

NATIONAL GUARD OF UKRAINE ACTIVITIES DOCTRINE



**SEPTEMBER 2025
CLASSIFICATION LIMITATIONS:
UNCLASSIFIED
MAIN HEADQUARTERS
NATIONAL GUARD OF UKRAINE**

APPROVED

by the Commander

of the National Guard of Ukraine

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**This Military
Guidelines Publication,
describes fundamental
principles of activities
of the National Guard
of Ukraine**

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PREFACE

This National Guard of Ukraine Activities Doctrine (further in the text – this doctrine) is developed by the working group of National Guard Main Headquarters officers with assistance provided by the experts of PROTECT Program (Canada) under the general direction of the Commander of the National Guard of Ukraine to describe fundamental principles of activities of the National Guard of Ukraine and delineate its main approaches to execution of assigned functions as a component of security and defense sector of Ukraine. The contents of this doctrine are adjusted and formulated as a result of consultations with structural departments of the Main Headquarters of the National Guard of Ukraine and military academic institutions.

The doctrine has been revised, second edition.

All comments and suggestions concerning this doctrine are to be submitted to the Main Headquarters of the National Guard of Ukraine to: 9a Sviatoslava Khorobroho St., Kyiv, Ukraine, 03151, or via email: vsps_nato@ngu.gov.ua.

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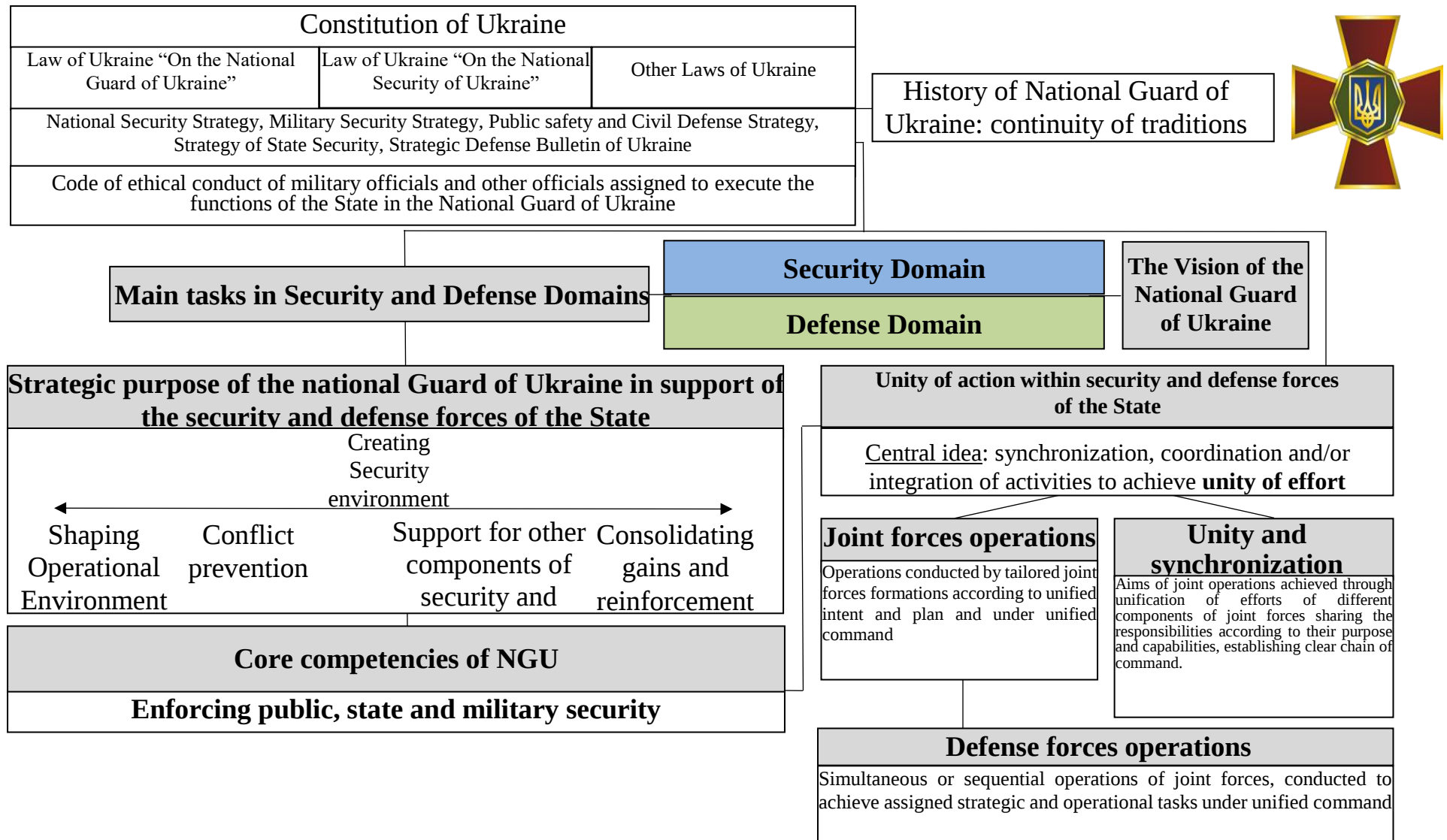
INTRODUCTION

