INTERNATIONAL COOPERATION, PEACEKEEPING ACTIVITY, ARMS CONTROL

INTERNATIONAL COOPERATION

BILATERAL COOPERATION

MULTI-LATERAL COOPERATION AND COOPERATION WITHIN THE FRAMEWORK OF INTERNATIONAL ORGANIZATIONS

PEACEKEEPING

ARMS CONTROL

CHAPTER 6

INTERNATIONAL COOPERATION, PEACEKEEPING ACTIVITY, ARMS CONTROL

International cooperation was implemented in terms of the State's new political direction defined by the Law of Ukraine "On Principles of Internal and External Policy" and directed at implementing Non-Block status.

The MOD's main efforts were concentrated on strengthening and deepening relations with leading international organizations and leading countries, initiating with them constructive political-military, military-technical cooperation on mutually favourable conditions as well as developing good-neighbourly cooperation with the Russian Federation and other neighbouring countries with the aim of creating an atmosphere of trust, stability and security around Ukraine.

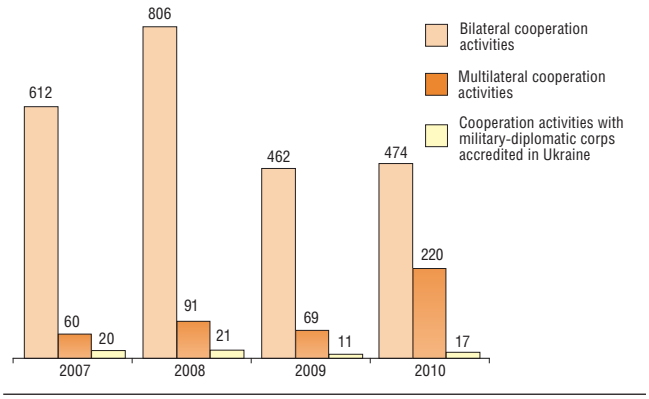
INTERNATIONAL COOPERATION

In 2010 the MOD cooperated with defence institutions of 55 countries. In total 711 activities took place (Figure 6.1).

MOD, GS and Armed Forces leaders conducted about 150 meetings. As a result, 3 inter-governmental and 15 inter-agency treaties with 12 countries were signed. Accordingly, international cooperation was directed at:

- creating conditions to implement Ukraine's EU membership course, widening its participation in regional cooperation and promoting national interests regionally and globally;
- increasing operational capabilities of the Ukrainian Armed Forces, enhancing the interoperability with leading nations armed forces, widening participation in international exercises, peacekeeping and anti-terrorist operations;
- improving the legal basis for international cooperation, implementing specific programmes and international technical support projects;
- intensifying disposal of surplus rocket and ammunition depots as well as rocket fuel components, sustaining cooperation in disarmament, arms control, and proliferation of weapons of mass destruction.

Figure 6.1. International cooperation 2007-2010



BILATERAL COOPERATION

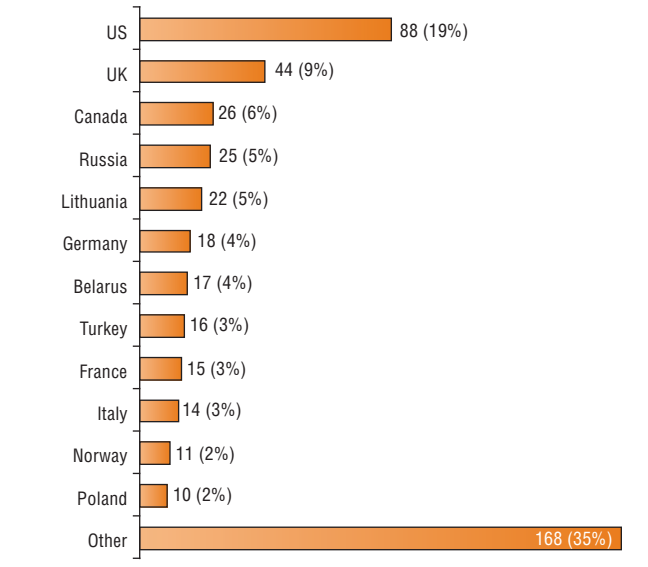
Deepening bilateral cooperation with MODs of strategic partners, neighbouring countries and leading nations remains an important activity of the MOD. During the year the main attention was concentrated on fulfilling agreements within acting treaties and further improvement of mutually beneficial interaction at the bilateral level.

Priority directions of bilateral cooperation are:

- interacting with EU- and NATO-countries;
- developing relations with strategic partners: the US, the Russian Federation and Poland;
- widening traditionally active cooperation with Germany, UK and France.

In 2010 the number of bilateral cooperation activities exceeded the previous year (Figure 6.2.).

Figure 6.2. Bilateral cooperation with countries defence institutions in 2010



The most activities were with US, UK, Canada, Russia, Lithuania, Germany, Belarus, Turkey, France and Italy.

Development of international cooperation, including defence cooperation, between Ukraine and the US remains one of the main directions of the State's external policy.

To implement the Memorandum[1] (2009) in November 2010 the elimination and demilitarization of missile complexes 9K72 (SCUD) and equipment, materials and rocket fuel components was started. The process is conducted by the Ukrainian corporation "Spivdruzhnist" under control of the US "Global Offshore Projects" company experts.

In 2010 cooperation between the Ministries of Defence of Ukraine and the Russian Federation was influenced by significant changes, becoming an active dialogue. In total during the year 25 activities took place.

In the framework of political-military cooperation the Sub-Committee on Security Issues of the Ukraine-Russia Inter-State Board was re-established. Meetings were held of the Sub-Committee and its working bodies, the Panel on Military-Technical Cooperation and the Panel on Cooperation between the Armed Forces of Ukraine and Russia.

Important activities of military cooperation were the joint Naval Exercise "Peace Fairway", bilateral Ukraine-Russia Air Defence Forces exercise, and training flights of Russian Nord Fleet aviation on take-off and landing training system "NITKA".

Bilateral cooperation with Poland was developed according to the following directions:

- mutually beneficial implementation of activities in the military-technical area;
- future plans of cooperation with EU and NATO;

[1] Memorandum of understanding between the Ministry of Defence of Ukraine and USA State Department about support in liquidation and demilitarization of 9K72 (SCUD) rocket complexes and equipment, materials and rocket fuel components, the 30th November, 2009.

- participation of units in joint international exercises and peacekeeping operations.

With establishing the Lithuania-Poland-Ukraine brigade LITPOLUKRBRIG, the Working Group staff was approved, formalized documents were developed, in particular common requirements of unit interoperability, and developing the schedule was agreed.

A Protocol was signed to the Agreement between MOD Ukraine and the Ministry of National Defence of Poland on military cooperation concerning information exchange and Ukrainian and Polish aircraft flights over both countries' airspace.

During 2010 cooperation continued between Ukraine and Germany. The visit in July 2010 to Ukraine of the Parliament State Secretary of the Federal Ministry of Defence resulted in the Agreement on Cooperation in the area of Military Geo-Information, and arrangements on re-establishing the Inter-governmental Ukraine-Germany Board on Military-Technical Cooperation.

Cooperation between the Ministries of Defence of Ukraine and UK continued at a consistently high level. In June 2010 the Memorandum of Understanding was signed between the Defence Ministries providing MOD Ukraine with a UK Special Defence Advisor. In the Memorandum framework cooperation on advisory support started – a range of activites to prevent corruption in executive bodies, particularly in the MOD, took place. A new impetus was given to cooperation in military education, for instance, the UK proposed internships of Ukrainian cadets in its corresponding institutions.

According to the Memorandum of Understanding, signed in February 2010, between the Defence Ministries of Ukraine and Denmark concerning fulfilling joint military-transport operation on transporting fuel – "Northern Falcon 2010" – Air Force Transportation Aviation teams operated for the second time in the Arctic. During the operation from the 6th to 24th April 2010, there were 40 sorties from the US Air Force base Thule, 517,000 litres of fuel and 49,000 kilos of load were transported to the Station "Nord", Greenland, to sustain the Station.

Special attention was given to cooperation with Turkey, particularly in the defence industrial area. An important implementation mechanizm was the annual meeting of the Inter-Governmental Ukraine-Turkey Board[2]. In 2010 there was a significant increase in effectiveness of activities concerning professional training of Ukraine Service personnel in Turkish military education institutions, particularly officers trained in the Turkish Armed Forces Service academies at tactical and strategic levels.

The military cooperation format with Belarus continued. During the year, Air Defence Duty units undertook cross-state border training using Armed Forces aircraft and a separate bilateral tacticial exercise took place.

[2] Joint Ukraine-Turkey Board on Defence Industrial Cooperation

Developing a legal framework to establish the joint Ukraine-Belarus Engineering battalion to be used to eliminate the consequences of natural and man-made disasters is in process.

There was a continuation of cooperation with Georgia. In November 2010 during the visit of the Ukraine Defence Minister agreements were reached in conducting joint military exercises and training of Ukraine military experts at the Mountain-Infantry Unit Specialized Training Centre in Georgia.

Establishing effective bilateral cooperation with Ukraine's strategic partners, neighbouring countries and leading countries remains one of the priority directions of the State's external policy and is considered by Ukraine an active mechanizm of developing mutually beneficial relations between countries and preventing military conflicts.

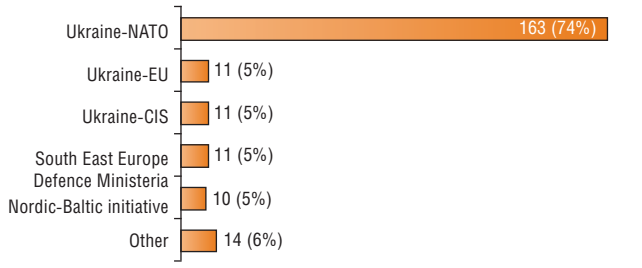
MULTI-LATERAL COOPERATION AND COOPERATION IN INTERNATIONAL ORGANIZATIONS FRAMEWORK

Successful implementation of multi-lateral cooperation activities within international and regional organizations on security, stability and strengthening trust is one of the main components of international defence cooperation. In total during the year 220 activities took place, representing 31 % of the total number of activities (Figure 6.3.).

