



Decree

of the President of Ukraine

{The decree became invalid on the basis of Presidential Decree [No. 473/2021 of 09/17/2021](#)}

**On the decision of the National Security and
Defense Council of Ukraine dated May 20, 2016 "On
the Strategic Defense Bulletin of Ukraine"**

According to [Article 107](#) Constitution of Ukraine, [part two](#) Article 2 of the Law of Ukraine "On the Basics of National Security of Ukraine" **provides** :

1. To implement [the decision of the National Security and Defense Council of Ukraine dated May 20 of 2016](#) "About the Strategic Defense Bulletin of Ukraine" (attached).

2. To approve [the Strategic Defense Bulletin of Ukraine](#) (attached).

3. Ensure the Cabinet of Ministers of Ukraine develops and introduces draft laws and program documents aimed at implementing the provisions of the Strategic Defense Bulletin of Ukraine in the established order.

4. To recognize that [the Decree of the President of Ukraine of December 29, 2012 No. 771](#) has lost its validity "On the decision of the National Security and Defense Council of Ukraine dated December 29, 2012 "On the Strategic Defense Bulletin of Ukraine".

5. The Secretary of the National Security and Defense Council of Ukraine shall be entrusted with the control of the implementation of this Decree.

6. This Decree enters into force on the day of its publication.

President of Ukraine

P. Poroshenko

**Kyiv,
June 6, 2016 No.
240/2016**

Entered into
force by the Decree of the President
of Ukraine dated June 6, 2016 No. 240/2016

STRATEGIC DEFENSE BULLETIN OF UKRAINE

Introduction

The specifics of the defense reform in Ukraine are due to the complex military-political, operational-strategic and economic situation that arose as a result of Russia's armed aggression against Ukraine, the occupation by the Russian Federation of a part of the sovereign territory of Ukraine - the Autonomous Republic of Crimea and the city of Sevastopol. An armed conflict inspired and supported by the Kremlin continues in part of the territory of Donetsk and Luhansk regions, which carries a significant threat of turning into an open armed confrontation between Ukraine and the Russian Federation.

The assessment of the state of military security of the state carried out as part of a comprehensive review of the security and defense sector, as well as the acquired experience of the participation of the Armed Forces of Ukraine in the anti-terrorist operation, revealed **a number of problems of the functioning of the defense forces in the conditions of existing and potential threats, in particular:**

the absence of a clear division of responsibility for the formation and use of defense forces, which negatively affects the ability of the state leadership to carry out effective management in the field of defense;

the absence of a unified leadership of the defense forces, which would be carried out accordingly to the principles and standards adopted by NATO member states;

excessive volume and irrelevance of the legal framework in the field of defense;

the presence of corruption in the system of providing troops (forces), which reduces the capabilities of the defense forces to perform assigned tasks;

low efficiency of the system of operational (combat) control, communication, intelligence and surveillance;

failure to respond effectively to the growing number and power of cyber attacks and to counter cybercrime;

imperfection of defense planning procedures, their lack of coherence with the budget process, imperfection of defense resources program management mechanisms;

the mismatch of production capacities with the needs of the defense order is critical
physical and moral wear and tear of the main production assets;

insufficient operational (combat, special) capabilities of the defense forces;

lack of an effective integrated logistics system capable of supporting work
all components of the defense forces;

critically low level of operational stocks of material and technical means;

lack of an automated management system in the field of material and technical support;

low efficiency of the system of medical support of the defense forces;

non-compliance of the existing military infrastructure with operational requirements, the need
to introduce a management system for infrastructure projects in accordance with Euro-Atlantic
principles and standards;

problems of staffing the defense forces during partial mobilization, the need to raise the
professional level of the defense forces personnel, the need to create a sufficient military reserve;

the incompleteness of the transition to the contractual principle of staffing in compliance with
the principles of personnel policy adopted by NATO.

Taking into account the mentioned problems, the defense reform should meet the current
needs of the defense of Ukraine, contribute to strengthening the capabilities of the defense forces,
increasing their readiness to perform assigned tasks and participate in joint combat operations
(operations) with NATO units.

The strategic defense bulletin will serve as a road map of the defense reform with the
determination of the ways of its implementation based on the principles and principles that are
guided by the NATO member states.

Implementation of the defense reform will contribute to:

study and implementation of the best world practices and own experience of the functioning
of military management bodies and execution of crisis response tasks by troops (forces);

the rational use of personnel potential formed at the expense of personnel who have combat
experience acquired during participation in counter-terrorist operations, as well as professionally
trained in military educational institutions of NATO and EU member states;

effective use of international material and technical assistance, including that received from
the United States of America, NATO member states and the European Union, as well as NATO
Trust Funds created in accordance with the **provisions of the Charter on the Special Partnership
between Ukraine and the North Atlantic Treaty Organization** to support the sovereignty,
independence and territorial integrity of Ukraine;

closer cooperation with NATO, implementation of Alliance standards in all spheres of military
activity and achievement of criteria necessary for membership in the North Atlantic Treaty
Organization, including by receiving direct assistance from foreign defense experts (advisors);

consultative and advisory, informational and financial support of the defense forces from the side of civil society and volunteer movements of Ukraine.

I. Basic provisions

1.1. The Strategic Defense Bulletin of Ukraine (hereinafter - the Strategic Bulletin) is a defense planning document developed based on the results of a defense review with the aim of determining the main directions for the implementation of Ukraine's military policy and the development of the defense forces until the end of 2020.

The directions of the development of the defense forces after 2020 will be determined based on the results of the next defense review.

1.2. The legal basis of the Strategic Bulletin is the Constitution of Ukraine and laws of Ukraine, National Security Strategy of Ukraine, approved by the Decree of the President of Ukraine dated May 26, 2015 No. 287, Military Doctrine of Ukraine, approved by the Decree of the President of Ukraine dated September 24, 2015 No. 555, and the Concept of the Development of the Security and Defense Sector of Ukraine, approved by the Decree of the President of Ukraine dated March 14, 2016 No. 92, as well as international treaties of Ukraine, the consent to the binding of which was given by the Verkhovna Rada of Ukraine.

1.3. The strategic bulletin is aimed at ensuring the practical implementation of the provisions of the Military Doctrine of Ukraine and the Concept of Development of the Security and Defense Sector of Ukraine, determines the strategic and operational goals of the defense reform and the expected results of their achievement, taking into account current military and political threats and challenges.

1.4. The strategic bulletin defines the ways to achieve the goals of the defense reform, in particular with regard to increasing the capabilities of the defense forces to a level that will enable the fulfillment of the state's defense tasks and the restoration of its territorial integrity, active participation in the implementation of the Common Security and Defense Policy of the European Union, and active cooperation with NATO to achieve criteria required for full membership in the North Atlantic Treaty Organization.