This doctrine is the principal doctrinal publication of the National Guard of Ukraine, which describes the basics of development and foundations for all further key doctrines of the National Guard in all its functional areas.

This doctrine describes the principal functions and key legal powers of the National Guard of Ukraine, as well as the main basics of their execution in accordance with the Constitution of Ukraine, Laws of Ukraine “On the National Guard of Ukraine”, “On the National Security of Ukraine”, and other legislative acts of Ukraine, the Doctrine of employment of the defense forces of the State, and also introduces the main provisions of the AJP-01 Allied Joint Doctrine, Edition F, Version 1 (STANAG 2437), December 2022.

The main audience of this doctrine are members of commands and formations of all the components of security and defense forces (first of all service members and civilian employees of the National Guard of Ukraine), government and local self-administration officials, citizens of Ukraine and International Partners.

STRUCTURE OF THE GUIDING FOUNDATIONS OF ACTIVITIES OF THE NATIONAL GUARD OF UKRAINE



REFERENCES TO MILITARY PUBLICATIONS

Number	Full title of the publication
СП 3-00(04).01	Doctrine of deployment of the defense forces of the State, approved by the Supreme Commander in Chief of the Armed Forces of Ukraine from 17 July 2018 No. 20 dsk-op
	Temporary doctrine of deployment of the defense forces of the State, approved by the General Staff of the Armed Forces of Ukraine from 10 July 2025 No. 330
БКП НГУ 1-00.01	Military leadership doctrine of the National Guard of Ukraine approved by the Commander of the National Guard of Ukraine order from 06.12.2022 No. 450
БКП НГУ 5-00(06).01	Doctrine for development planning in the National Guard of Ukraine approved by the Commander of the National Guard of Ukraine order from 01.03.2023 No. 150
БКП НГУ 11-01(01).01	Doctrine for strategic communications of the National Guard of Ukraine approved by the Commander of the National Guard of Ukraine order from 22.11.2021No. 541
ADP 1	Army Doctrine Publication No. 1, The Army, Headquarters, Department of the US Army, Washington, D.C., July 2019
ADP 1-01	Doctrine Primer, Headquarters Department of the US Army, Washington, DC, July 2019
ADP 6-22	Army Doctrine Publication No. 6-22, Army Leadership and the Profession, Headquarters, Department of the US Army, Washington, D.C., July 2019
AJP-01	Allied Joint Doctrine, Edition F, Version 1, Allied Joint Doctrine (STANAG 2437), December 2022
AJP-3.2	Allied Joint Doctrine for Land Operations Edition A Version 1 [STANAG 2288], March 2016

Notice. In case the military publication referenced here is superseded by the new one or is amended, it obligatory to follow the new military publication, taking into consideration all the approved amendments to it.

MAIN TERMS AND DEFINITIONS

Engagement security – a set of interrelated organizational and technical measures and practical actions of headquarters, troops (forces, agencies) aimed at ensuring surprise and increasing their survivability.

Force protection in operations – is the organized and comprehensively supported actions of formations (military units), aimed at weakening the influence of various types of enemy weapons (weapons of mass destruction, precision weapons, cyber weapons, etc.), damaging factors of both technological and natural nature on troops and objects, the command and control system of the forces, maintaining the survivability and combat capability of defense forces, command posts, and other objects at a level that ensures the fulfillment of the tasks assigned to them.

Desired End State – a set of necessary conditions that define the achievement of the assigned goals.