Cooperation with the European Union

The State's external policy main priority is providing Ukraine's integration to European political, economic, legal and security environment with the aim of European Union membership. That is why military cooperation with the EU in 2010 was practically oriented and is considered to be an important direction of Ukraine's new defence policy.

Figure 6.3. Multi-lateral cooperation in 2010



During 2010 Ukraine-EU military cooperation was conducted in terms of:

- widening the format of political-military dialogue between political- military leaders of Ukraine, EU Military Committee and EU Council Secretariat;
- reforming and implementing Common Security and Defence Policy;
- training experts in the Common Security and Defence Policy;
- preparing Ukraine Armed Forces assets for EU Battle Groups (BG) and achieving interoperability of designated units for participation in joint military exercises and peacekeeping operations under the aegis of EU;
- establishing collaboration and participation in the work of EU structures and agencies (European Defence Agency, European Security and Defence College, EU Security Research Institute);
- using Ukraine's capabilities in air transport during EU operations.

Military cooperation with the EU was implemented in terms of "EU-Ukraine Association Agenda" and the Cooperation Working Plan between Ukraine's Armed Forces and the EU Council Secretariat (in the area of Common Security and Defence Policy). In Kyiv on 26 January 2010 the first meeting was held of the Senior Committee on Assessing the Implementation of the Assocation Agenda, during which the parties agreed its Terms of Reference and agreed common priorities for implementation.

Ukraine launched implementation involving the AFU units into EU BG:

- Air-medical evacuation aircraft An-26 "Vita" was designated to EU BG "Baltic" (formed by Poland, Germany, Slovakia, Lithuania and Latvia) with the status of an associated means to be additionally involved depending on the format and aim of the operation;
- an agreed list of Ukraine Armed Forces and capabilities to be declared to BG HELBROC (Greece, Bulgaria, Romania, Cyprus) work continued on these issues concerning the BG to be formed by the Vyshegrad countries (Poland, Slovakia, Hungary, Czech Republic);
- the process continued of future involvement of the Ukrainian Armed Forces and capabilities into the EU BG (Italy, Hungary, Slovenia) to be on duty in the second half of 2012.

On 27 September 2010 Ukraine was officially recognized as a contributor to the EU anti- piracy naval operation near the Somali coast "EU NAVFOR ATALANTA", from November 2010 the Ukraine Armed Forces representative has been a Staff Officer[3].

There was continuation of developing legislative documents involving the Ukraine Armed Forces in the EU military operation EUFOR ALTHEA in Bosnia and Herzegovina.

Successful implementation of EU cooperation plans in the military area gives a possibility for the Ukraine's Armed Forces to reach a new quality and enhance common capabilities for participation in EU operations.

Partnership with NATO

Ukraine continues a constructive partnership with NATO aimed at solving priority tasks of Armed Forces development, providing stability and security in the world through peacekeeping operations, and ensuring Ukraine's readiness to participate in such activity by developing appropriate level of interoperability of the Ukrainian Armed Forces with those of NATO member-states.

The format of such cooperation was maintained and continued throughout 2010. By carrying out its international obligations Ukraine is proving itself a predictable country and reliable partner.

The MOD consistently implements the strategy of Ukraine's relations with the Alliance in the framework of the NATO-Ukraine Annual National Programme of Cooperation for 2010 (ANP–2010), the NATO-Ukraine Military Committee Work Plan,

[3] Decree of the President of Ukraine # 41/2010 "On the National Security and Defence Council resolution "On participation of Ukraine in EU operation "EU NAVFOR ATALANTA" of 20 January 2010

NATO-Ukraine Joint Working Group on Defence Reform Work Programme and the "Partnership for Peace" Programme, components of which are the Planning and Review Process (PARP) and the NATO-Ukraine Individual Partnership Programme.

According to the ANP-2010 Action Plan the MOD participated in 246 activities, in 215 as a responsible executive body, in 31 as a co-responsible executive body. Of these activities 126 were "completed" (51 %), 69 "partially completed" (28 %), 11 "not completed" (4 %) and 7 activities "cancelled" (3 %).

The NATO-Ukraine Individual Partnership Programme is a practical mechanism for exchanging experience between the armed forces of Ukraine and Alliance members and partners. It has enhanced the level of cooperation in a number of directions: military education and training; command, communications and informational systems; standardization; interoperability; and logistics. In 2010 Ukrainian Armed Forces representatives took part in a total of 55 programme activities: 31 courses; 7 seminars and workshops; 6 exercises; 3 working meetings and NATO expert visits; and 8 conferences and meetings.

In 2010 Ukraine's participation in the NATO Programme on Air Situation Data Exchange was extended, with the signing in May 2010 of a Memorandum of Understanding between the MOD and the General Staff of the Turkish Armed Forces and the Supreme Allied Command Operations. According to the Memorandum Air Situation Data Exchange will take place between the Ukrainian Air Force Command Post "South" and the Control and Notification Center of the Turkish Air Force in Erzurum.

Another format of cooperation between Ukraine and NATO is participation of the Armed Forces in the Planning and Review Process in the framework of the "Partnership for Peace" Programme. The main efforts of the MOD and GS were concentrated on training designated forces and means for interaction with EU and NATO nations' armed forces in peacekeeping, search and rescue and humanitarian operations (figure 6.1).

Figure 6.1. List of forces and means defined for participation in the Planning and Review Process

- Airmobile battalion;
- Mechanized battalion;
- Ukrainian contribution to Lit-Pol-Ukr brigade;
- Helicopter squadron (6 MI-24);
- Field-engineer battalion;
- Engineer-road battalion;
- NBC protection company;
- Transportation company;
- Military police unit;
- Tactical group of special operations;
- 2 tactical groups of psychological operations;
- Multi-purpose frigate with ship helicopter complex;
- 2 corvettes;
- Command ship, minesweeper, large amphibious ship;
- Marine corps battalion;
- Rescue tugboat with diver crew;
- Underwater diversion forces and means combating group;
- Rescue parachute-amphibious group;
- 4 heavy transport aircraft IL-76MD;
- medevac aircraft An-26 "Vita" with a group of experts

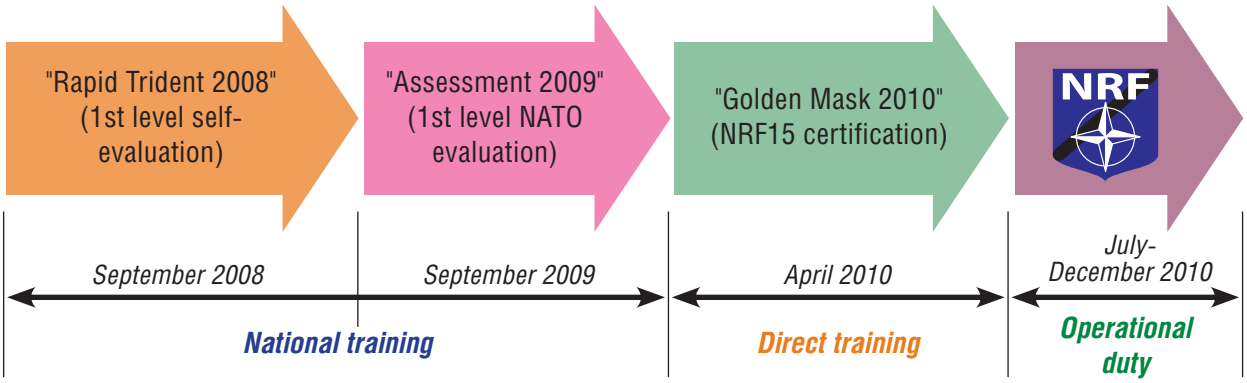
In 2010 the format of UAF participation in NATO operations was maintained with Ukraine participating in four out of five NATO operations:

The corvette "Ternopil" accomplished tasks in the framework of the anti-terrorist "Operation Active Endeavour" from 7 November till 27 December 2010; in the course of its mission in the Mediterranean Sea it took part in 5 patrols in various regions. During this time the corvette crew communicated with 100 civilian ships and sailed approximately 5,000 miles for 25 running days and nights. Significant progress was achieved in involving Ukrainian forces in the NATO Response Force. For the first time since independence the Armed Forces' NBC protection unit was on operational duty as a part of the 15th NATO Response Force rotation (July–December 2010) (Figure 6.4).

Experience and training methods are being introduced in other units that comprise the Joint Rapid Reaction Forces and participate in PARP.

Thus, partnership with NATO remains one of the priority directions of Ukraine's defence policy, and the MOD and the Armed Forces are ensuring high-level political-military dialogue between Ukraine and NATO and undertaking efforts to continue constructive partnership on issues of common interest.

Figure 6.4. Operation capabilities development of NBC unit



Cooperation in framework of other international and regional organizations and initiatives

Cooperation in the framework of other international and regional organizations is an important direction of Ukraine's defence policy and one of the State's mechanisms for providing security in support of an atmosphere of stability and mutual trust in Europe and the world.

In accordance with obligations undertaken by Ukraine the Armed Forces continued in 2010 to actively participate in peacekeeping missions under the aegis of the United Nations (UN). The most significant contribution in this area is being made by the 56th Detached Helicopter unit in Liberia and Cote d'Ivoire.

At the time Service personnel are serving as peacekeepers in UN missions in the Democratic Republic of Congo, Kosovo, Liberia and Sudan.

Ukraine is a permanent member of the Organization of Security and Cooperation in Europe (OSCE) Forum for Security Co-operation. One of the most important and successful directions of OSCE-Ukraine cooperation in the politico-military sphere in 2010 was the implementation of the OSCE-Ukraine project on rocket fuel (mélange) disposal in the framework of the OSCE Document on Stockpiles of Conventional Ammunition from 2003.

Ukraine considers cooperation with the Commonwealth of Independent States as an important direction of external policy in the post-Soviet space. During the year MOD delegations took place twice in work of the CIS Defence Ministers' Council. Taking into account the status of Ukraine as an observer summary meeting documents were not signed.

