

STRATEGIC OFFICE OF THE KYIV-MOHYLA BUSINESS SCHOOL



Kyiv-Mohyla Business School (kmbs) is a leading school of strategic management and public policy in Ukraine, which has accumulated proven experience in providing professional development programmes for top-level state management.

The school continues the centuries-old traditions of the Kyiv-Mohyla Academy community in the formation of the national elite of Ukraine, implementing strategic programmes for leaders of the government and the security and defence sector, business, non-governmental and humanitarian organizations.

kmbs was the first in Ukraine to launch programmes specifically for the country's top military leadership.

APPROACH

- Provision of support to the state institutions during the war, fostering efficient international cooperation, and contributing to solutions' development for the National capacity building for Ukraine.
- Capacity building of the formative core of the Security and Defence Sector of Ukraine: fostering development of leadership and institutional capabilities, building effective cooperation and interaction within the Sector and with other governmental institutions.
- Methodology of design of State System models, achieving their integration and reducing fragmentation, building an infrastructure of interaction between different actors. National Security systems of Ukraine: during the Strategic Office's programs, participants develop strategic decisions aimed at transforming the National Security and Defence System of Ukraine.
- Analytical and Research Expertise: our research, analysis, policy and systems' recommendations enhance the effectiveness of training of institutional leadership, capacity building and decision-making in the models' development.
- International partnerships: involving the experience and expertise of international partners in strengthening the content of our Programmes and events, promoting the effective training of Programmes' participants and integrating the best practices and practical experiences in models' development.

PROGRAMMES

THE SCHOOL FOR STRATEGY ARCHITECTS

The School for Strategy Architects aims at the formation and development a community of Ukrainian national architects, who determine the successful future of Ukraine as a state and the new role of Ukraine in the world:

- Ministers and deputies, Heads of state agencies;
- Heads of institutions of the Defence and Security Sector
- Members of the Parliament of Ukraine;
- Owners and CEOs of impactful businesses;
- Media owners and managers;
- Heads of civil society organizations;
- Heads of humanitarian and religious institutions.



Participants of the Programme:
Oleksandr Syrskyi, Commander of the Ukrainian Ground Forces;
Maria Mezentseva, Member of the Parliament, chairperson of the delegation to the Parliamentary Assembly of the Council of Europe; Owners of impactful businesses in Ukraine



Participants of the Programme, in the foreground of the photo:
Viktor Ivanchyk, Founder and CEO of Astarta (one of the largest agro-industrial holdings in Ukraine); Lyubomyr Yavorsky, Patriarchal Economist of the Ukrainian Greek Catholic Church



Participants of the Programme, in the foreground of the photo:
Borys Shestopalov, co-owner of HD-group (one of the largest AgriFood company); Roza Tapanova, director of the National Historian-memorial reserve "Babyn Yar", member of the Supervisory Board of Oschadbank (a major bank in Ukraine)



Opening of the Programme, Oleksandr Savruk,
the Dean and CEO of Kyiv-Mohyla Business School

The integrated work of all state and non-state mechanisms and institutions is critically important and is necessary for the effective formation and implementation of defence, economic, social and international policies that will ensure the strengthening of the state during the war and a clear vector of further reconstruction and development.

The school is focused on the development and implementation of the Grand Strategy of Ukraine and is aimed at:

- strengthening the military, diplomatic, economic, social and informational capabilities of Ukraine, necessary to achieve victory in the war and successful Transition Period;
- ensuring the development and successful implementation of the "Transition Framework" model;
- strengthening of institutional capacity and deepening of integration with partner countries to ensure the victory of Ukraine;
- effective recovery during the war and laying the foundations for the post-war transformation of the country.

Results and impact:

The developed solutions are aimed at creating models of new systems and strategies that facilitate the conversion of strategic resources and capabilities into the National Power of Ukraine, will contribute to the development of the infrastructure of actors' interaction, strengthening of institutional capacity and increasing the efficiency of public administration models, strengthening the foundation that will ensure victory in war and successful passage of the transition period and recovery.

Among the projects developed at the School for Strategy Architects :

- Strategy for the development of the financial system of Ukraine;
- Strategy for the development of the Naval Forces of the Armed Forces of Ukraine;
- Transformation of the Ministry of Education and Science of Ukraine;
- Development strategy of the Ukrainian Institute (cultural diplomacy);
- Transformation of the National Art Museum of Ukraine;
- Increasing the capacity to ensure reliable coverage of the airspace of Ukraine by creating an ecosystem of the Air Force of the Armed Forces of Ukraine;
- Development strategies and innovative business models for leading companies in the agribusiness, telecommunications, shipbuilding sectors, alternative energy and retail, automotive and media.