1.5. On the basis of the Strategic Bulletin, the following are developed and implemented:

The state program for the development of the Armed Forces of Ukraine, state programs for the development of other components of the defense forces in terms of their involvement in the performance of state defense tasks, which are the basis for the development of appropriate plans for the maintenance and development of the components of the defense forces;

state targeted defense programs aimed at the creation of new and modernization of existing systems, complexes and samples of weapons and military equipment, construction of important military facilities, solving other problems in the field of defense.

1.6. The strategic bulletin was prepared by the Reforms Committee of the Ministry of Defense of Ukraine and the Armed Forces of Ukraine with the participation of central executive bodies, scientific institutions, public organizations of the state, domestic and foreign experts (advisors) on defense issues, including experts of the Ukraine-NATO Joint Working Group on Military Issues high-level reforms and representatives of the NATO Liaison Office in Ukraine.

1.7. Definitions of terms used in the Strategic Bulletin are provided in [Appendix 2](#).

II. Defense Forces Management System

2.1. The principle of joint leadership of the defense forces is based on [the Constitution of Ukraine](#) and the laws of Ukraine, corresponds to the state policy regarding compliance with the norms of international law and the national interests of Ukraine, determined by the [National Security Strategy of Ukraine](#), [Military doctrine of Ukraine](#), The concept of the development of [the security and defense sector](#) of Ukraine and other normative legal acts of Ukraine regulating relations in the sphere of national security. Adaptation of national legislation in the field of national security to Euro-Atlantic norms and standards is expected.

2.2. In the conditions of intensive democratic, social, state-legal transformations currently taking place in Ukraine, the political responsibility of the authorities to the people to ensure the defense capability of the state is growing significantly.

In order to comply with Euro-Atlantic norms, Ukraine will strengthen interdepartmental coordination in the field of national security and defense, coordination of intelligence activities, cooperation on issues of monitoring and assessment of the situation, improve the management and communication system, and ensure the development of the system of cyber protection and strategic communications.

In the system of state authorities, the Verkhovna Rada of Ukraine plays an important role, making timely decisions aimed at ensuring the state's defense capability. The President of Ukraine occupies a special place and plays a decisive role in matters of foreign policy, national security and defense of the country, ensuring state independence, territorial integrity of Ukraine, compliance with the Constitution of [Ukraine](#), rights and freedoms of man and citizen.

Roles and powers according to the Constitution

2.3. According to [the Constitution of Ukraine](#) [The Verkhovna Rada of Ukraine](#) has the authority to declare a state of war and peace at the request of the President of Ukraine, approve the decision of the President of Ukraine to use the Armed Forces of Ukraine and other military formations in the event of armed aggression against Ukraine. The Verkhovna Rada of Ukraine has the authority to appoint and dismiss the Minister of Defense of Ukraine at the request of the President of Ukraine. The Verkhovna Rada of Ukraine is empowered to approve the general structure and number of the Armed Forces of Ukraine, the Security Service of Ukraine, other military formations formed in accordance with the laws of Ukraine, and also to determine their functions; to approve decisions on providing military aid to other states, on sending units of the Armed Forces of Ukraine to another state, or on admitting units of the armed forces of other states to the territory of Ukraine. [In accordance with Euro-Atlantic standards, Ukraine will strengthen civilian democratic control over the Armed Forces of Ukraine and other components of the defense forces by increasing the transparency and integrity of defense planning and resource management, which will enable the Verkhovna Rada of Ukraine to more effectively implement its powers in the field of defense.](#)

2.4. [The President of Ukraine](#) is the Supreme Commander of the Armed Forces of Ukraine. Authorized in accordance with [the Constitution of Ukraine](#) to exercise leadership in the field

of national security and defense, the head of state carries out strategic management of the defense forces of Ukraine, in particular through the National Security and Defense Council of Ukraine and the Minister of Defense of Ukraine, who is a member of the National Security and Defense Council of Ukraine.

2.5. **The National Security and Defense Council of Ukraine** is responsible for coordination and control of the activities of executive authorities in the field of national security and defense.

2.6. **The Cabinet of Ministers of Ukraine** ensures the state sovereignty and economic independence of Ukraine, the implementation of the internal and external policy of the state, the implementation of **the Constitution** and laws of Ukraine, acts of the President of Ukraine. The Cabinet of Ministers of Ukraine carries out measures to ensure the defense capability and national security of Ukraine, combat capability and equipment of the Armed Forces of Ukraine and other military formations formed in accordance with the laws of Ukraine.

The Cabinet of Ministers of Ukraine should determine the central executive body responsible for the formation and implementation of the state military-industrial policy, as well as to exercise general leadership during the **defense review** and reviews of the system of mobilization training and mobilization in Ukraine and the defense industrial complex. Where could i find the Defence reviews ?

In accordance with the best world practices, a public-private partnership mechanism should be implemented in the defense-industrial complex. In order to comply with Euro-Atlantic norms, Ukraine should improve the coordination and implementation of state, state-targeted defense programs and annual national programs of Ukraine-NATO cooperation.

In accordance with Euro-Atlantic norms and standards, the Cabinet of Ministers of Ukraine must to increase the effectiveness of the leadership of the defense-industrial complex of Ukraine.

2.7. **The Minister of Defense of Ukraine** will be **subordinate to the President of Ukraine** - the Supreme Commander of the Armed Forces of Ukraine, will be **accountable to the Verkhovna Rada of Ukraine and the Cabinet of Ministers of Ukraine.**

The Minister of Defense of Ukraine is a member of the National Security and Defense Council of Ukraine and heads the **Ministry of Defense of Ukraine - the central executive body under which the Armed Forces of Ukraine are subordinate.**

The Minister of Defense of Ukraine **will ensure an effective democratic civilian control over the Armed Forces of Ukraine.**

He will hold the highest civilian position in the Ministry of Defense of Ukraine and will be responsible for the formation of the state's defense policy, defense planning, program and resource management, including control over the effective and proper use of defense resources, comprehensive life support, functioning, development and use of the Armed Forces of Ukraine.

To align with Euro-Atlantic norms and standards, by the end of 2018, Ukraine will strengthen civilian control over the Armed Forces of Ukraine through the Minister of Defense of Ukraine and the Ministry of Defense of Ukraine, **including through the appointment of civilians to the Minister of Defense of Ukraine, his deputies, and the State Secretary of the Ministry of Defense of Ukraine.**

2.8. It is planned to introduce separate positions "Commander-in-Chief of the Armed Forces of Ukraine" and "Chief of the General Staff of the Armed Forces of Ukraine" by 2020, which are currently combined. This may happen earlier if the level of military threat to Ukraine's national security decreases (the end of a special period in Ukraine).