Besides, implementing military cooperation continuation and pragmatism principles during the Council meetings the following activities were conducted:

- effective exchange of experience on defence defence reform and security system management;
- discussion of the World War II 65th Victory Anniversary celebration in Ukraine, improvement of multi-lateral military cooperation legal support, military and military-technical cooperation, organization and conducting of the International Military-Scientific Works competition, flights safety, meteorological support of military aviation;
- bilateral meetings were held with Defence Ministries of Azerbaijan, Belarus, Armenia, Kyrgyzstan, Tajikistan and Uzbekistan and also with the Chief of the General Staff of the Armed Forces of Tajikistan

Active participation in the South-East Europe Defence Ministerial (SEEDM) process increases mutual confidence between the participants and strengthens Ukraine's role and interests in the Black Sea and the Balkans.

In September of 2010 a delegation of Defence Ministry took part in the 23rd Coordinating Committee meeting and the 24th Political Military Steering Committee meeting held in Bulgaria. In October of 2010 the Ukrainian delegation headed by the Defence Minister visited Albania to take part in the annual SEEDM meeting.

During the meeting Ukraine offered its military training grounds for the training and exercises of the South-Eastern Europe Brigade (SEEBRIG). It also expressed its readiness to cooperate with other SEEDM countries in the spheres of airlift, chemical and biological protection, and response to man-made and natural disasters. Moreover, Ukraine confirmed its intentions to join the multinational peacekeeping brigade SEEBRIG.

Cooperation with the Vysegrad Group (V4) is very important for Ukraine. In June of 2010 the Chiefs of Defence of the Armed Forces of Ukraine, Slovakia, Poland, Czech Republic and Hungary met in Hungary. At this meeting the parties reached a consensus on the involvement of Ukraine in the NATO helicopter initiative, projects aimed at disposing of explosive objects and training activities within the framework of the Multinational Engineering Battalion "Tysa". The interest of the Ukrainian side in continuing cooperation within the Multinational Helicopter Initiative was also confirmed.

In addition, 2010 witnessed a deepening of regional cooperation in the Black Sea area within the framework of joint Black Sea Naval Cooperation Task Force BLACKSEAFOR. Ships conducted joint maritime exercises for the training of a number of combat and humanitarian tasks. Port calls were made in the harbours of participating countries Bulgaria, Russia, Romania, Turkey and Ukraine.

Cooperation continued between the navies of Ukraine, Turkey, Russia and Romania for finding common methods of fighting illegal activity and the threat of terrorism in the Black Sea within the framework of the "Black Sea Harmony" operation.

The active participation of the MOD and Armed Forces in the activities of international security organizations helps to ensure international security in Europe and the whole world and supports the creation of a zone of stability and mutual trust around Ukraine.

PEACE-KEEPING ACTIVITY

Ukraine is conscious of its responsibility to preserve international peace and security and remains an active participant in international peacekeeping activity.

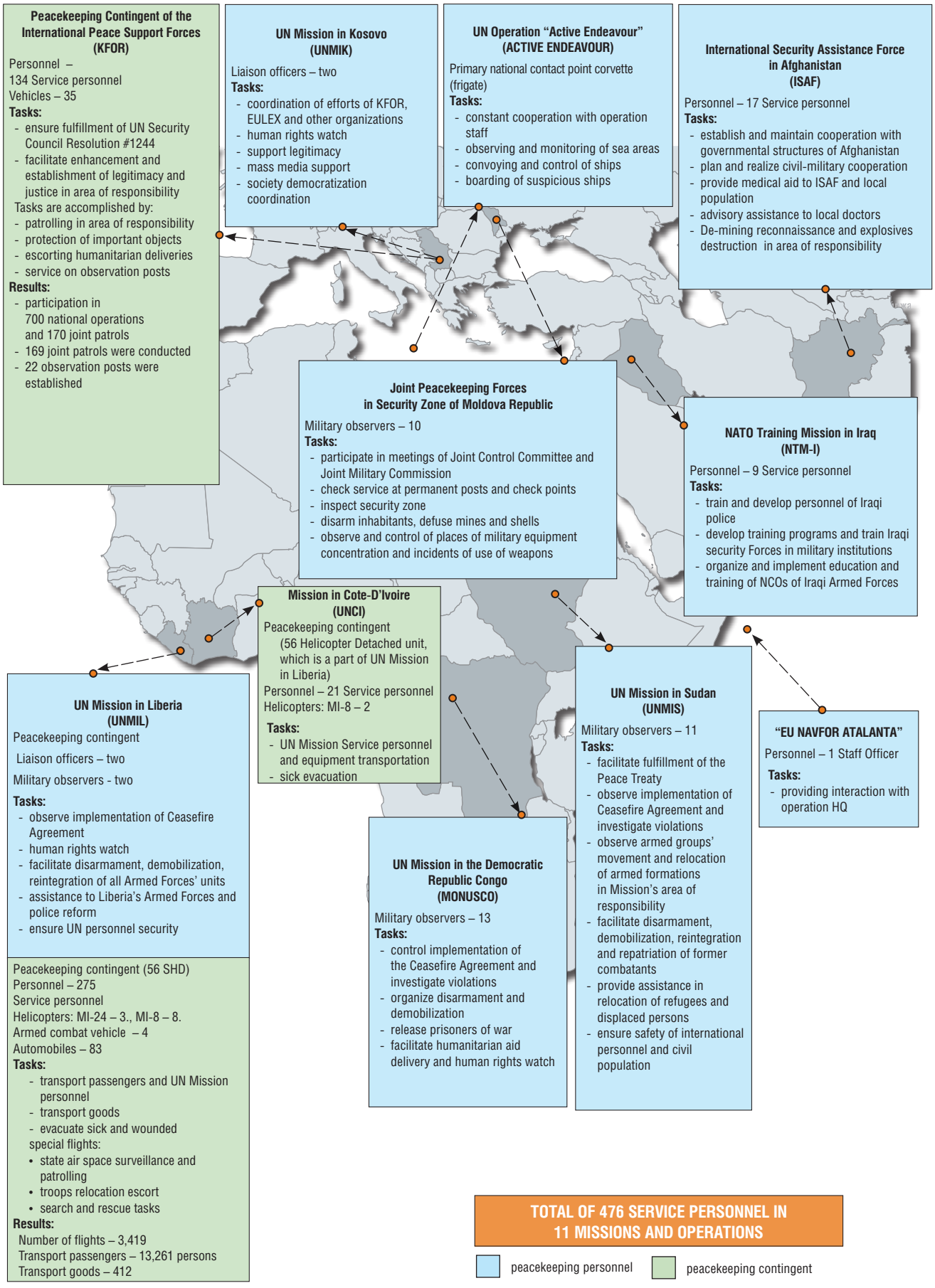
In 2010 Ukraine maintained the format of Armed Forces participation in international peacekeeping operations and ensured the practical realization of the Strategy of International Peacekeeping Activity[4].

In the course of the year 858 Service personnel participated in peacekeeping contingents and 133 served as peacekeeping personnel. Altogether Service personnel took part in 11 international peacekeeping operations in 8 countries (Figure 6.5).

In the course of the year measures were taken to reconstitute the Ukrainian peacekeeping contingent in Kosovo into a new unit (a mobile company with a total of 134 Service personnel). As a component of the mobile battalion within the multinational

[4] Presidential Decree # 435/2009 "On Decision of the National Security and Defence Council of 24 April 2009 "On Strategy of International Peacekeeping Activity of Ukraine" issued on 15 June 2009

Figure 6.5. Participation of Ukrainian Contingents and Personnel in Peacekeeping Operations 2010



Battle Group "East" the Ukrainian contingent fulfills its tasks of ensuring the security of the population and the rule of law and guaranteeing the observance of human rights and protection of critical infrastructure.

Taking into account a UN[5] Security Council Resolution and the holding of elections in Cote-D'Ivoire Ukraine deployed an air group from the 56th Detached Helicopter unit serving in Liberia to provide urgent support to the UN Mission in the Cote-D'Ivoire[6].

Within the framework of the Concept of Pastoral Care in the Armed Forces and at the initiation of the MOD Council of Pastoral Care a "Religious Affairs Officer" was assigned to the 56-th Detached Helicopter unit in Liberia to satisfy the religious needs of the Ukrainian peacekeeping contingent; a similar position in the peacekeeping contingent in Kosovo was again filled.

Since March 2010 the Ukrainian Group within the Lithuanian Ghor Provincial Reconstruction Team (PRT) of the International Security Assistance Force (ISAF) in Afghanistan has been carrying out the task of disposal of explosive devices. In the course of the year the group destroyed around 10,000 explosive devices, including airborne bombs, rocket and high-explosive shells, mortar mines as well as 4 improvised explosive devices. Ukrainian doctors treated 1220 patients, conducting 6 difficult and 59 simple surgical procedures.

At the end of 2010 the total number of peacekeeping Service personnel in Afghanistan was 17.

Ukraine's participation in peacekeeping operations, including NATO operations in Kosovo, Afghanistan and the Mediterranean Sea, furthers the national interests of Ukraine and helps to support international peace and security. It also increases the level of combat training of Service personnel, enabling them to obtain combat experience, and helps the Armed Forces to achieve interoperability with the forces of other nations participating in international peacekeeping operations.

5 UN Security Council Resolutions #1609 of 24 June 2005, #1865 of 27 January 2009, #1880 of 30 June 2009, and #1951 of 24 October 2010.

6 Law of Ukraine #267-VI "On approval of the decision of the President of Ukraine On peacekeeping contingent of Ukraine participating in providing operational support to UN Missions in Cote-d'Ivoire" of 04 October 2010.

ARMS CONTROL

Efforts in verification of Armed Forces activity were focused on ensuring all parties' adherence to arms control agreements, including the Open Skies Agreement, the Treaty on Conventional Armed Forces in Europe, the Vienna document of 1999 as well as bilateral inter-governmental agreements between Ukraine and Slovakia, Hungary, Belarus and Poland aimed at additional confidence-building and security measures.