Gelena Savruk, the Head of the Programme;
Roman Waschuk, Business Ombudsman, Former
Ambassador of Canada to Ukraine; Rostyslav Zamlynskiy,
Deputy Minister of Defence, participant of the Programme



Serhiy Kasyanchuk, Director of Ukrainian World Congress
Mission to Ukraine (diaspora), graduate of the School
for Strategy Architects



Oleksiy Neizhpapa, Commander of the Naval Forces,
graduate of the School for Strategy Architects

In order to strengthen the strategic decisions of the participants, their integration with powerful expertise and influences, the Programme involves influential world think tanks: RUSI - Royal United Services Institute, Centre for European Policy Studies, The Institute for Integrated Transitions, Bruegel, Cambridge Institute for Public Policy, Council of Geostrategy, Henry Jackson Society Foundation, Center for Strategic and International Studies, International Institute for Strategic Studies.

Also, in order to involve political influence and expertise, the Programme cooperates with international players and officials: the Governments of the United Kingdom, Canada, the United States of America, the European Union, NATO Representation to Ukraine, the European Bank for Reconstruction and Development.

STRATEGIC LEADERSHIP PROGRAMME IN DEFENCE AND SECURITY SECTOR OF UKRAINE

Strategic Leadership Programme in Defence and Security Sector of Ukraine is a strategic security and military educational platform implemented with the Office of the President of Ukraine, the National Security and Defence Council of Ukraine, the Office of the Deputy Prime Minister for the Euro Atlantic Integration with the support of Ukraine's strategic partners - the Governments of the United Kingdom and Canada.

Institutional leaders of the Security and Defence Sector of Ukraine in cooperation with officials of national security institutions and Ukrainian and international experts are forming an integrated community who will form a shared vision of the National Security of Ukraine and NATO integration.

Impact of the programme:

- An integrated community of 110 graduates - institutional leaders of the Security and Defence Sector of Ukraine - a comprehensive integrated team from the Ministry of Defence, General Staff of the Armed Forces of Ukraine and other institutions of the National Security System of Ukraine, who share a holistic and whole-of-government approach, as a multiplier to enable rapid systematic decision-making, more effective policy formulation and consistent implementation by combining defence, diplomatic, intelligence, industry and internal policy capabilities.
- 9 developed models with strategic decisions based on the whole-of-government approach to facilitate the transformation of security and defence sector.
- Strengthening of capabilities of defence and security institutions:
 - Enhancing the new type of leadership and culture change in Defence and Security Sector, strategic and systemic thinking.
 - Enhancing successful institutional reforms, development of cross-institutional cooperation and whole-of-government approach.
 - Development of National Security models: integrated defence, informational security, resilience of critical infrastructure, economy security, energy security.



Graduation ceremony of the Programme: Oleksiy Danilov, the Secretary of the National Security and Defense Council of Ukraine; Gelena Savruk, the Head of the Programme; Serhiy Shaptala, Chief of the General Staff, graduate of the Programme; Valerii Zaluzhnyi, Commander-in-Chief of the Armed Forces of Ukraine



Discussion session on the Programme: Jill Sinclair, Canada's representative to the Ukraine Defence Reform Advisory Board, defence, foreign and international security professional and policy leader at the most senior levels of government

We involve the experience and expertise of international partners to strengthen the content of the Programme, promote effective training of participants and integration of advanced vision and practical experience of NATO member countries in order to strengthen the Ukrainian National Security System from the standpoint of national interests determined by the President of Ukraine and the Government.

- Strengthening the solutions developed during the Programme by involving international expertise and experience to help strengthen the National Security and Defence System.
- Ensuring support by key strategic partners of Ukraine — the Governments of the United Kingdom, Canada, and the United States of America, as well as diplomatic missions and international organizations.
- Exchanging experience and approaches with advanced research and scientific institutions: RUSI, RAND Institute, George C. Marshall European Center for Security Studies, Cranfield University, Royal College of Defense Studies, Geneva Center for Security Policy and Swedish Defense University, Council of Geostrategy.

The involvement of key stakeholders in the development of participants' solutions contributes to the multiplication of defence capabilities, the integration of processes and the formation of a shared vision of the defence model of Ukraine. This, in turn, will affect the military, economic and technological power and strengthen Ukraine's defence sector and the security of Europe as a whole.