The Chief of the General Staff - the Commander-in-Chief of the Armed Forces of Ukraine is the highest military official in the country, subordinate to the President of Ukraine and the Minister of Defense of Ukraine. Through the General Staff of the Armed Forces of Ukraine, he manages the Armed Forces of Ukraine and coordinates and controls the performance of tasks in the field of defense by executive authorities, local self-government bodies and defense forces within the limits set by the laws of Ukraine and normative legal acts of the President of Ukraine, the Verkhovna Rada of Ukraine and Cabinet of Ministers of Ukraine.

The Chief of the General Staff - Commander-in-Chief of the Armed Forces of Ukraine will report to the President of Ukraine - the Supreme Commander-in-Chief of the Armed Forces of Ukraine and the Minister of Defense of Ukraine. The Chief of the General Staff - the Commander-in-Chief of the Armed Forces of Ukraine is the chief military advisor to the President of Ukraine, the National Security and Defense Council of Ukraine, and the Minister of Defense of Ukraine. He is accountable to the President of Ukraine and the Minister of Defense of Ukraine for achieving military-strategic goals in the field of defense with military forces and means, as well as maintaining the capabilities of these forces and means for use.

2.9. The prospective defense management system will be built on a new distribution of tasks, functions, powers, responsibilities and accountability in the field of defense and will correspond to the principles of defense management adopted by NATO member states.

In accordance with Euro-Atlantic norms and standards, duplication of functions of the Ministry of Defense of Ukraine and the General Staff of the Armed Forces of Ukraine will be excluded by 2018, and a clear division of powers and responsibilities between them will be established. This will ensure the separation of the function of forming state policy on issues of national security in the military sphere, the sphere of defense and military construction from the function of its implementation, as well as the implementation of more effective and efficient leadership by the Ministry of Defense of Ukraine in the processes of state policy formation and planning.

2.10. New approaches to more effective leadership and coordination of tasks in the field of defense will be implemented by increasing the functional interoperability of the relevant departments of the Ministry of Defense of Ukraine and the departments of the General Staff of the Armed Forces of Ukraine by 2018, introducing a system of staffing the Ministry of Defense of Ukraine on a rotational basis by military personnel by 2019. will represent the General Staff of the Armed Forces of Ukraine, and the General Staff of the Armed Forces of Ukraine - civilian civil servants who will represent the Ministry of Defense of Ukraine.

By 2020, the functions of formation, training and development of troops (forces), which will rely on the General Staff and the command of the types (separate branches of troops) of the Armed Forces of Ukraine, will be separated from the functions of the use of subordinated troops (forces), which will be carried out by the Joint Operational headquarters of the Armed Forces of Ukraine.

In addition, it is planned to integrate the General Staff of the Armed Forces in the future of Ukraine to the Ministry of Defense of Ukraine.

2.11. The Commander-in-Chief of the Armed Forces of Ukraine will be the highest military official subordinate to the President of Ukraine and the Minister of Defense of Ukraine. He will be entrusted with all the authority to manage the Armed Forces of Ukraine. He will be responsible for the readiness to perform assigned tasks, management of the use of the Armed Forces of Ukraine and the forces and means of other components of the defense forces placed under his command.

From 2020 or earlier, the Commander-in-Chief of the Armed Forces of Ukraine will report directly to the Minister of Defense of Ukraine on the day-to-day activities of the Armed Forces of Ukraine and the conduct of current operations of the Armed Forces of Ukraine and the forces and means of other components of the defense forces assigned to him. In the event of martial law or a state of emergency, the Commander-in-Chief of the Armed Forces of Ukraine and the Minister of Defense of Ukraine will report on these issues to the President of Ukraine.

2.12. The Chief of the General Staff of the Armed Forces of Ukraine will be subordinate to the Commander-in-Chief of the Armed Forces of Ukraine and will be responsible for the performance of tasks and functions assigned to the General Staff of the Armed Forces of Ukraine, including the determination of requirements for the capabilities of the defense forces, resource needs necessary for the proper performance of tasks by the Armed Forces of Ukraine and other components of the defense forces, strategic planning of the use and development of the Armed Forces of Ukraine, their technical equipment, training and comprehensive support.

The General Staff of the Armed Forces of Ukraine will be the main military body for planning the defense of the state, strategic planning of the use of the Armed Forces of Ukraine and the determined forces and means of other components of the defense forces, coordination and control over the execution of tasks in the field of defense by executive authorities, local self-government bodies and defense forces in within the limits defined by the laws of Ukraine and normative legal acts of the President of Ukraine, the Verkhovna Rada of Ukraine and the Cabinet of Ministers of Ukraine. The General Staff of the Armed Forces of Ukraine in a special period is the working body of the Staff of the Supreme Commander-in-Chief and performs the functions of strategic management of the Armed Forces of Ukraine and other components of the defense forces.

2.13. The commander of the joint forces will be subordinate to the Commander-in-Chief of the Armed Forces of Ukraine and, through the Joint Operational Headquarters of the Armed Forces of Ukraine, will plan the use and direct management of the joint forces and assets of the Armed Forces of Ukraine, which are transferred to his command, and other components of the defense forces, as well as Ukrainian national contingents and personnel participating in international operations to maintain peace and security.

2.14. The commanders of the types (separate branches) of the Armed Forces of Ukraine will be subordinate to the Commander-in-Chief of the Armed Forces of Ukraine and will be responsible for the development of the troops (forces) subordinate to them, their technical equipment and comprehensive support, training and readiness to perform assigned tasks, and their management during the conduct of special operations (forces and means of the corresponding type or separate type of troops).

2.15. The heads of the management bodies of other components of the defense forces will participate in the planning of the defense of the state and the determination of requirements for the capabilities of the defense forces, will agree with the General Staff of the Armed Forces of Ukraine on development programs and plans

relevant components of the defense forces, their technical equipment, training, comprehensive provision and implementation of state defense tasks, as well as manage the use of subordinate forces and means. In accordance with Euro-Atlantic norms, interdepartmental coordination and combination of capabilities of the defense forces will be strengthened to increase the efficiency of their use and save resources.

III. Defense reform implementation mechanism

3.1. Implementation of reforms has been a challenge for Ukraine for a long time and is associated with many mistakes in the past years. Therefore, special attention is paid to **the creation of a special implementation mechanism, which consists of such elements.**

The framework mechanism of defense reform management is based on the assessment of the state of achievement of specific indicators, in connection with which the expected **results of the reforms are structured in the Strategic Bulletin in the form of a hierarchy of goals.** The single comprehensive goal of the defense reform is divided into **five strategic goals**, the implementation of which is a necessary and sufficient condition for its achievement. **Each strategic goal, in turn, is divided into several operational goals, the implementation of which is a necessary and sufficient condition for achieving this strategic goal.**

3.2. The only comprehensive goal of the defense reform is to develop, in accordance with the Euro-Atlantic norms and NATO membership criteria, the capabilities of the Ministry of Defense of Ukraine, the Armed Forces of Ukraine and other components of the defense forces, necessary for an adequate response to threats to national security in the military sphere, the protection of Ukraine, its sovereignty, and territorial integrity and inviolability (inviolability) of borders, support of international peace and security.