Figure 6.6. Indices of verification activity on the territory of Ukraine

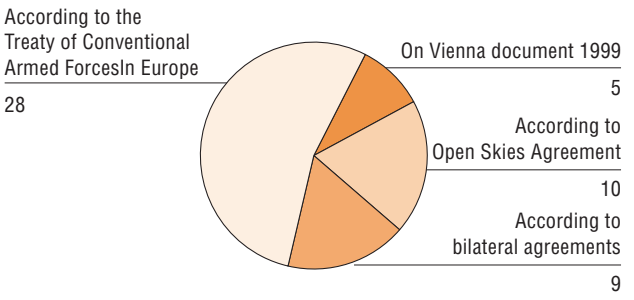
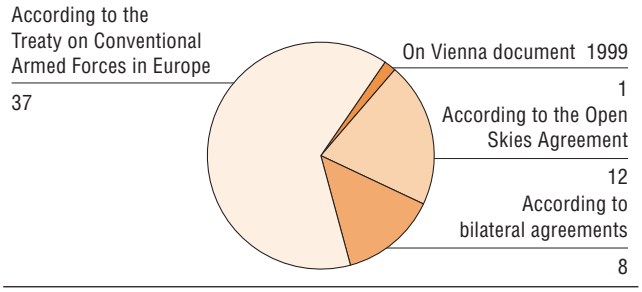


Figure 6.7. Indices of verification activity abroad Ukraine



The status of implementation of international agreements and conventions in the sphere of arms control in 2010 was the same as in previous years and was characterized by the high level of attention paid to verification activities on the territory of Ukraine without the right to refuse and an increase of the number of neighboring counties' representatives in multilateral inspection groups.

In the course of the year 52 verification activities to fulfil arms control agreements and conventions were conducted in Ukraine (Figure 6.6.). In addition, one inspection was held in accordance with the Convention on the Prohibition of Developing, Producing, Enriching and Using Chemical Weapons and on Their Destruction.

Demonstrating its active participation in arms control, Ukraine conducted 58 inspections on the territories of other parties, twice more than last year (Figure 6.7).

Conducting of inspections abroad enabled Ukraine to carry out effective control of other parties' adherence to the defined limits on the amount of main categories of arms.

Fulfilling Ukrainian obligations under international arms control agreements furthers the development of the European security system and the integration of Ukraine within this system.

International defence cooperation provides a stable pillar within Ukraine's overall foreign policy and is aimed at the implementation of the country's strategic course towards full membership in the European Union and integration in the European security system.

CONCLUSION

According to this year's results the Ukrainian Armed Forces, in general, are ready to accomplish designated tasks. The necessary conditions for the situation to stabilize and maintain capabilities to renew combat readiness were created.

2011 is declared the "Year of Technical Readiness of Arms and Equipment and Training of the Professional NCO Corps".

The main priorities of the Armed Forces development are as follows:

- Implement effective system to support combat readiness; improve arms and equipment technical servicing; increase technical knowledge level of all Service personnel; achieve readiness to accomplish the tasks of Joint Rapid Reaction Forces, Special Operations Forces and Air Defence Duty; create and develop professional NCO Corps, promote its role in military staff management and further optimize their multi-level training system;
- Improve strategic planning of engagement of the Armed Forces; complete the Strategic Defence Review; and develop the State Programme for the Armed Forces Development 2011-2015;
- Optimize the Armed Forces and operational formations command and control system with operating support, material and technical support; develop unified automated Command and Control System and transfer to digital communication system;
- Modernize and renovate armament and equipment, first of all of the Air Force to provide increasing effectiveness of reconnaissance and control of Ukraine's airspace;
- Undertake Administrative Reform in the MOD and the Armed Forces, improve management and eliminate overlapping functions and duties;
- Re-organize in full the military education system, re-organize and optimize its elements, and supply the Armed Forces with trained personnel;
- Support social guarantees to Service personnel, their families, Armed Forces' employees and other eligible to social protection from the MOD;
- Fulfil Ukraine's international military commitments, implement Non-Block status, strengthen military-political, military-technical and military cooperation with international organizations and nations.

ANNEXES

MINISTRY OF DEFENCE BUDGET IMPLEMENTATION IN 2010

According to the Law of Ukraine "On State Budget of Ukraine 2010", UAH 12, 477.1 Million (1.15% of GDP) were planned to appropriate for the Armed Forces - UAH 9,052.8 Million (73% expenditure), Special Fund UAH 2,664.0 Million (21% expenditure), Stabilization Fund UAH 760.3 Million (6% expenditure).

During 2010 the Ministry of Defence received UAH 10,533.6 Million, (0.97% GDP) – UAH 9,052.8 Million (86% incoming), Special Fund UAH 819.6 Million (8% incoming), Stabilization Fund UAH 661.2 Million (6% incoming).

Figure 1: Armed Forces Funding in 2010 %

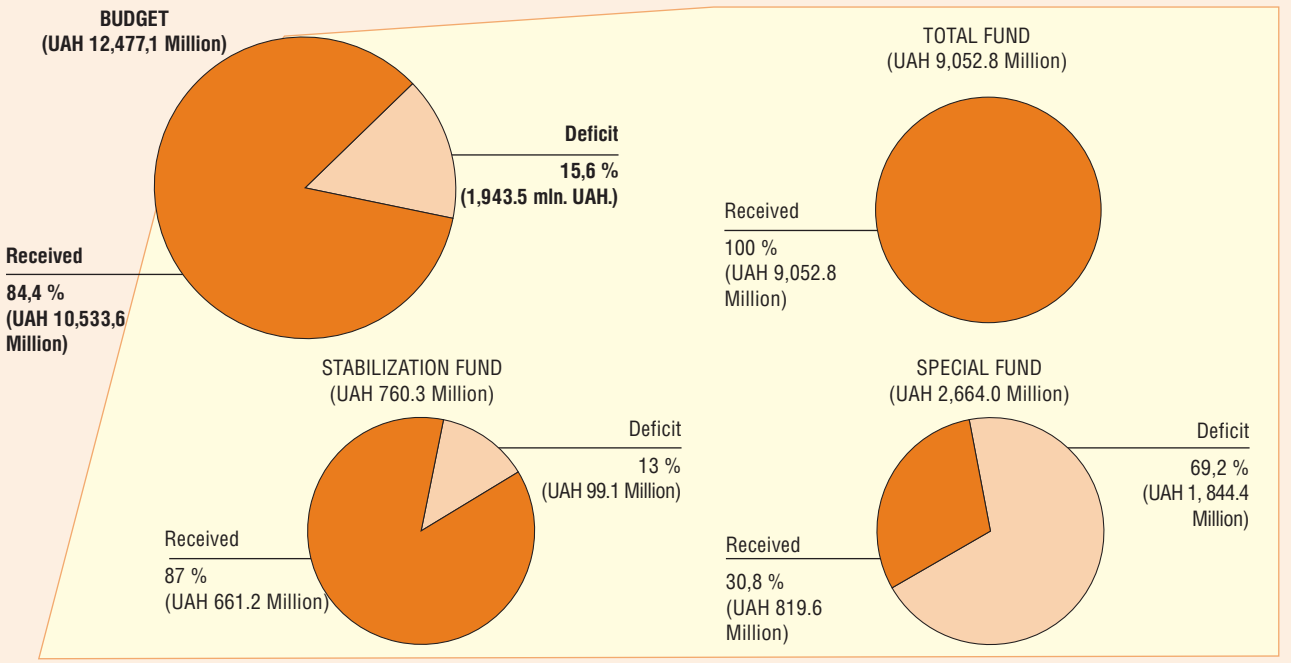
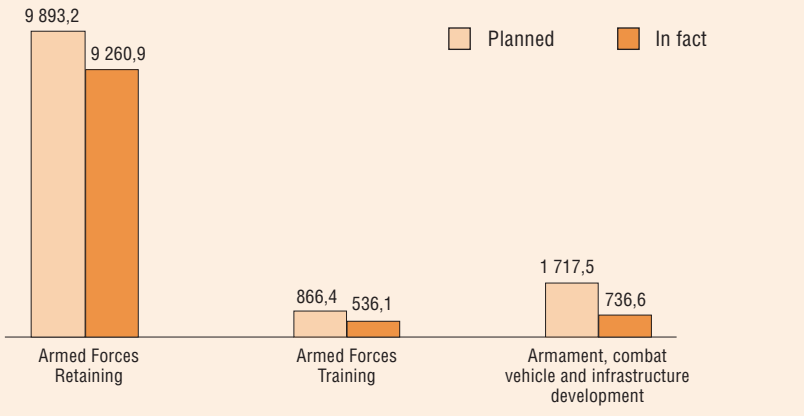