Battle tasks – tasks assigned by the commander (leader) to a group of forces, a formation or a military unit, or detachment (sometimes a small team of Servicemembers or to individual soldiers) of the National Guard of Ukraine to achieve in a designated timeframe a defined aim in battle (operation).

Liaison – 1) coordinated joint action of detachments, units, formations, and groups of military branches, elements of the order of battle (operational order), and different kinds of armaments as of tasks (objects), directions, phase lines (objective areas), time and means of execution of assigned aims in the interests of achieving goals;

2) cooperation or interconnection between elements of armed forces (military formations) to achieve mutual understanding and the unity of goals and actions;

3) a process of information exchange to achieve mutual understanding and the unity of goals and actions between elements of armed forces (military formations) during the execution of military assignments.

Activities of the National Guard of Ukraine – execution by the personnel of the National Guard of Ukraine of tasks assigned by the Law (battle, special, battle-service, daily, administrative-economic, etc).

Integrity – general direction of NGU personnel actions to protect the public interest with the simultaneous refusal to let personal private interests prevail while executing public office responsibilities.

Unity of Effort – in military operations it is coordination and cooperation between all forces for achievement of the common goal.

Task – 1) clearly stated action or activity deliberately assigned for a certain person or organization and must be fulfilled as it was designated by the corresponding command authority (ADP 1-01);

2) concrete and time-constrained definitions of desired achievements and results that must be achieved for their fulfillment (BKП HГY 5-00(06).01).

Continuum of Competition – a model of forming international relationships which consists of descriptions of four types of relations between states/groups of people: cooperation, competition, confrontation, and armed conflict (AJP-01).

Methods – ways of actions or methods that are used for the execution of battle tasks, functions, or supplementary goals (ADP 1-01).

Mission – 1) task with clearly defined goal, necessary actions, and purpose for execution;

2) clear and concise statement of goal by the command.

Joint Forces – the troops of the Armed Forces of Ukraine, other military formations formed in accordance with the laws of Ukraine, law enforcement and intelligence agencies that are involved in carrying out the operation of the defense forces (fulfilling the tasks of state defense) in designated operational zones (areas), are assigned to the Commander of the Joint Forces for operational control.

Operational environment, OE – a combination of conditions, circumstances, and influences that influence the employment of capabilities and bear on commanders' decisions.

Operation, OP – 1) a sequence of coordinated actions with deliberate aim;

2) a set of coordinated and interconnected by aim, goals, and timing, simultaneous and sequential battle (special) actions, strikes, events, and maneuver of defense forces, conducted with unified intent to fulfill a predetermined strategic, operational (operational-tactical) tasks within a predetermined timeframe, under unified command in the area of operations (CII 3-00(04).01).

Core competencies – essential and enduring capabilities of the National Guard of Ukraine, which define its main contribution to national security (ADP 1).

Unit – a military entity, whose structure is defined by an authorized body (ADP 1-01).

Principle – complex and fundamental rule or assumption, that defines a military formations' approaches to conduct of operations (ADP 1-01).

Conduct of Operations – the art of command, coordination, direction and correct the action of units and formations in order to achieve concrete goals (ADP 1-01).

Procedures – standardized and detailed phases that define an order of execution of certain tasks. They include templates of orders, reports, and control measures. Procedures are prescriptive in nature. They consist of a series of stages of predefined sequence, which servicemembers should execute uniformly at all times regardless of circumstances, or a series of templates that Servicemembers should use without alterations (ADP 1-01).

Service tasks – tasks assigned by the commander (executive officer) to the group of forces, a formation, a unit, a detachment (sometimes to a group or an individual Soldier) of the National Guard of Ukraine to achieve certain goals within the framework of the everyday functioning of the force.

Battle-service tasks – tasks assigned by the commander (executive officer) to the group of forces, a formation, a unit, or a detachment (sometimes to a group or an individual Soldier) to execute law-defined functions of the National Guard of Ukraine during the state of emergency and/or special period in Ukraine.

Tactic – 1) employment and ordered placement of forces. It includes ordered placement and maneuver of units in relation to one another, to the landscape, and to the enemy aimed at transforming combat potential into decisive action (ADP 1-01);

2) a component of the art of war representing the theory and practice of preparation and conduct of battle by detachments, units, and formations of different military services, branches (forces), and special troops.

Other terms mentioned in this Doctrine are to be interpreted precisely as they are defined in the Laws of Ukraine and other legal regulations of Ukraine.