3.3. Organizational mechanism of defense reform implementation

National Security and Defense Council of Ukraine in accordance with [the Constitution of Ukraine](#) is a coordination and control body on issues of national security and defense under the President of Ukraine.

In accordance with this, **the National Security and Defense Council of Ukraine carries out general monitoring of the effectiveness of measures to implement the defense reform.**

The National Council of Reforms, as a special consultative and advisory body under the President of Ukraine, ensures the coordination of strategic planning measures, the implementation of a unified state policy of reforms in Ukraine, and their implementation.

Ensuring coordination, monitoring and evaluation of the defense reform is carried out by the Reform Committee of the Ministry of Defense of Ukraine and the Armed Forces of Ukraine (hereinafter - the Reform Committee) chaired by the Minister of Defense of Ukraine. The Reform Committee includes representatives of the Ministry of Defense of Ukraine, other central executive authorities, the Armed Forces of Ukraine, other components of the defense forces, advisers from NATO member states, people's deputies of Ukraine, volunteers and representatives of civil society organizations. Specially appointed for the implementation of the Strategic Bulletin, the Reforms Committee has an appropriate structure consisting of five sub-committees, each of which is headed by an official personally responsible and accountable for the successful and timely implementation of the relevant strategic goal. The reform committee reports

personally to the Minister of Defense of Ukraine regarding achievements and problematic issues during the implementation of reform measures. The periodicity and list of reporting issues will be determined in the established order. The Reforms Committee provides the Minister of Defense of Ukraine with the necessary materials to inform the National Council of Reforms about the status of the implementation of defense reforms and to determine the necessary measures within the framework of interdepartmental cooperation to ensure the implementation of the initiated reform initiatives.

Through working groups, each subcommittee of the Reform Committee will conduct a comprehensive analysis of possible options for achieving the identified strategic goals, taking into account the constraints, restraining factors, predictions and recommendations of management. In the working groups, open and transparent discussions are held based on the results of the assessment of defense reform measures, and directive instructions are determined for the preparation of proposals for making the necessary changes to: a) the national regulatory and legal framework; b) organizational structures, their powers and accountability; c) management and leadership systems; d) doctrinal documents, formation of troops (forces) and their application; e) training of troops (forces); e) resources; e) personnel; g) infrastructure; g) interoperability; h) requirements for capabilities and their development.

The results of these assessments are used to develop the **State Program for the Development of the Armed Forces of Ukraine until 2020**, as well as other state and state-targeted defense programs. It is planned to implement a program management system for joint coordination and coordination of all programs of the defense forces. find this

The Reforms Committee closely cooperates with the **Committee of the Verkhovna Rada of Ukraine on National Security and Defense, the Apparatus of the National Security and Defense Council of Ukraine**, relevant government committees on monitoring the reform process and assessing the state of its implementation, as well as developing the legislative and regulatory framework necessary for such implementation.

Each subcommittee of the Reform Committee will carry out through its working groups coordination, monitoring and evaluation of the implementation of defined operational goals.

The Reforms Committee will play a key role in ensuring coordination (and clarifying the needs) of receiving international assistance to support the implementation of Ukraine's defense reform measures in accordance with the goals and objectives defined in the Strategic Bulletin. The international community of donor states will be encouraged to align aid programs with the priorities identified in the Strategic Bulletin and establish close working contacts with relevant subcommittees and working groups.

3.4. Legal support for reform measures

In order to ensure the implementation of defense reform in Ukraine, the gradual building up of the operational capabilities of the Armed Forces of Ukraine, other components of the defense forces, the implementation of NATO standards and a more rational use of defense resources, it is planned to make changes to the laws of Ukraine and other legal acts in the following areas:

legislative regulation of the powers and procedure for the leadership of the defense forces by the Supreme Commander-in-Chief of the Armed Forces of Ukraine and

Commander-in-Chief of the Armed Forces of Ukraine, as well as the creation and functioning of the Staff of the Supreme Commander-in-Chief, taking into account the principles adopted in NATO member states;

clarification of the main functions and tasks of the Ministry of Defense of Ukraine, the General Staff of the Armed Forces of Ukraine, as well as other components of the defense forces at the strategic, operational and tactical levels;

revising and supplementing the provisions of Ukrainian defense legislation, taking into account new forms and methods of conducting operations (combat, special operations), improving issues of organizing and conducting territorial defense of Ukraine, creating and training a military reserve;

normalization of changes regarding the improvement of the organizational structures of the defense forces and optimization of the number of personnel, including changes to the general structure of the Armed Forces of Ukraine, taking into account the creation of the Special Operations Forces and the Highly Mobile Landing Forces;

legislative and regulatory regulation of system functioning issues management of defense forces;

making changes to military terminology in accordance with NATO norms and standards;

legislative regulation of standardization procedures and bringing them into line with the requirements of NATO member states;

the development of legislation, according to which the courses and degrees obtained by Ukrainian servicemen in Western military institutions or in the educational institutions of NATO member states will be brought into line with the courses and degrees of the Ukrainian military education system;

legislative regulation of changes in the procedures for public procurement in the field of defense;

regulatory and legal settlement of issues of the system of material and technical support of the defense forces, taking into account the Euro-Atlantic experience;

making changes to the normative legal acts regarding the volumes and procedure of keeping operational stocks;

regulatory and legal regulation and creation of a system of medical support for troops (forces) taking into account the Euro-Atlantic experience, including the introduction of effective and qualified medical care, medical rehabilitation and rehabilitation of servicemen, improvement of procedures for ordering and supplying medical property and medical equipment;

improvement of the legal framework for strengthening democratic civilian control over the security and defense sector of Ukraine according to the principles implemented in NATO member states;

improving the legislation on the functioning of the defense planning system as a component of the planning system in the security and defense sector, which, in turn, is a component of the national system of state forecasting and strategic planning;

reducing the number of conceptual, programmatic and planning documents regarding the development of the defense forces, improving the procedure for their approval by the state leadership and ensuring efficiency in making the necessary changes;

development of normative legal acts aimed at increasing the effectiveness of the implementation of military-technical policy, further development of the defense-industrial complex and long-term strategic documents aimed at the development of weapons and military equipment for the defense forces;

improvement of normative legal acts in the field of mobilization training and mobilization in the state, taking into account the acquired experience of conducting partial mobilization events;

revision of the criteria for classifying information as a state secret, procurement of defense products;

development of new and amendments to existing laws, other legal acts in the field of telecommunications, use of radio frequency resources of Ukraine, special information and telecommunications systems, cryptographic and technical protection of information, security of state electronic information resources and countering technical intelligence;

improvement of anti-corruption legislation, strengthening of social protection of servicemen and their family members, maintenance of the required level of social standards of military service and service in the military reserve;

regulation at the legislative level of issues of the organization of pastoral service in the Armed Forces of Ukraine and other military formations of Ukraine.