Figure 2: Division of Funds by Functional Appropriations 2010 Million UAH



COMMAND AND CONTROL AGENCIES, STRUCTURE AND COMBAT STRENGTH

Figure 1. Structure of Ministry of Defence, *by the end of the year*

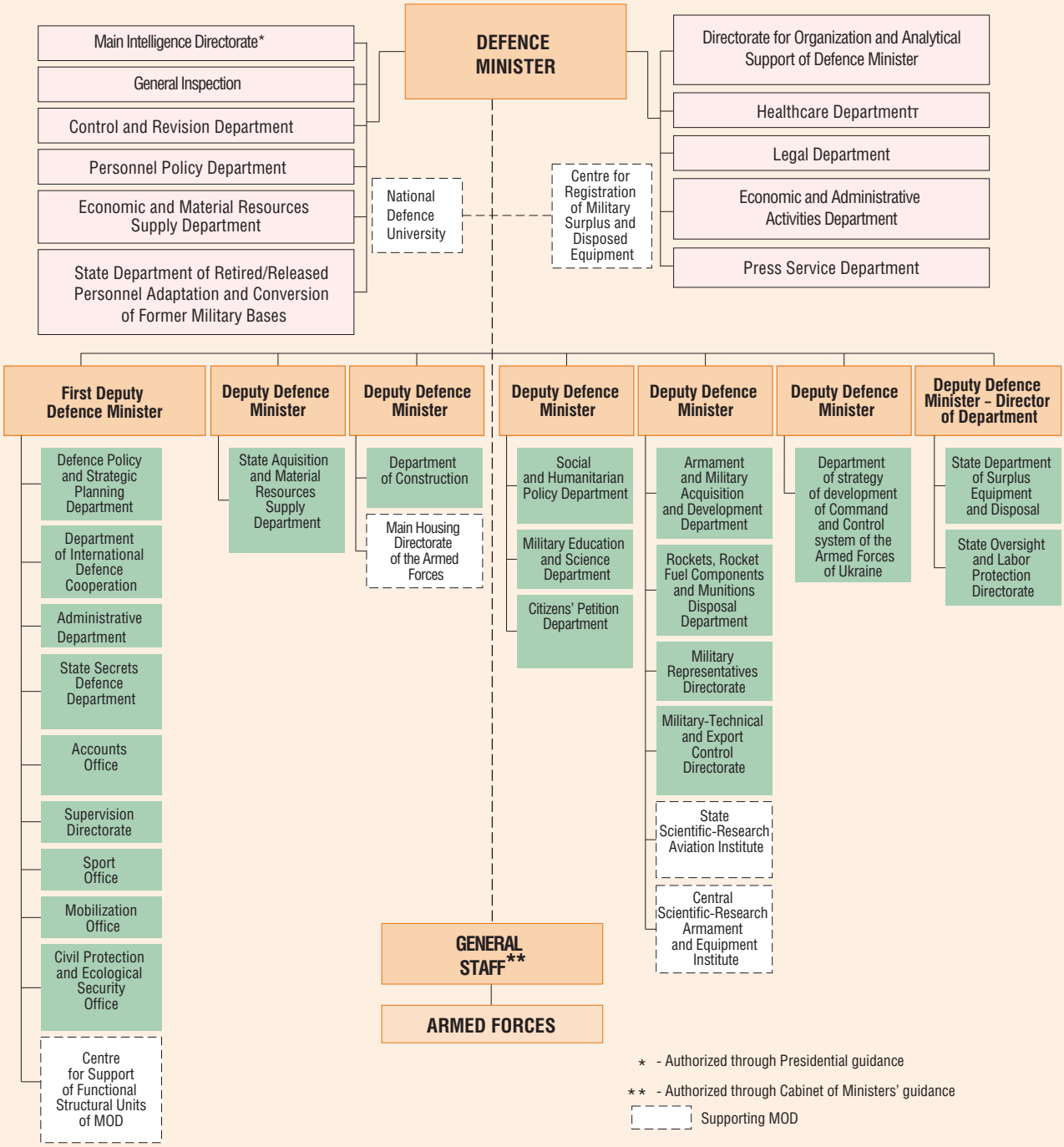


Figure 2. General Staff of the Ukraine Armed Forces, *by the end of the year*

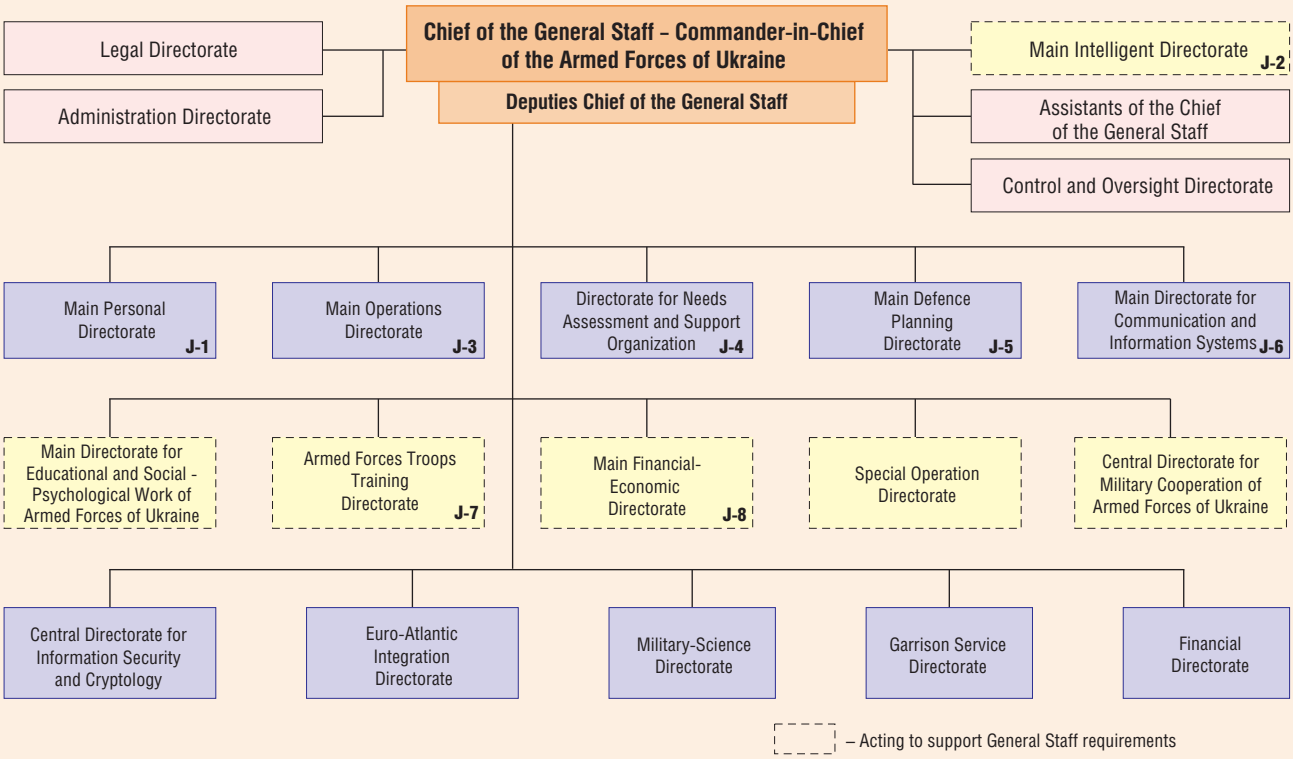


Figure 3. Armed Forces Structure, *by the end of the year*

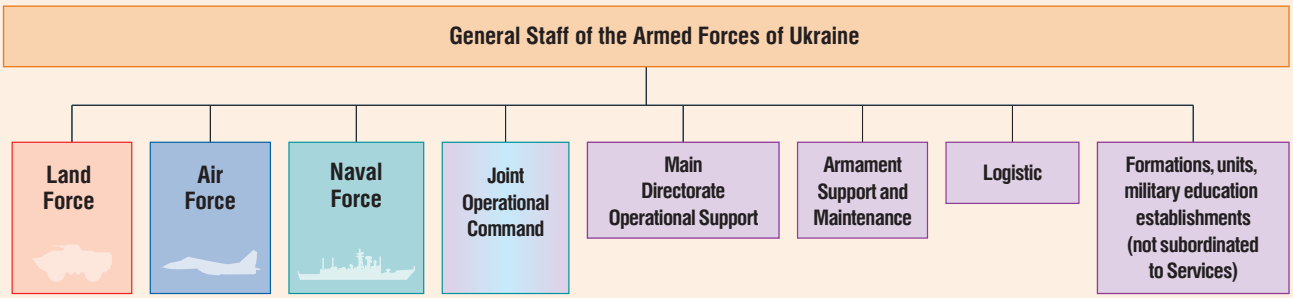


Figure 4. Armed Forces Strength 2006-2010,

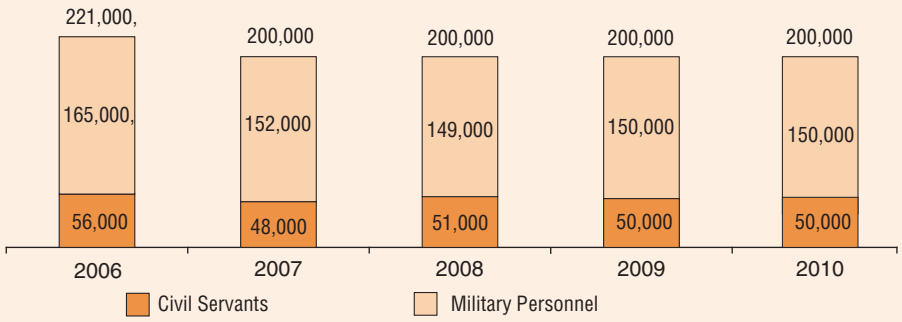


Figure 5. Structure and combat strength of the Land Force, *by the end of the year*