LIST OF ACRONYMS AND ABBREVIATIONS

Acronyms and abbreviations	Full expression and notion abbreviated
ATO	Anti-Terrorist Operation
AFU	Armed Forces of Ukraine
MIA	Ministry of Internal Affairs
NATO	North Atlantic Treaty Organization
NGU	National Guard of Ukraine
WMV	Weapons and Military Vehicles
JFO	Joint Forces Operation
OTF	Operational-Territorial Formation
ADP	Army Doctrine Publication
AJP	Allied Joint Publication
EGF	European Gendarmerie Force
FIEP	International Association of Gendarmeries and Police Forces with Military Status
PMESII	Political, Military, Economic, Social, Information, Infrastructure (Operational environment variables)
STANAG	NATO STANdard AGreement

1. THE REASON WHY UKRAINE NEEDS A NATIONAL GUARD

The entire historical path of Ukraine's formation as a standalone independent state indicates that in order to provide security, to protect life and health of its citizens, their rights and personal dignity, our Nation constantly needs powerful, adaptive and effective security and defense forces. One of the most important of these forces is NGU, whose role and significance came forward after the Revolution of Dignity, during the fight in Eastern Ukraine with illegal armed groups supported by the armed forces of Russian Federation and especially from the outset of the full-scale invasion of Russian Federation to Ukraine. The AFU together with all the other components of security and defense forces has managed to withstand and decisively repulse the enemy onslaught due to the patriotism, courage, and self-sacrifice of every Servicemember for the freedom of the Ukrainian People. Combat experience received in fighting off armed aggression against Ukraine allowed to draw necessary conclusions to realize that the greatest value of the NGU is its Servicemembers and civilian employees.

1.1. THE PURPOSE OF THE NATIONAL GUARD OF UKRAINE

NGU is a military formation with law enforcement functions that constitutes a part of the MIA system and is purposed to carry out tasks of:

- protection of life, rights, freedoms, and legal interests of citizens, society and the State from criminal and other illegal violations;

- guarding public security and order and providing public security;

- in coordination with law enforcement services –providing state security and border protection;

- termination of terrorist activities, as well as that of illegal militarized or armed groups, terrorist organizations, and groups of organized crime.

In accordance with the Law and in coordination with the AFU, NGU participates in fighting off armed aggression against Ukraine and in termination of armed conflict by means of conducting military (battle) operations, as well as in carrying out tasks of territorial defense.

The purpose of NGU is formulated in the definition of its Mission based on provisions of the Constitution, Laws, and other legal acts of Ukraine. [1-13, 14-37, 39, 40].

1.1.1. The Mission of the National Guard of Ukraine

NGU, within its legally defined competencies, provides the security of the individual and the citizen, the society and the State, as well as of democratic constitutional order against illegal violations in all conditions and at all times. [42].

Political-military and administrative direction of the NGU is conducted by the Minister of internal affairs of Ukraine. [1].

At peacetime, NGU is assigned to security forces and conducts law enforcement functions, while developing capabilities necessary to carry out tasks as part of the defense forces. [2].

With the introduction of martial law, NGU is brought in readiness to carry out

assigned tasks of State defense and transfers under the command of the Commander-in-chief AFU, except NGU units tasked with escorting convicts and foreign diplomatic establishment security. [1].

This combination of capabilities in one structure allows for adequate reinforcement of security and defense sector components during the activation of threats or escalation of conflicts. Complex employment of different capabilities as an integral force allows for a combined cumulative effect, which is greater than just the sum of effects of separate capabilities and ensures corresponding effect on the adversary creating conditions for inflicting on him unacceptable losses and forcing him to give up further aggression (ADP 1).

The main specifics of the subordination of NGU in different modes of function of the State are depicted on Figure 1.



Figure 1. Specifics of NGU subordination

The experience gained proves significant role NGU plays at peacetime, in course of conflict resolution during crises, in military action, in stability operations and in post-conflict period. To ensure military, State, and public safety and to uphold conditions for our Country to thrive in current conditions of an unstable volatile security environment, NGU has to possess and continuously develop its security and defense capabilities. (BKII HGY 5-00(06).01).

