



# IMPACT SUMMARY



## Promoting Reform Objectives through Technical Expertise and Capacity Transfer Program.

Funded by the Department of National Defence and Global Affairs Canada.  
Implemented by Alinea.

In 2020, Canada launched PROTECT to support institutional reform in Ukraine's defence sector. The team works with senior counterparts in the Government of Ukraine (GoU) to build the capacity of institutions and agencies across the sector to meet internationally accepted standards of governance, gender equality, performance and accountability.

Drawing on a talented pool of highly specialised expertise in Ukraine and in lockstep with institutional partners, concrete progress has been achieved on advancing democratic governance in the defence sector; advancing gender equality; and improving planning and resource management. Additionally, and in coordination with international partners, PROTECT supports the review of defence capabilities, military needs, and sustainment planning for immediate and longer-term horizons.

Accelerating Ukraine's compliance with NATO standards and principles was a central focus for the Government of Ukraine prior to Russia's full-scale invasion. Commitment to this process only intensified following the aggression, and reforms within Ukraine's defence sector continue to support Ukrainian military performance and resilience.

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### Key Reform Areas

- 1 Women, Peace & Security
- 2 Defence Governance
- 3 Planning, Programming & Resource Management
- 4 Capability Development

## Women, Peace & Security

Aligning with Canada's Feminist International Assistance Policy, PROTECT has ensured gender mainstreaming in all reform work undertaken within the security and defence sector. The team's focus is transforming attitudes and equalizing opportunities for women and men in the defence sector. The Ministry of Defence is of central importance to implementation of Ukraine's National Action Plan for United Nations Security Council Resolution # 1325 on Women, Peace, and Security. This workstream provides Ukrainian and international technical expertise to the Ministry of Defence, Office of the Gender Commissioner, and other defence sector institutions to implement Ukraine's international commitments.

### Areas of Focus

Capacity Building in Gender Mainstreaming. PROTECT strengthens gender perspective integration in line with NATO policies, through the Gender Advisers' Network.

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Implementation of international GE obligations. PROTECT supports review and implementation of Ukraine's 1325 National Action Plan in light of the war.

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Raising Awareness. PROTECT's WPS workstream is designed to advance a survivor-centered approach to identifying and responding to conflict-related sexual violence (CRSV).

### Key Results

Both before and subsequent to the full-scale invasion of Ukraine, the PROTECT team has applied its collaborative methodologies and the skills of its diverse and highly qualified team to achieve the following results

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- Training for the integration of a gender perspective in defence and military operations.
- Enhanced ability of defence sector institutions and law enforcement to address conflict related sexual violence

# PROTECT

## Defence Governance

Defence Governance, supports the Democratic Civilian Control of Ukraine's defence sector. PROTECT focuses on formalising and building appropriate relationships between the various institutions of the sector.

The team built a strong foundation supporting Ukrainian defence reforms, through rapid response to priority needs in the adoption of Euro-Atlantic standards.

### Areas of Focus

**Effective Decision Making.** PROTECT facilitates effective decision-making processes of the Ministry of Defence and Armed Forces of Ukraine through establishment of institutional committees in alignment with Euro-Atlantic norms.



**Building Public Confidence.** PROTECT supports leaders in carrying out their duties in a transparent, participatory manner, contributing to public confidence in a resilient, trusted, and effective defence organization.

### Key Results

Both before and subsequent to the full-scale invasion of Ukraine, the PROTECT team has applied its collaborative methodologies and the skills of its diverse and highly qualified team to achieve the following results



- Supported the Ministry of Defence in conducting the Defence Management Systems Review.
- Advises the Ukrainian Parliamentary Committee on National Defence, Security and Intelligence regarding the integration of Euro-Atlantic standards and principles into Ukrainian legislation.
- Supports the establishment of the Joint Governance system in Ministry of Defence, based on committees established in alignment with NATO standards.

## Planning, Programming & Resource Management

In close collaboration with the Ministry of Defence and Armed Forces of Ukraine, PROTECT supports the enhancement of strategic planning procedures, including defence planning, budgeting, resource management and acquisition. Using a capability-based planning approach, PROTECT helps to develop partners' expertise in this area.

With the onset of Russia's full-scale invasion, PROTECT delivered the methodology for a Capability Review to the Ministry of Defence, taking into account the experiences of the current conflict and projections of capability requirements for future operations.

### Areas of Focus

**Creation of planning systems.** PROTECT's efforts facilitate a sustainable, cost-effective defence planning system that can manage risk and make evidence-based resource allocation decisions.

**Capabilities-based planning approach.** PROTECT works to Institutionalise a capabilities-based planning approach for Ukraine's Armed Forces; advancing transparent planning, programming, and budgeting standards.

**International Acquisitions Process.** PROTECT works with the ministry to ensure more effective and efficient use of the international materiel technical support provided by Western partners.

### Key Results

Both before and subsequent to the full-scale invasion of Ukraine, the PROTECT team has applied its collaborative methodologies and the skills of its diverse and highly qualified team to achieve the following results

- Publication of a report entitled *Training of Ukrainian Military Personnel Abroad on Tactics and Maintenance of Western Weapons*, describing Ukraine's ability to effectively apply training provided by the international donor community as part of their assistance efforts.
- Design and delivery of a series of workshops on International Defence Acquisition, for the Armed Forces command.

# PROTECT

## Capabilities Development & Management

PROTECT focuses on practical actions to develop and maintain Ukrainian military capabilities. The project maintains trusted working relationships with leadership of the Armed Forces Logistics Command and is positioned to play an important role in strengthening defence capabilities under different scenarios of evolution of the war.

### Areas of Focus

**Procurement and Requisition.** PROTECT identifies and coordinates the requisition of surplus military equipment from partner nations.

**Sustainment Planning.** PROTECT experts assist the Logistics Command of the Armed Forces of Ukraine in developing long-term sustainment plans for key military weapon systems, specifically ACSV Armoured Vehicles and M-777 Howitzer, donated by Canada.

### Key Results

Both before and subsequent to the full-scale invasion of Ukraine, the PROTECT team has applied its collaborative methodologies and the skills of its diverse and highly qualified team to achieve the following results

- Contributed \$70.5K CAD for urgent needs of Armed Forces of Ukraine.
- Developed sustainment plans for ACSV Armoured Vehicles, provided by Canada for the Armed Forces of Ukraine.
- Identified and coordinated the requisition of surplus military equipment, valued at over \$30M CAD.

# PROTECT

## Completed Workstream: Annual National Program: Transformation & Resilience

Following the full-scale Russian invasion, PROTECT continued work launched in 2021 on developing and reviewing the implementation plan for the National Resilience System, as well as its adaption to Ukraine's current security realities. The team continues to provide analytical and expert support to the Government of Ukraine in this area.

### PROTECT Program Partnerships



Operation UNIFIER



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