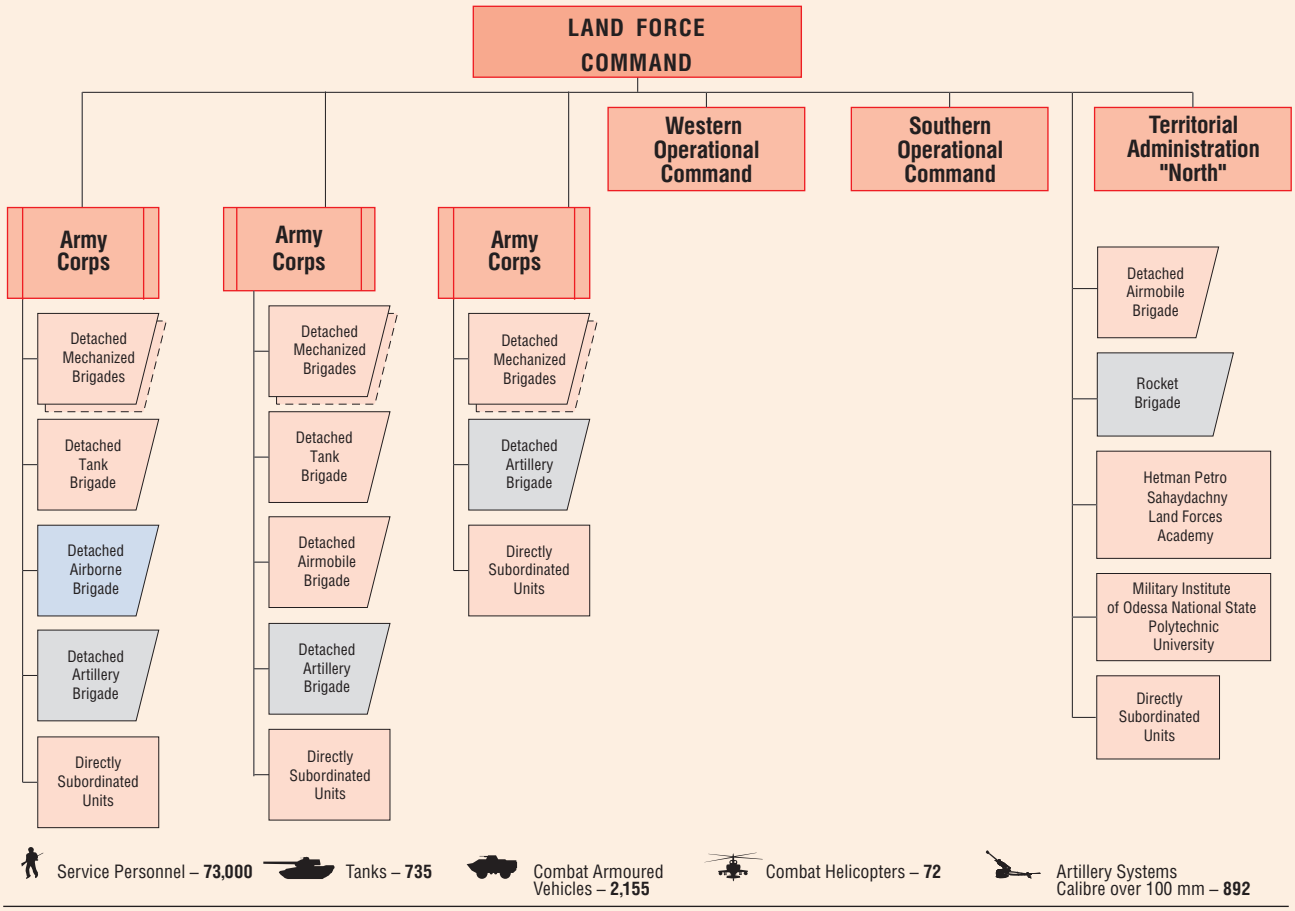


Figure 6. Structure and combat strength of Air Force , *by the end of the year*

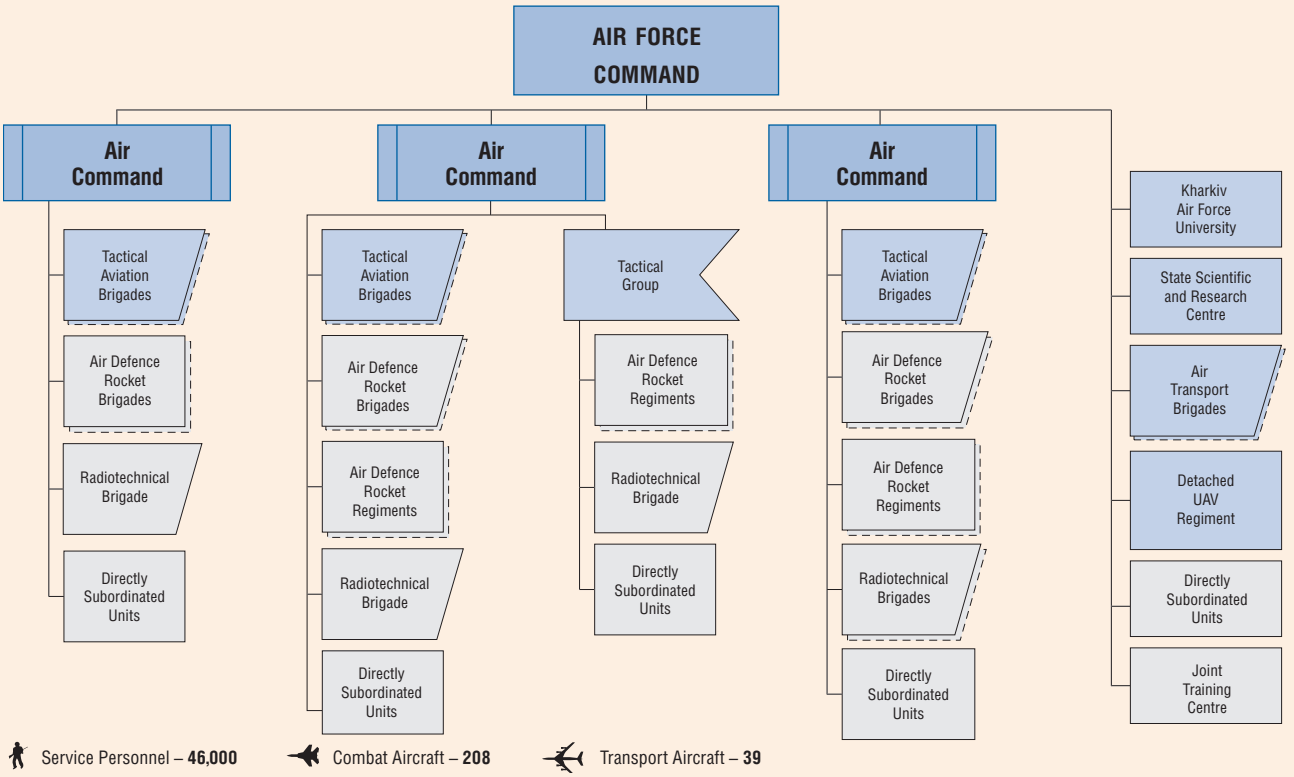


Figure 7. Structure and Combat Strength of Naval Force, *by the end of the year*

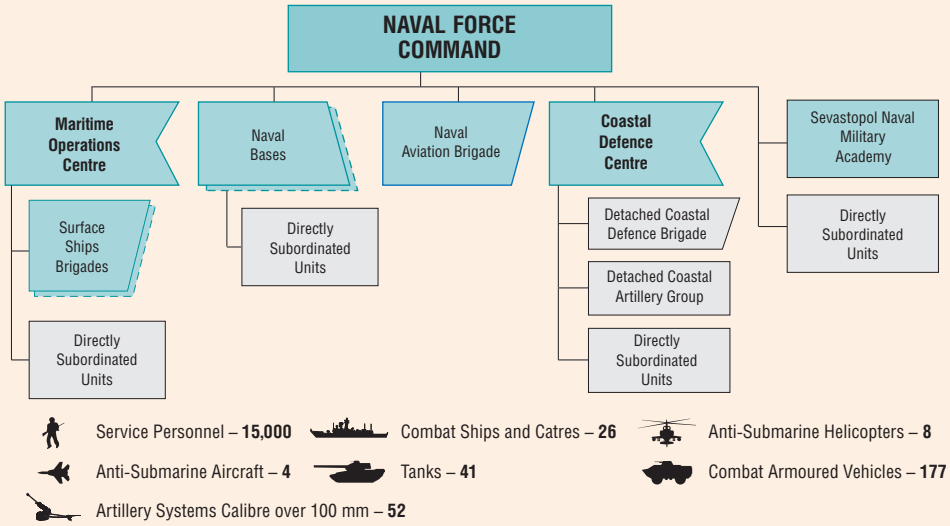


Figure 8. Equipping of the Armed Forces in 2010

	TESTS AND PERSPECTIVE RESEARCH PROJECTS	NEW ITEMS CERTIFICATION	ACQUISITION	MODERNISATION AND EXTENDING SERVICE LIFE
LAND FORCE WEAPON AND EQUIPMENT	• APC BTR-4; • mortar system with guided mine of high precision; • artillery vehicle system for fire control; • 152 high-explosive shell with semi-active laser-guided head; • Engineering ammunition of distance mining; • Automated sonic reconnaissance complex	• motor crane KTA-1801 (basic chassis KrAZ 63221, MAZ -5337, KaMAZ 55111) • UAZ-315195-030M multifunctional car/SUV; • Fire tank-car AC 40	• "Bulat" BM tank – 10; • enhanced passability car KrAZ-6322 – 18; • multifunctional cars UAZ-315195-030M – 8; • UAZ-315195-030 – 13; • fire tank-car AC-40 – 37	• "Bulat" BM battletank; • reactive volley fire system BM-21 "Grad" ; • APC BTR 70Di; • AIV BMP 1Y
AIR FORCE WEAPON AND EQUIPMENT	• An-70 transport aircraft; • 'air-to-air' missile; • Air Force Automated Command and Control System; • Anti-aircraft rocket complex 9K33M3 "Hornet"	• battle-training plane SU-25 UBM1; • battle plane SU-25M1	• amphibious-parachute system – 43	• MIG-29, Su-25, IL 39 aircraft; • Helicopter Mi-8MTV, Mi-24P; • radio-location stations 1L13, NRZ, 1L22, PRV13 and PRV-16
NAVAL FORCE WEAPON AND EQUIPMENT	• Battle ship class "Corvette"; • ship-guiding and navigation complex			• "Zaporizhzhia" submarine
SPECIAL TYPES OF WEAPON AND EQUIPMENT	• optical electronic complex of high-precision weapons defence; • special communications equipment; • basic digital microwave-link station; • automated command and control system of forces day-to-day activities; • command staff vehicle	• Information transfer equipment 3-501M; • universal mobile diagnostic and repair module; • military sluice Vol K-1220; • board computer A-5010; • troposphere communication station P-423-IMY; • automated complex of means of protection; • automation means of analytical-information system of mobilization deployment of AF; • complex software and technical complexes "Karta C" and "Vidannia C" ; • dual-frequency geodesic complex CH-4601; • mobile automated secondary radio-locator; • complex signal control set • Alternating current voltage electrical unit military standard equipment set		• communication facilities

ARMED FORCES TRAINING 2010

MILITARY TRAINING OF HEADQUARTERS' STAFF

Table 1. Military Training of Headquarters' Staff

Actiivity	Number	
	Planned for the Year	Accomplished
Strategic Command Post War Game	1	1
Scientific Conference at the General Staff	1	1
Operational Assemblies	16	16
Set of Exercise with HQs and units	1	1
Mobilization Command-Post Exercise	1	1
Command-Post Training with General Staff Special Operations Directorate	1	1
Command-Post Exercises	3	3
Command-Post Exercises with territorial defence	3	3
Bilateral Command-Post Exercises	2	2
Control Training of Air Defence Duty Forces	1	1
Command-Post Training	15	15
Command-Post Training on territorial defence	3	3
Joint Staff Training	44	44
TOTAL:	**92**	**92**