NGU takes part in terminating attempts of violations of public order, rights and freedoms of citizens, unlawful trespassing of their honor and dignity, attempts of incitement to hostility and hatred in any manifestations, on any basis, attempts to escalate conflicts, focuses attention on upholding such level of security which prevents trespassers and unlawful groups to fulfill their criminal intents. NGU has the capabilities and means to ensure public order in different regions of Ukraine by providing a visual and factual presence in the territorial communities of our country.

NGU plays one crucial role in the management of crises where mass violations of public order are involved (including mass rioting) and of armed conflicts on Ukrainian soil (non-international conflicts) which are provoked and supported from outside Ukraine, first of all, those where illegal militarized or armed formations,

organized crime groups, and organizations are involved. [1, 18, 27, 28, 37].

According to provisions of the Law of Ukraine “On Countering Terrorism”, NGU, within its competence, is one of the subjects directly involved in countering terrorism. NGU counters terrorism through prevention and termination of terrorist activities, in particular while protecting the constitutional order of Ukraine, its territorial integrity from attempts to change it by means of violence, while providing public security and protecting public order, providing security of government bodies and other objects, executing other tasks assigned by the Law, takes active measures to terminate activities of terrorist organizations. [8].

NGU is a subject of integrated border management, which means it takes a direct part in coordinated activities of assigned governmental agencies of Ukraine and of military formations aimed at creating and upholding balance between providing an adequate level of border security and keeping openness of Ukraine’s state border for legal transborder cooperation and travelers [25].

In addition, one of the main functions of the NGU as a subject of the national system of critical infrastructure protection, assigned by the Law of Ukraine “On critical infrastructure”, is to provide security of critical infrastructure objects, listed as such by the Cabinet of Ministers of Ukraine. [13].

NGU collaborates with other components of the security and defense sector of Ukraine on the foundations of cooperation, democratic civil control, and mutual support and complements with its capabilities the spectrum of the joint effort of all components of the security and defense sector for executing tasks of organizing the defense of Ukraine, protecting its sovereignty, territorial integrity and inviolability, guarding the state border and responding to natural and man-made emergencies. [1-11, 35, 36].

Taking into consideration the scope of threats and challenges to the Ukrainian State, National Guard of Ukraine develops a clear and consistent Vision of its place in the security and defense sector of the State that would enable it to preserve its current advantages and to execute its Mission in future [42].

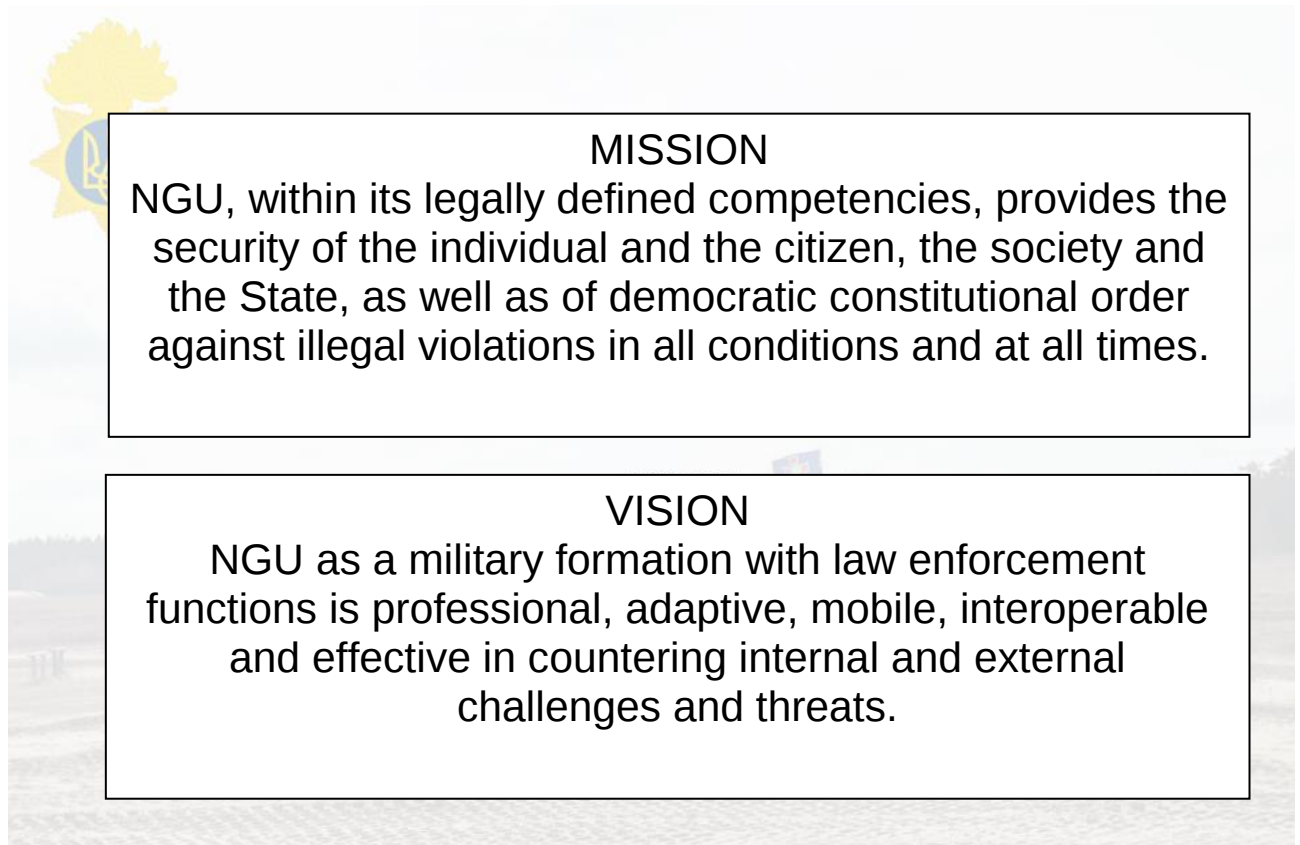
1.1.2. The Vision of the National Guard of Ukraine