In addition, it is assumed that during the implementation of defense reform measures, changes will be made to other laws, regulations and conceptual documents as necessary.

3.5. Favorable and negative factors

The following factors will contribute to the implementation of the tasks of the defense reform:

study and implementation of experience in the functioning of military administration bodies and execution of tasks by troops (forces) during response to crisis situations;

use of personnel potential of personnel who have combat experience of participation in anti-terrorist operations and professional training in military educational institutions of NATO and EU member countries;

support of the sovereignty, independence and territorial integrity of Ukraine by the USA, NATO member states, and the European Union;

in-depth cooperation with NATO member states, implementation of NATO standards in all spheres of military activity and achievement of the criteria necessary for membership;

consultative and advisory, informational and material support of the defense forces from partner states, international organizations, the volunteer movement and public organizations.

The following negative factors may affect the implementation of the defense reform:

the defense reform is carried out in the conditions of an unfinished armed conflict in the eastern regions of the country, the temporary occupation of part of the territory of Ukraine by the Russian Federation, and a difficult socio-economic situation due to the loss of part of the industrial potential of Ukraine. The reform must be implemented in such a way as to minimize the possible negative impact on the combat readiness and capabilities of the defense forces;

duplication and obsolescence of the regulatory and legal framework in the field of defense and ineffectiveness conceptual approaches in the field of defense planning;

making the necessary changes to regulatory and legal acts in the field of defense is a complex process that requires a long time to implement;

the inability of the defense-industrial complex to fully meet the needs of the Armed Forces of Ukraine and other military formations in modern weapons and military equipment, the complicated and long process of purchasing raw materials, materials, components for the production of weapons and military equipment in the EU and the USA;

low management culture and significant training time for the necessary specialists;

the complex process of eradicating corruption in the system of public procurement in the interests of defense.

In the event of an aggravation of the armed conflict and a complication of the socio-economic situation in the state, the amount of financing measures for the development of the defense forces, the deadlines for the implementation of the main tasks to achieve the strategic goals of the defense reform may be specified.

3.6. Resource support

Implementation of reforms is a complex and costly process. However, achieving the defined goals of the reforms will help ensure the most efficient and rational use of available resources for the protection of citizens and the territory of Ukraine. **Measures aimed at achieving the goals of the defense reform must be provided within the limits of expenditures determined by the Law of Ukraine on the State Budget of Ukraine for the relevant year, and may also be additionally financed at the expense of charitable contributions of individuals and legal entities in the manner determined by the Cabinet of Ministers of Ukraine, and from other sources sources not prohibited by law.**

Provisions of the [National Security Strategy of Ukraine](#) and [Military Doctrine of Ukraine](#) it is envisaged to annually allocate not less than **5 percent of the planned volume of the gross domestic product to the budget financing of the security and defense sector, including defense - not less than 3 percent of the planned volume of the gross domestic product.** The amount of funding between the components of the defense forces is determined by the State Law

the budget of Ukraine for the corresponding year depending on their functions, tasks and responsibilities in the field of security and defense.

IV. The purpose and strategic goals of the defense reform

4.1. The purpose of the defense reform in Ukraine is to acquire and maintain the necessary level of combat readiness and the ability to perform state defense tasks (defense capabilities) by the defense forces, to effectively respond to emerging military threats and military-political challenges to national security, and to increase the level of operational interoperability of the Armed Forces of Ukraine and other military formations with units of the armed forces of NATO and EU member states to perform joint tasks in international operations to maintain peace and security.

4.2. **Achieving the defined goal of the defense reform will be carried out taking into account current and forecasted resource limitations through the implementation of the following strategic goals, distributed according to priority:**

the first - joint management of the defense forces, which is carried out in accordance with the principles and standards adopted by NATO member states;

the second - effective policy, systems of planning and management of resources in the defense sector using modern Euro-Atlantic approaches;

the third - operational (combat, special) capabilities of the defense forces, necessary for guaranteed repulsion of armed aggression, defense of the state, maintenance of peace and international security;

the fourth - a combined system of logistics and a system of medical support, able to provide support to all components of the defense forces;

fifth - the professionalization of the defense forces and the creation of the necessary military reserve.

Management of the defense reform and control over the implementation of its practical measures will be carried out on the basis of the program-target method and taking into account the priority of the hierarchy of goals defined in the Strategic Bulletin.

4.3. The expected result of the defense reform is the creation, according to the principles and standards adopted by the NATO member states, of effective, mobile, equipped with modern weapons, military and special equipment defense forces of the **2020 model**, capable of guaranteeing the defense of the state and adequately and flexibly responding to military threats to the national security of Ukraine, rationally using the available potential (capabilities) and resources of the state.

V. Ways of achieving strategic goals

Based on the provisions of [the National Security Strategy of Ukraine](#), [Military doctrine of Ukraine](#) and [Concepts for the development of the security and defense sector of Ukraine](#) the above strategic objectives will be realized through the implementation of such objectives.

Strategic goal 1. Joint leadership of the defense forces, which is carried out in accordance with the principles and standards adopted by NATO member states

Expected result: a defense forces management system was created based on a new distribution of powers, functions, tasks, duties and responsibilities in the field of defense, which corresponds to the principles adopted by NATO member states.

Operational goal 1.1. Democratic civilian control over the defense forces, which is carried out at the expense of increasing the effectiveness of the Ministry of Defense of Ukraine and strengthening ties with the Verkhovna Rada of Ukraine and civil society

The expected result: an effective organization of the Ministry of Defense of Ukraine and the General Staff of the Armed Forces of Ukraine, structured in accordance with the best practices of the Alliance states, which ensures the maximum effect from the use of resources and the implementation of defense tasks provided for by national strategic defense plans. In addition, the adopted updated hierarchical structure of management must comply with the principles of democratic civilian control in the field of defense and the armed forces, which will allow establishing a comprehensive process of effective cooperation and coordination between all links and subjects of the security and defense system.

Strengthening democratic civilian control over the defense forces will make it possible to build a perspective management system based on a new distribution of powers, functions, and tasks, which will correspond to the principles adopted by NATO member states.