FORCES/SERVICES TRAINING

Table 2. Military Training of Services' Headquartes' Staff

Activity	Number	
	Planned for the Year	Accomplished
Land Force		
Command Post Exercises on Maps	41	36
Command Post Trainings	41	41
Air Force		
Command Post Exercises on Maps	10	10
Command Post Trainings	27	27
Naval Force		
Command Post Exercises on Maps	18	18
Command Post Trainings	32	32

SERVICE UNITS COMBAT TRAINING

Table 3. Mechanized, Tank and Airmobile Troops of the Land Forces

Activity	Planned for the Year		Accomplished		% Accomplished	
	JRRF	MDF	JRRF	MDF	JRRF	MDF
Battalion Tactical Exercise	4	-	4	-	100	-
Company Tactical Exercise	3	-	3	-	100	-
Platoon Combat Shooting	19	2	21	-	110	-
Section Combat Shooting	81	6	81	6	100	100
Tank Armament Firing	84	309	84	259	100	84
BTR Armament Firing	615	730	616	325	100.1	44.5
Small Arms Firing	3,009	2,898	3,601	2,219	120	77
Tank Driving	78	222	6	27	7.6	12.1
BTR Driving	1,556	1,179	250	41	16	3.5
Car Driving	1,255	1,298	182	12	14.5	1
Parachute Jumps	26,106	-	16,289	-	62.4	-

Table 4. Land Forces Army Aviation Flight Training

Activity		Planned for the Year	Accomplished	% Accomplished
Squadron Flight Tactical Exercise			Not planned	
Practical Ground Target Firing		1,034	240	23.2
Average Flight Time per Crew	JRRF	60 hr.	18 hr. 21 min.	30.5
	MDF	25 hr.	17 hr.08 min.	52.6

Table 5. Air Force Flight Training

Activity		Planned for the Year	Accomplished	% Accomplished
Squadron Tactical Flight Exercise			Not planned	
Practical Ground Target Firing		366	138	37.7
Guided Missiles Launching		55	23	43.4
Practical Bombing		369	57	15.4
Air amphibious landing		264	172	65.2
Average Flight Time per Crew	JRRF	35 hr.	17 hr. 48 min.	49.9
	MDF	10 hr.	13 hr. 55 min.	135.5

Table 6. Naval Force Training

Activity		Planned for the Year		Accomplished		% Accomplished	
		JRRF	MDF	JRRF	MDF	JRRF	MDF
Artillery Firing Sea Targets		81	66	63	38	77.7	57.6
Artillery Firing Coastal Targets		-	-	24	3	-	-
Artillery Firing Air Targets		79	63	48	30	60.7	47.6
Missile Maritime Firing		1	-	-	-	-	-
Mining Exercises	Mine Sweeping	21	9	1	-	4.8	-
	Mining laying	8	6	-	-	-	-
Torpedo Firing		17	5	-	-	-	-
Anti-Submarine Bombings		30	18	-	6	-	33.3
Undermining Combat Exercises		26	20	9	3	34.6	15
Mine Sweeping Combat Exercises		12	12	4	6	33.3	50
Anti-Aircraft Firing		4	2	4	-	100	-
Average Maritime Period of Ships, *days*		56.0	14	21.3	12	38.0	85.7

Table 7. Navy Aviation Flight Training

Activity		Planned for the Year	Accomplished	% Accomplished
Squadron Tactical Flight Exercise		2	1	50
Practical Bombing		67	12	17.9
Air amphibious landing		52	44	84.6
Average Flight Time per Crew	JRRF	57 hr.	28 hr. 37 min.	50.1
	MDF	19 hr.	5 hr. 48 min.	30.5

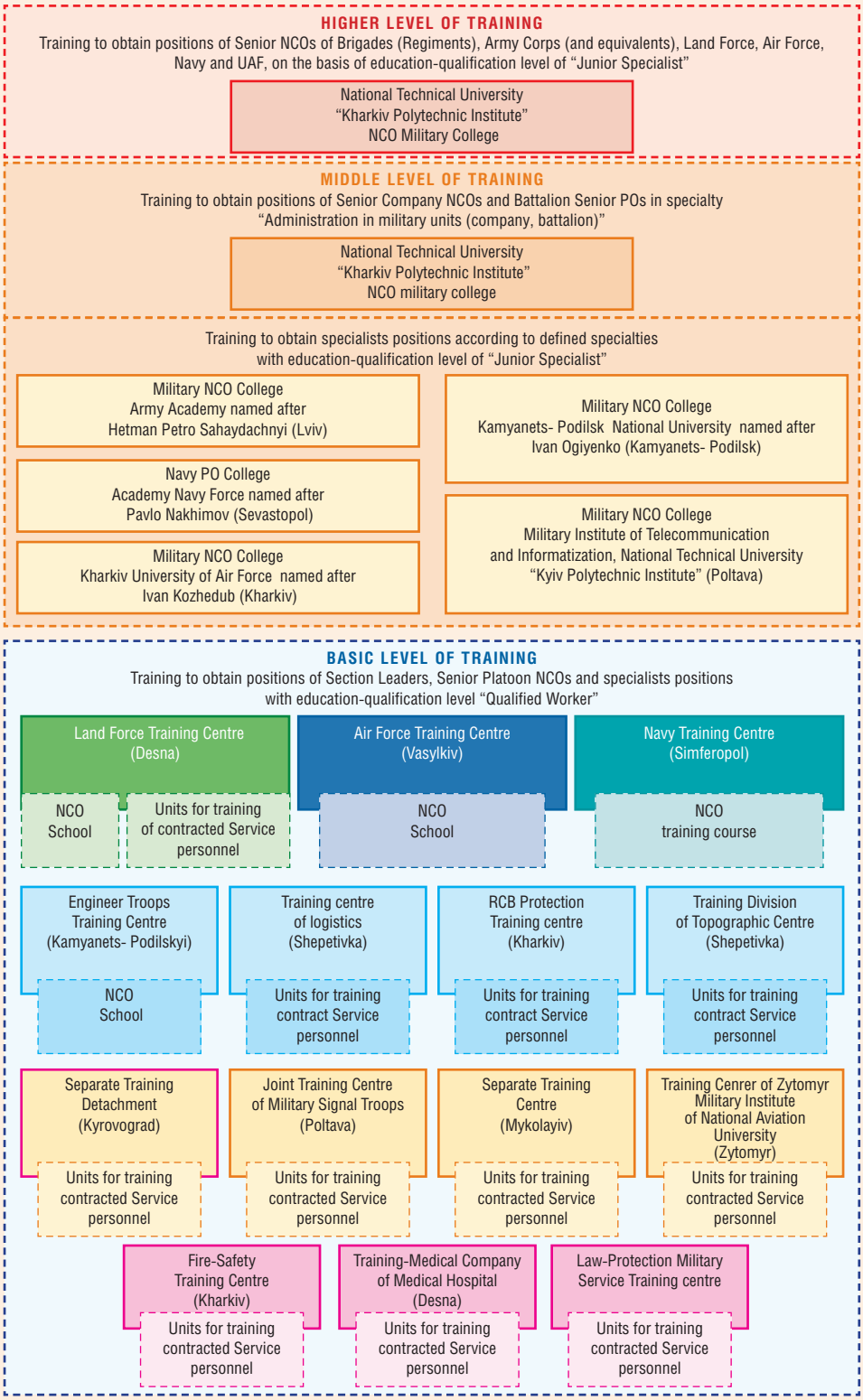
Figure 8. Naval Coast Guard Units' Training

Activity	Planned for the Year		Accomplished		% Accomplished	
	JRRF	MDF	JRRF	MDF	JRRF	MDF
Battalion Tactical Exercises	1	-	1	1	100	-
Company Tactical Exercises	5	15	3	7	60	46.7
Platoon Combat Firing	9	20	-	7	-	35
Section Combat-Firing	24	59	-	34	-	57.6
Tank Armament Firing	-	63	-	21	-	33.3
BTR Armament Firing	240	120	8	72	3.3	60
Small Arms Firing	300	712	64	237	21.3	33.3
Tank, BTR Driving	126	106	47	59	37.3	55.7
Parachute Jumps	510	-	513	-	100.6	-