NGU as a military formation with law enforcement functions is professional, adaptive, mobile, interoperable and effective in countering internal and external challenges and threats.

NGU is:

- a) professional in dealing with the person, society, and State;
- b) adaptive in decision-making and in reacting to challenges and threats;
- c) mobile in capability of rapid response to crisis throughout Ukraine;
- d) interoperable with national and international partners;
- e) effective in executing tasks and implementation of its Mission.

NGU must be ready today and, in the future, to execute service-military (battle) tasks in peacetime, in crisis, during legal states of emergency and martial law, being appropriately equipped to gain the advantage over potential adversaries and prepared to operate as part of security and defense forces, and also in cooperation with international partners and allies.



1.1.3. The Values of the National Guard of Ukraine

During the history of executing its Mission, NGU has developed a fundamental set of values that reflect our organizational culture and constitute an instrument of decision-making and daily interaction. These are our ethical guidelines, which provide the moral foundation of our activities and direct us upon the path of professional conduct [42].

Understanding these Values points all the Guards to what is important for us, to things that define our professional activities. The Values reflect our Identity and form our Personality, making us part of the NGU family, and motivating us to improve. The Values of the NGU are the guidance for those who intend to join us. These Values, which are the cornerstone of our Vision and which define the professional ethics of the NGU, we name and define them as follows:

Honor – is a set of high moral values and principles of a Servicemember, which describe his/her conduct and attitude towards the execution of Service Duty. The notion of Honor is strictly connected with the principle of loyal service to your People and State;

Courage – is constant search of ways to victory doing the right things, with no fear to sound your point of view and stand up for your beliefs. The act of courage for

the sake of fulfilling your Mission is the moral readiness to withstand crisis situations and to win despite pain and danger;

Law – is adherence to the Law in everything we do, remembering that no one can be higher than the Law. NGU Servicemember acts with determination, but always within the mandate, assigned to him/her by the Law.

Our Values are the foundation of the honorable conduct of all the Servicemembers. They form the basement of trust, mutual respect, and loyalty, and also increase the effectiveness of cooperation and teamwork. The NGU Values provide for unit cohesion of military formations that execute the Mission and command the respect of citizens and partners.

Together with Values, also guiding principles for military and civilian Servicemembers of NGU are honorable and loyal service to Ukrainian People and unbreakable obedience to Constitution and Laws of Ukraine. Their activities are directed at securing the national interests of Ukraine during the execution of functions and tasks of the State, assistance in implementation of the rights of a human and a citizen, upholding the positive image of the State and the NGU on the principles of integrity.

The basic principles of conduct with Integrity of the military (civilian) official of the NGU while executing his/her service duties are:

- a) priority of service interests;
- b) impartiality; expertise and thoroughness;
- c) transparency;
- d) loyalty;
- e) political neutrality;
- f) non-disclosure of classified information (confidentiality);
- g) refrain from execution of illegal orders (directions);
- h) corporateness, zero tolerance to corruption.