Operational goal 1.2. Improvement of the defense forces management system

Expected result: an effective management system has been created in accordance with Euro-Atlantic standards, which allows for initiative and gives greater independence to the heads of the management bodies of the defense forces at all levels in making management decisions, improved coordination between the components of the defense forces and implemented a mechanism that ensures their consolidated development, achieved necessary operational capabilities to ensure the defense of the state.

Operational goal 1.3. Improvement of the system of military leadership of the defense forces by distinguishing issues of formation and training of troops (forces) from their use

Expected result: the functions, tasks and powers of officials at the strategic and operational levels have been standardized and the organizational structure of defense forces management bodies adopted in NATO member states has been introduced.

Operational goal 1.4. Creation of an effective operational (combat) system command, communications, intelligence and surveillance (C4ISR)

Expected result: a national telecommunications network has been created, the special communication system, departmental information and communication networks and communication systems of the control points of state authorities have been modernized and transferred to modern digital technologies, as well as the automated C4ISR system of the defense forces has been created, which meets the standards, doctrines and recommendations of NATO, its integration into the defense resource management system is ensured.

Operational goal 1.5. Improvement of the cyber security and information protection system

Expected result: the Ministry of Defense of Ukraine and other components of the defense sector have created units for cyber protection, countering technical intelligence, implementation of information protection measures in accordance with the requirements of regulatory and legal acts of Ukraine and taking into account NATO and ISO/IEC standards.

Operational goal 1.6. Increasing the effectiveness of existing anti-corruption bodies and independent supervisory institutions in order to reduce corruption risks in the activities of the defense forces

Expected result: unified processes and rules have been implemented that promote a culture of non-acceptance of corruption and a high level of public administration in accordance with international standards, and a unified system has been created in the Ministry of Defense of Ukraine and the Armed Forces of Ukraine for the education of integrity.

Operational goal 1.7. Formation and development of the capabilities of the defense forces in the field of strategic communications as part of the national and interdepartmental system of strategic communications aimed at supporting the formation and implementation of policy in the field of security and defense of Ukraine, as well as achieving the goals of state defense

Expected result: communication capabilities are created at the strategic, operational and tactical levels, which ensure integration and support of strategic communications at all levels of planning and implementation of security and defense policy.

Strategic goal 2. Effective policy, planning and resource management systems in the defense sector using modern Euro-Atlantic approaches.

The development of the defense planning system as a component of the national planning system in the security and defense sector will ensure a clear division of responsibilities of state administration bodies regarding planning functions within the framework of the defined powers, as well as the implementation of modern methods used by the Alliance to strengthen its own defense capabilities, in particular, the application of the principle of a comprehensive approach to defense (*Comprehensive Approach for Defence*), methods of planning based on capabilities (*Capabilities Based Planning*), implementation of purposeful training for the performance of tasks as assigned (*Mission Oriented Training*), material and technical support for the needs of the defense of the state.

The implementation of effective planning models in the defense and state reserve sector will ensure realism in achieving the defined goals of the reform by establishing clear priorities and defining tasks and their coordination with the existing resource base, minimizing the risks associated with corruption and losses.

Expected result: the processes of policy formation, planning and resource management are aligned with Euro-Atlantic principles and ensure the creation of adequately trained, equipped and secured defense forces capable of effectively performing the tasks defined by the strategic documents of ensuring the national security of Ukraine, carrying out the defense of Ukraine and participating in international peacekeeping operations on maintaining peace and security by developing the necessary capabilities within the framework of the identified resources.

The achievement of this strategic goal will be carried out through the implementation of the following operational goals:

Operational goal 2.1. Implementation of the defense planning process in the field of defense in accordance with Euro-Atlantic principles and approaches

Expected result: consultative and advisory assistance provided by experts from NATO member states and the European Union regarding defense and budget planning.

The defense planning system has been coordinated with the state forecasting system and strategic planning.

Guidelines for long-term implementation have been developed and approved defense planning.

Operational goal 2.2. Creating an integrated risk management system as a component of the defense planning system

Expected result: an integrated risk management system will be created, which will make it possible to avoid strategic mistakes that may lead to significant losses in the future (overspending of financial resources, inefficient use of the state's economic potential, etc.), will provide support for the decision-making process in the long-term, medium-term and short-term perspectives, will allow to improve the quality of defense planning of the defense forces, the preparation of relevant defense planning documents, will contribute to the formation of the necessary operational (combat, special) capabilities of the defense forces, which will ensure the military security and defense of the state.

Operational goal 2.3. Implementation of planning for the development of the capabilities of the defense forces

Expected result: the planning of the development of the capabilities of the defense forces makes it possible to systematize the procedures and documents of defense planning, to improve the quality of the development and preparation of the defense budget of Ukraine; control mechanisms for achieving the defined capabilities of the defense forces were created using the experience of the Alliance states.

Operational goal 2.4. Implementation of Euro-Atlantic principles and approaches to budget planning in the defense budget policy

Expected result: budgetary planning in the field of defense is coordinated with the planning of the socio-economic development of the state and planning in the security and defense sector, in accordance with the best practices of the NATO member states, a rational distribution of expenses for the maintenance of troops (forces), operational needs and combat training is implemented, development and procurement of weapons and military and special equipment.

Operational goal 2.5. Creation of an integrated procurement system in the Ministry of Defense of Ukraine

Expected result: a procurement system has been implemented in accordance with the principles and approaches used by European and NATO member states,

the electronic procurement system is valid for all public procurements, while its openness and transparency is ensured.

In accordance with the recommendations of the RAND Corporation and NATO's analysis of differences, there was a gradual transition of procurement of conventional weapons through the state defense order to the sphere of public procurement. A single unit responsible for providing the Armed Forces of Ukraine (supporting the entire life cycle of supplies from procurement to disposal or sale as surplus property) has been created.

A system of delegation of powers (for concluding contracts with allocation to financial levels) and personalization of responsibility for provision by implementing the institute of authorized persons of the customer in accordance with the [Law of Ukraine](#) has been introduced "About public procurement".

A system of interdepartmental integrated project groups has been introduced, which, headed by authorized persons, will be responsible for the procurement of various groups of items supply.

Centralized procurement organizations were created on the basis of four territorial operational commands in accordance with the [Law of Ukraine](#) "On public procurement", conducting procurement for military units of the relevant command.

The Ministry of Defense of Ukraine has joined all services and Partnerships of the NATO Support and Supply Agency.

Operational goal 2.6. Improvement of the mechanism of formation and execution of the state defense order

The expected result: the formation of a state defense order for a three-year period with the possibility of annual adjustment of its indicators has been ensured, the latest technologies for the production of military equipment have been introduced, closed cycles of development and production of the main types of weapons, military and special equipment have been created, complete independence of production from the supply of equipment, components and materials from the Russian Federation.