UKRAINIAN ARMED FORCES UNITS PARTICIPATION IN MULTINATIONAL EXERCISES 2010

Exercise	Date	Area	Accomplished Missions	Armament, Military Equipment, Participants
		IN UKRAINE OR NEAR ITS BORDERS		
Peace fairway-2010 UKR-RUS Tactical Search and Rescue Naval Exercise	21-26 June	Sevastopol	To increase cooperation and improve methods of collateral execution of search and rescue protection in the Black Sea area	Ukraine – 48 Service personnel. Russia – 31 Service personnel
Sea Breeze-2010 UKR-US Joint Command–Field Exercises of Navy Forces	9-28 July	Odesa	Multinational Joint Staff Coordination during combined counter terrorist actions	Ukraine – 1,569 Service Personnel with organic armament, 21 vessels, 15 aircraft and helicopters. Participants – 744 Service personnel with armament, 4 vessels, 2 aircraft, 1 helicopter
Barrier-2010 UKR-US Tactical Training of Special Force Units	26 July-7 August	Ochakiv	Improving methods of fulfilling intelligence and special tasks by units of special designation.	Ukraine – 50 Service Personnel with armament and equipment. US-10 Service personnel with armament.
Rapid Trident-2010 Joint Command-Post Exercises involving troops	4-19 September	Yavoriv International Peacekeeping and Security Training Centre	Fulfilling tasks as a part of multinational military contingent during peacekeeping operations	Ukraine – 600 Service Personnel with armament, 127 military vehicles. Country Partners-850 Service Personnel with armament
Light Avalanche-2010 Multinational Engineering Battalion "Tysa"	27 September-1 October	Vynogradiv Zakarpatska Region.	To increase interoperability and improveme interaction between national components of Engineer Battalion "Tysa"	Ukraine – 100 Service Personnel Country Patners – 850 Service Personnel with armament.
Maple Arc - 2010 UKR-POL-CAN-LIT Tactical Training Mechanized Troops	3-6 October	Lviv	Exchange experience of battle tasks in multinational military units	Ukraine – 12 Service Personnel. Country Partners – 18 Service personnel
Bilateral ***UKR-Belarus Tactical Training*** Mechanized Troops.	20-24 October	Yavoriv International Peacekeeping and Security Training Center	Improving tactical cooperation during battle tasks mechanized units.	Ukraine – 34 Service Personnel with armament and equipment. Belarus – 38 Service Personnel with armament.
		OUTSIDE UKRAINE		
BLACKSEAFOR-2010 Black Sea Region Tactical Naval Exercise	1st Phase: 7-9 April 2nd Phase: 9-30 August	Black Sea, Ports of Ukraine, Romania, Turkey, Bulgaria.	To enhance mutual naval interoperability among warships and frigates	Ukraine – "Slavutych "Command and Control Ship and Mine-Sweeper "Cherkasy"
Golden Mask-2010 UKR-GER Tactical Training Departments NBC	12-22 April	Germany	To train tasks supplying NBC Forces Defence in multinational departments	Ukraine – 34 Service Personnel with armament, 8 vehicles.
Bilateral ***UKR-Belarus Command- Staff Training together with*** Air Defence Forces UAF Air Forces and Belarus Air Forces	8 June	Air Space responsibility on constant dislocation places of the duty forces of Air Defense Forces.	Improving interoperability of Air Defence duty forces and means.	Ukraine – 7 aircraft, 50 comat duty Service staff of Radiotechnical Brigades and Air Defence Rocket Divisions, aviation guiding points. Belarus – 7 aircraft, 150 Service personnel.
Bilateral ***UKR-Romania Tactical Training*** Mechanized Units	13-26 June	Romania, range "Badabag"	Training battle tasks in multinational units during combined peacekeeping operations.	Ukraine – 35 Service Personnel with armament
Combined Endeavor-2010 Multinational Tactical Exercise of Signal Troops	1-20 September	Germany, Romania	Training in tasks of communication and control during peacekeeping missions	Ukraine – 23 Service personnel, 4 control communications sets, command staff vehicle "Svitaz"
Medker-2010 Multinational Tactical Exercise of Military Medical Forces	8-22 September	Montenegro	Personnel training in medical support during humanitarian and peacekeeping operations	Ukraine – 20 Service personnel
Barrier-2010 Multinational Tactical Exercise of Special Forces units	16-26 September	Poland	Improeing approach towards Special Forces fulfilling tasks	Ukraine – 20 Service personnel with armament
Jeckal Stone-2010 Multinational Tactical Exercise of Special Forces units	16-26 September	Poland	Improving Special Forces mutual accomplishment of combat missions	Ukraine – 20 Service personnel with armament
Bilateral ***Ukraine-Russia command staff exercise involving Reaction Forces of Anti-Aircraft Defence*** Air Forces of Armed Forces of Ukraine and Russian Federation	27 October	Airspace within areas of responsibility at permanent posts of Reaction Forces of Anti-Aircraft Defence	Improving interaction of Reaction Forces of Anti-Aircraft Defence during combat duties	Ukraine 7 aircraft, 150 personnel of Reaction Forces of Radio-Engineering brigades and battalions of Anti-Aircraft Defence, Air Forces navigation posts. Russian Federation 7 aircraft, 150 personnel of Reaction Forces of Anti-Aircraft Defence

CONTRACTED NON-COMMISSIONED OFFICERS (PETTY OFFICERS) TRAINING SYSTEM



PRIVATE AND NCO POSITION PASSPORT EXAMPLE

POSITION PASSPORT FOR PRIVATE AND NCO INTRODUCED BY THE DEFENCE MINISTER DECREE # 489 DATED 16/09/2010		
Name of Position		
Senior Mechanic-Telegrapher of a Telegraphic and Telephone Section Signal Unit and Information 00 Artillery Ammunition Depot of Western Operative Command of the Land Force		
Position Characteristic		
№	**Criteria name**	**Content**
1	Nomenclature of appointment	Commander of military units
2	Military specialty	403943 A
3	Staff-Position category	Senior solder
4	Wage category	“2”
5	State secret allowance	F-2
6	Position utilization in special period	According to the Staff duties
7	Possibility of assigning female personnel	403942A
Candidate’s Requirement for Position		
№	**Main requirements**	**Content**
1	Level of educational qualification	Qualified Person
2	Level of training	Basic
3	Level of foreign language	SLP-1
4	Position required before appointment	Mechanic-Telegrapher of Telegraphic and Telephone Section
5	Medical requirements for appointment	Conclusion ME
6	Physical readiness	“satisfied”
Additional Requirements		
1	Term of servicing in a previous position before assignment	1 year
2	Peacekeeping experience	Peacekeeping contingent as a part of International Peace Support Force in Kosovo

Military unit commander _____

(military rank, signature, surname, forename)

PROFESSIONAL RE-TRAINING OF SERVICE PERSONNEL 2010

Project Title	Funding Source	Partners, Education Institutions	Re-Training Directions	Places	Results of re-training in 2010 (persons)
State Programme of Social and Professional Adaptation of Retired Service Personnel 2011	State Budget General Fund	Kharkiv National University of Air Force	• Language Courses	Kharkiv	30
NATO Project on Re-Training of Service Personnel	NATO	British Council, Goethe Institute, Training Centre of Officers League of Sevastopol, International Institute of Business Education at Kyiv National Economic University, Chernihiv Regional Center for Re-Training and Refresher Training of Civil Servants, Khmelnytsky National University Lviv Institute of Personnel Management Interregional Academy, Kirovograd National Technical University, Ukraine-Bavaria Management Training Centre (Odessa), Institute of Post-Diploma Education at National Air Force University Sevastopol Technical University	Language Courses: • English; • German; • French Re-training in specialty: • IT in business; • Enterprises economy; • Accounting; • Enterprises management; • Advertising and publishing management; • Marketing in goods and services market; • Hotel and tourism business; • Agrarian management; • Management of personnel administration; • Custom broker; • Marketing in goods and services market; • Management of finance and economic safety; • Special course for Navy sailors	Kyiv, Sevastopol, Simferopol, Mykolayiv, Kharkiv, Novoozerne, Balaklava, Rivne, Chernigiv,Ozerne, Lviv, Kirovograd, Odesa, Kherson, Melitopol, Desna, Perevalne, Saky,Myrne, Uzgorod,Izmail, Dnipropetrovsk, Chuguiv, Inkerman	631
NATO Trust Fund Project within PfP Programme	NATO Trust Fund (Netherlands, Denmark, Luxemburg, Estonia, Poland, Latvia, Slovakia, Bulgaria)	Khmelnytsky National University Interdepartmental Institute of Post-Diploma Education at National Technical University “Kharkiv Polytechnical Institute”	Re-training in specialty: • Enterprises management; • Computer technologies in economic systems; • Marketing in goods and services market; • Computer systems and networks; • Graphic design and advertising; • Logistics	Starokonstiantyiv, Khmelnytsky, Shepetivka, Yarmolyntsi, Kharkiv, Slavuta	335

Project Title	Funding Source	Partners, Education Institutions	Re-training directions	Places	Results of re-training in 2010 (persons)
OSCE Project "State Programme of Social and Professional Adaptation of Retired Service personnel"	OSCE	The Open International University of Human Development "Ukraina", Melitopol Institute of State and Municipal Management at Classical Private University, Feodosia Finance-Economic Academy, Kharkiv Finance-Economic Academy, Training Centre of "The Officers" League of Sevastopol, National Aviation University, Petro Mohyla Chornomorsky State University, Kherson Institute of Interregional Academy of Personnel Management, Bila Tserkva Institute of Economics and Management, Sumy State University Slovyanskyi Aviation College of National Aviation University.	Re-training in specialty: • Management of personnel administration; • Marketing in goods and services market; • IT management; • Enterprises management; • International IT in business management; • Small enterprise business; • Logistic; • Management of finance and economic safety; • Management of business safety; • Management and administration; • Small and medium-sized business basis; • Information management; • Glider and power-plant aircraft Mi-8 mtv-1; • Technician of radioelectronic equipment on Mi-8 mtv-1; • Computer design.	Vinnitsa, Ozerne, Kirovograd, Gajsyn, Odesa, Nerubayske, Semenivka, Myrne, Krasnokamianka, Pervomajsk, Prymorskyi, Yevpatoriya, Saky, Novofedorivka, Inkerman, Verkhnie Sadove, Kyiv, Mykolayiv, Kherson, Bila Tserkva, Sumy, Sambir, Volodymyr-Volynskyj, Slovjansk, Berdychiv, Sevastopol, Balaklava, Melitopol, Feodosiya, Pryluky, Uman	1188
Project "Ukraine-Norway"	Norwegian Government	Tavriysk National University (Sevastopol), Sevastopol National Technical University, Sevastopol National University of Nuclear Energy and Industry, Feodosia Finance-Economic Academy of Kyiv Institute of Market Relations, Sevastopol Economic-Humanitarian Institute at Tavriysk National University, Classical Private University (Zaporizhia) Melitopol Institute of State and Municipal Management at Classical Private University, Sevastopol Chamber of Commerce and Industry, University "Krok", Taras Shevchenko National University (Kyiv)	Re-training in specialty: • IT in business; • Municipal management; • Tourism management; • Real estate estimation management; • Small and medium-sized business basis; • Management of finance and economic security; • Insurance management; • Personnel Management.	Sevastopol, Simferopol, Sovetskoe, Saky, Feodosiya, Chornomorske, Zaporizhia, Melitopol	450

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WHITE BOOK
2010
ARMED FORCES OF UKRAINE

Ministry of Defence of Ukraine, 2011
Layout and design – Moskalenko O.M., 2011
Edition:_____ copies.

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