Strategic Game: Multilateral negotiations, response to crises, interaction with state and non-state actors and challenges of international reality within the framework of the strategic game make it possible to apply a comprehensive approach in real-time to determine the national and international mechanisms and instruments of influence to realize national interests



Graduates of the Programme: Ruslan Khomchak, First Deputy Secretary of the National Security and Defense Council of Ukraine and former Commander-in-Chief of the Armed Forces of Ukraine; Valentyn Petrov, former Chairman of the State Service of Special Communications and Information Protection of Ukraine



Oleksandr Savruk, the Dean and CEO of Kyiv-Mohyla Business School; Valerii Zaluzhnyi, Commander-in-Chief of the Armed Forces of Ukraine; Oleksiy Pokotylo, Head of the Main Department for National Security and Defence at the Office of the President of Ukraine

STRATEGIC PROGRAMME FOR THE DEFENCE INDUSTRY SYSTEM DEVELOPMENT

The Programme is focused on implementing the priorities of the President of Ukraine and the Government of Ukraine in the defence sector, developing a new design of the defence industry and strengthening the leadership core of the defence industry system of Ukraine. This will have a growing impact on the transformation and further development of the defence capabilities of Ukraine by creating a military advantage and economic opportunity. The Programme is focused on ensuring the recovery and strengthening of defence industry capabilities to secure the stability of the defence and to relaunch the economy of the regions, and have a positive impact on the competitive economic and technological recovery of Ukraine.

Results and Impact

Through this Programme, the government is determined to ensure that Ukraine has competitive, innovative and world-class defence and security industries that drive investment for recovery, and underpins our national security now and in the future.

- Development of a new design of the Ukrainian defence industry system to secure the stability of the defence and to launch the economy of the regions, and have a positive impact on the competitive economic and technological recovery of Ukraine
- Rapprochement of Ukrainian and NATO capabilities and procedures of Defence Industry, aimed at achieving greater interoperability, mutual benefits and market fit of weapons and military equipment
- Contributing to the formation of the ecosystem of the defence industry and defence technologies
- Focused strengthening of the institutional core of UkrOboronProm (State Concern, strategic manufacturer of weapon and military hardware in Ukraine)
- Establishment of deep cross-sectoral cooperation and cultural changes for the introduction of a new business model of the defence industry.



Nicholas Harrocks, Deputy Head of Mission at the British Embassy in Kyiv; Gelena Savruk, the Head of the Programme; Martin Molloy, UK Special Defence Adviser to Ukraine; Rimma El Joueidi, Deputy Head of the Programme



Participants of the Programme, in the foreground of the photo: Oleh Ostapets, Chief of the Central Directorate of Defence Resources (J-8); Ihor Fomenko, Deputy Director General of the State Defence Concern «UkrOboronProm»



Opening of the Programme, in the foreground of the photo: Oleksandr Nosov, Deputy Minister of Defence of Ukraine

Previously the Kyiv-Mohyla Business School also provided Strategic Programmes for the institutional leaders of the Defence Sector of Ukraine:

· **Strategic Programme for the Ministry of Defence of Ukraine** aimed at Strengthening the Strategic Core of the Ministry.

Impact: 35 representatives of the leadership of the Ministry of Defence of Ukraine and the General Staff of the Armed Forces of Ukraine developed complex policies that facilitate the design of an integrated defence model, accelerate defense transformation, and bring it closer to NATO standards.



Projects Defence



Larisa Galadza, Ambassador of Canada to Ukraine;
Andriy Taran, Minister of Defence of Ukraine;
Gelena Savruk, the Head of the Programme



Participants of the Programme, in the foreground of
the photo: Pavlo Zuiev, Deputy Chief of the General Staff
of the Armed Forces of Ukraine



Gelena Savruk, the Head of the Programme;
Olha Stefanishyna, Deputy Prime Minister for European
and Euro-Atlantic Integration of Ukraine



Gelena Savruk, the Head of the Programme; Valerii Zaluzhnyi, Commander-in-Chief of the
Armed Forces of Ukraine; General Wayne Eyre, Chief of Defence Staff of the Canadian
Armed Forces; Serhiy Shaptala, Chief of the General Staff

· **Strategic Programme for the General Staff of the Armed Forces of Ukraine** intended to develop a common vision for the General Staff of the Armed Forces of Ukraine and a model for its effective implementation with clearly defined roles, main tasks, processes and stages of implementation.



Opening of the Programme, in the foreground of
the photo: Colonel Robert Foster, Defense Attaché
at the Canadian Embassy in Ukraine



Participants of the Programme, in the foreground of
the photo: Volodymyr Koval, Deputy Chief
of the General Staff of the Armed Forces of Ukraine



Woman, Peace and Security (WPS) discussion:
Canadian Ambassador for WPS, Jacqueline O'Neill;
Chief of Defence Staff of the Canadian Armed Forces,
General Wayne Eyre; Chief Sergeant of the Canadian
Armed Forces, Gilles Gregoire