Operational goal 2.7. Implementation of the infrastructure management system and its development

Expected result: the updated military infrastructure management system and its development make it possible to create autonomous military bases that meet the defined operational needs, defense forces units are provided with small-sized and inconspicuous field modules.

Operational goal 2.8. Depriving the Ministry of Defense of Ukraine of functions not inherent to it

Expected result: The Ministry of Defense of Ukraine will be deprived of functions not characteristic of it, including the management of state companies, except for those that perform the most important functions in the defense sector.

Strategic goal 3. Operational (combat, special) capabilities of the defense forces, necessary for guaranteed repulsion of armed aggression, defense of the state, maintenance of peace and international security

Expected result: the joint capabilities of the defense forces ensure a reliable repulsion of armed aggression, enable an effective response to threats to national security in the military sphere, ensure the defense of Ukraine, the protection of its sovereignty, territorial integrity and inviolability, meet Euro-Atlantic standards and criteria necessary for NATO membership, ensure the ability of the defense forces to participate in the maintenance of international peace and security.

Acquisition of the necessary operational (combat, special) capabilities by the defense forces will be carried out by achieving the following operational goals in order of priority.

Operational goal 3.1. Improvement of doctrinal documents on the training and application of the Armed Forces of Ukraine and other components of the defense forces, the introduction of their joint training and the achievement of operational interoperability with the armed forces of NATO and EU member states

Expected result: doctrinal documents on the training and application of the Armed Forces of Ukraine and other components of the defense forces are brought into line with modern standards, taking into account the experience of anti-terrorist operations and the principles adopted by NATO and EU member states. The training of the Armed Forces of Ukraine and other components of the defense forces is organized and carried out according to a single plan and plan and under a single leadership. The national system of inspections (certification) and assessment of readiness of troops (forces) to perform assigned tasks is adapted to NATO standards. The development of the educational and material base continues, taking into account the needs of the Armed Forces of Ukraine and other components of the defense forces.

Operational goal 3.2. Optimization of organizational structures and the composition of the defense forces, distribution of combat personnel of the Armed Forces of Ukraine in peacetime according to the terms of readiness for performance of assigned tasks

Expected result: the general structure and main functions of the Armed Forces of Ukraine and other components of the defense forces have been defined by law, taking into account the experience of their joint application and the creation of new separate branches of the military (Special Operations Forces and Highly Mobile Landing Forces). The organizational and staffing structure and number of management bodies, military units, military educational institutions, institutions and organizations of the Armed Forces of Ukraine and other components of the defense forces have been optimized and unified. The combat staff of the Armed Forces of Ukraine in peacetime is distributed according to the terms of readiness to perform assigned tasks, taking into account the operational requirements and resource capabilities of the state for their provision.

Operational goal 3.3. Unification of the main models of weapons and special equipment, restoration of serviceability, modernization and purchase of new models for the Armed Forces of Ukraine and other components of the defense forces

Expected result: national standards (technical regulations) of weapons and special equipment for all components of the defense forces have been developed and implemented. The main ones

samples of weapons and special equipment are brought into line with the standards of NATO member states. Serviceability is restored (repair, extension of resource and service life) and samples of weapons and special equipment are modernized, development and procurement of new samples is carried out in accordance with the needs of the defense forces and allocated resources.

Operational goal 3.4. Creation of Special Operations Forces as a separate type of troops according to NATO standards

Expected result: in accordance with the tasks adopted by the special operations forces of NATO member states, the main tasks, principles of application and functioning of the Special Operations Forces of the Armed Forces of Ukraine (hereinafter - the Special Operations Forces of the Armed Forces of Ukraine) have been defined and regulated, and their management system has been created. Certain military units of the Armed Forces of Ukraine are subordinate to the command of the Armed Forces of Ukraine. The formation, equipping and training of the SSpO was introduced, their training center was created, candidates were selected and the units of the SSpO were staffed. The organizational and staffing structure of the CSDP has been optimized in order to achieve the criteria adopted by NATO, the issue of creating mutually compatible structures with NATO, designed to perform certain tasks, has been regulated.

Operational goal 3.5. Creation of an effective system of military intelligence taking into account principles and standards of NATO

Expected result: the structure and number of management bodies, parts and intelligence units of the Armed Forces of Ukraine are optimized, their capabilities for obtaining intelligence information and carrying out special activities in the interests of the use of the Armed Forces of Ukraine and other components of the defense forces are strengthened. Interoperability with foreign partners and intelligence systems of the defense forces was achieved, taking into account the principles and standards of NATO. The processes of collecting and processing intelligence information have been automated and a unified intelligence management system has been created at all levels, taking into account NATO principles and standards.

Operational goal 3.6. Revival of the state's naval potential

Expected result: the naval capabilities of Ukraine have been increased to a level sufficient to ensure the defense of the sea coast of the Black and Azov Seas, to ensure the inviolability of the state border and to protect the sovereign rights of Ukraine in its exclusive (maritime) economic zone, as well as to ensure participation in international (joint) operations led by NATO and the EU. The development of the base infrastructure of the Naval Forces of the Armed Forces of Ukraine continues.

Operational goal 3.7. Reforming the Military Law and Order Service in the Armed Forces of Ukraine into the Military Police

Expected result: the issue of reforming the Military Law and Order Service in the Armed Forces of Ukraine into the Military Police, the general structure and its main functions, with the granting of the right to carry out pre-trial investigations of crimes committed by servicemen of the Armed Forces of Ukraine against the established order of military service, and the right to conduct operational investigative activity. The capabilities of the Military Police have been increased, and its organizational structure has been optimized in accordance with the new structure of the Armed Forces of Ukraine.

Strategic goal 4. United system of logistics and system of medical support capable of providing support to all components of the defense forces

Reforming the entire system of material and technical support of the Armed Forces of Ukraine will be carried out taking into account the needs of other components of the defense forces.

Expected result: a unified effective logistics system of the defense forces has been created in accordance with the NATO logistics guidelines, standards and instructions, the management of the logistics support of the defense forces has been ensured, the material and technical reserves are maintained in accordance with the norms that ensure the performance of tasks as assigned in peacetime and wartime (special period).

Achieving this strategic goal will be carried out through the implementation of the following operational goals:

Operational goal 4.1. Improvement of logistical support of the defense forces

Expected result: a unified effective system of logistics and supply of the defense forces both in peacetime and in a special period has been created, modern systems and technologies for the comprehensive provision of troops (forces) have been introduced, the processes of management and accounting of weapons and military equipment, military-technical property have been automated, missiles and ammunition and material and technical means according to Task 1.4.8.

The J-structure of the military management bodies in accordance with NATO standards, which are responsible for the logistical support of the Armed Forces of Ukraine, has been implemented. When creating such a structure, the strategic and operational functions of logistical support of military administration bodies are demarcated, and the system of NATO supply classes is implemented.

Operational goal 4.2. Building a medical support system to provide adequate medical support to all tasks of the defense forces

Expected result: a medical support system capable of providing appropriate medical support to all tasks facing the Defense Forces of Ukraine, functioning in accordance with NATO standards, and capable of contributing to functionally compatible medical capabilities for joint missions with NATO, has been created. The necessary capabilities for searching for the wounded, their medical evacuation and providing the necessary assistance and treatment have been achieved. Modern technologies for providing medical aid and treating the wounded in accordance with the standards of medical aid, clinical protocols and other industry standards in the field of health care have been introduced into the activities of the military medical services. The issue of using the capabilities of the health care system in the state to provide medical assistance, treatment and medical rehabilitation of the wounded within the framework of a single medical space has been regulated, a system of medical rehabilitation has been created, which ensures the restoration of physical, psychological and social functions for returning to the performance of military service duties or social and labor adaptation. The system of training and retraining of military medical personnel for the defense forces has been improved and military medical training has been introduced, which will ensure effective training in the standards of providing medical care for combat trauma (pathology). A medical information system of the components of the defense forces has been created, covering all stages of medical evacuation and patient flow management processes, in accordance with standards, doctrines and

NATO recommendations. The goal of the Ukraine-NATO partnership G5404 "Reforming the medical care system" has been achieved.

Strategic goal 5. Professionalization of the defense forces and creation of the necessary military reserve

The professionalization of the defense forces and the creation of the necessary military reserve is a necessary condition for the formation of the personnel potential of the Armed Forces of Ukraine and other components of the defense forces, their staffing with trained and motivated personnel, the creation, maintenance and deployment of the strategic reserve of the Armed Forces of Ukraine.

Expected result: the necessary personnel potential of the Armed Forces of Ukraine and other components of the defense forces has been formed by professionally trained servicemen with high moral and business qualities, capable of qualitatively solving complex military-professional tasks in peacetime and special periods;

the defense forces are equipped with trained and motivated personnel;

a strategic reserve of the Armed Forces of Ukraine is created, maintained and ready for deployment, capable of carrying out offensive (counter-offensive) actions, strengthening groupings of troops (forces) in threatening directions, ensuring the rotation of troops (forces), their replenishment and replacement in case of loss of combat capability.

Achieving this strategic goal will be carried out through the implementation of the following operational goals:

Operational goal 5.1. Development of social and humanitarian support for personnel

Expected result: **the mentality (way of thinking) of the staff is based on European values.** The level of material and other types of support for military personnel is brought into line with the conditions of service (according to the limitations of rights and freedoms, existing risks to life and health, social and household conditions defined by legislation). The service of the military clergy is carried out on a multi-confessional basis

Operational goal 5.2. Improvement of the system of military education and personnel training

Expected result: the military education system has acquired a practical direction of training, advanced methods of training the armed forces of NATO member states, as well as distance learning technologies, have been introduced into the educational process, military educational institutions are equipped with modern and promising samples of weapons and military equipment, simulators and educational and training complexes .

Operational goal 5.3. Reforming the mobilization system and creating a military reserve

Expected result: the state system of mobilization and mobilization training operates on the basis of basic European approaches. A military reserve of human resources was formed taking into account the experience gained in the creation of the military operational reserve of the first stage, the Unified State Register of Military Conscripts was created to ensure the military registration of Ukrainian citizens, the effective functioning of the system was ensured

training of reservists and conscripts, territorial recruitment and social support centers were created on the basis of military commissariats.

Operational goal 5.4. Creation of a modern personnel management system

Expected result: a rational ratio of personnel categories of the defense forces has been implemented, an effective system of managing the career of military personnel has been created, a transparent and honest system of selection, placement and appointment of personnel has been ensured.

The matrix of achieving strategic and operational goals and fulfilling the main tasks of the defense reform is attached ([Appendix 1](#)). The Minister of Defense of Ukraine, in agreement with the Secretary of the National Security and Defense Council of Ukraine, periodically, but not less than once a year, makes proposals to update the tasks provided for in the Matrix.

VI. Final part (final provisions)

Ukraine continues to resist the armed aggression against it by the Russian Federation, which began with the illegal annexation of the Autonomous Republic of Crimea and the city of Sevastopol, which were, are and always will be an integral part of the territory of Ukraine.

Under such conditions, the integrated defense forces, reformed in accordance with modern requirements, are a key factor in ensuring the independence of our state and a mandatory condition and guarantee of its economic development and prosperity in the single family of European nations.

Defense reform measures defined in this document are aimed at supporting the implementation of [the Sustainable Development Strategy "Ukraine - 2020"](#) and ensure the achievement of the defined goals and objectives, which are the implementation of European standards of living in Ukraine and Ukraine's rise to a leading position in the world.

These reforms provide for the acquisition of full operational capabilities by the defense sector, which will make it possible to guarantee the military security of the state and create conditions for the sustainable development of the nation.

According to the results of the implementation of [the Sustainable Development Strategy "Ukraine - 2020"](#) the progress achieved in the defense reform will be reviewed and the goals and objectives for its continuation will be updated, which will be reflected in the new edition of the Strategic Defense Bulletin of Ukraine.

**Head of the Administration
of the President of Ukraine**

B. Lozhkin

APPENDIX No.

1 to the Strategic Defense Bulletin of
Ukraine,
approved by Decree of the President of
Ukraine of June 6, 2016 No. 240/2016

MATRIX

**achieving strategic goals and fulfilling the main tasks of the defense
reform**

APPENDIX No.

2 to the Strategic Defense Bulletin of
Ukraine,
approved by Decree of the President of
Ukraine dated June 6, 2016 No. 240/2016

GLOSSARY



On the decision of the National Security and Defense Council
of Ukraine dated May 20, 2016 "On the
Strategic Defense Bulletin of Ukraine" Decree of the
President of Ukraine dated June 6, 2016 No. 240/2016
Expiration date September **21, 2021**, reason —
[473/2021](#)

Permanent address: <https://zakon.rada.gov.ua/go/240/2016>

**The legislation of
Ukraine as of**

07/16/2023 has become invalid



240/2016

Documents and files

- Signal document — [f457210n248.pdf](#) from 09.06.16 13:00, 610 kb
- Signal document — [f457210n249.pdf](#) from 09.06.16 13:00, 171 kb

Publications of the document

- **Government Courier** dated 15.06.2016 —
No. 112 • **Official Gazette of Ukraine** dated 17.06.2016 — 2016, No. 45, p. 14, article
1641, act code
82131/2016 • **Official Gazette of the President of Ukraine** dated 22.06.2016 — 2016, No. 17, p. 10,
Article 466