1.1.4. Mission Command

Decentralization of command implies a partial delegation of authority to lower command levels (subordinate military units, subunits, or individual Servicemembers). At the same time, responsibility for execution of assigned tasks remains with the commander who delegates authority. The decentralized command allows troops to take into consideration and manage risks, as well as to learn, foresee the course of events, and adapt to changes of operational environment faster than the adversary (AJP-01).

The main responsibility of the commander (manager) is the organization of execution of service (service-military, battle, and special) tasks that contribute to achieving goals assigned by higher command. This requires a combination of (AJP-01):

military leadership, which is a part of the moral component of the combat power of the NGU;

command authority assigned to a commander (manager) by the higher command;

control over the actions of subordinate troops through the implementation of a defined approach to command and control within the framework of authority assigned

to a commander (manager) by the higher command.

The way military formation combines leadership, command authority and control over the actions of subordinate troops is the foundation for building combat power. Mission command is the NATO philosophy of command and control, it shapes the style of execution of command over actions of subordinate troops and interactions and behavior of commanders and subordinates (AJP-01). Mission command is based on authority assigned to a commander (manager) by the higher command which place decision-making with those who are in the best position to decide, leveraging opportunities that emerge in the course of confrontation with the adversary. Mission command, properly employed, gives a significant advantage, allowing joint forces to overcome the adversary in the most chaotic and complex circumstances, maximizing initiative to utilize opportunities (AJP-01).

Foundations of Mission Command.

Successful employment of mission command is based on the principles of trust and mutual understanding (AJP-01).

Trust. Trust is an essential condition of command at all levels. The extent of trust between commander and subordinate defines the scale of authority within which the subordinate can and will decide how to execute the task within the higher commander's intent, and includes understanding:

where and how to concentrate his/her main effort;

which risks to take;

how to synchronize activities of executing assigned tasks.

The spirit of mission command requires the relationships of trust between superiors, subordinates, and peers, which will develop due to shared experiences. While trust is to be earned, not demanded, commanders should trust higher command and their subordinates. Likewise, the trust of subordinates in their commander depends upon his/her skills and abilities together with the willingness to develop subordinates (AJP-01).

Building mutual trust requires readiness to analyze and acknowledge the mistakes of both commanders and their subordinates within a transparent and balanced approach. This can be a challenge, including for multinational forces or military services and agencies that lack common experience, and understanding of each other's specifics of operating and interoperability. This fact increases the importance of the command-and-control system at all levels (AJP-01).

Mutual understanding. Similar to trust, mutual understanding develops in time and due to collaborative training and learning, as well as the application of agreed or joint doctrines. Implementation of higher command's intent, even with reduced connectivity between headquarters, can be successful only in case of a high level of cohesion in thinking and action at all levels of operation.

Mutual understanding forms trust. By gaining the required experience, commanders (managers) acquire an understanding of problems and challenges faced by their subordinates, partners, and peers. Professional knowledge and personal relationship development in turn give subordinates an idea about command-and-control processes at higher levels, allowing them to foresee and utilize their initiative

to the best. Mutual understanding is also based on shared doctrines and command philosophy and that is why it cannot be ignored while operating in multinational, interagency, and civilian contexts of executing tasks. Where common experience is still to be gained and joint doctrines are to be developed, commanders (managers) must pay attention to the development and support of mutual understanding as a main component of effective cooperation of troops (AJP-01).

Principles of Mission Command.

The following are the principles on which the continuous cycle of providing unity of effort, timely and effective decision-making, and decentralized execution is based:

Unity of effort. To achieve unity of effort it is important to plan, communicate, and coordinate activities at all levels and with all the involved subjects of complex approach to execution of tasks. Achieving synchronization of effort is only possible when interaction processes of named subjects are characterized by goodwill, supported by joint planning, clear and coordinated distribution of responsibilities, understanding each other's capabilities and restrictions, and respect to specifics of the implementation of law-defined functions of every involved subject.

Timely and effective decision-making. Successful command and control require timely and effective decision-making at all levels.

Notwithstanding the growing availability and rapidness of access to required information, crucial for commanders (managers) remains the ability to make decisions based on an incomplete and imperfect understanding of the operational environment. This can seem to be risky and one needs common sense to decide when and how to act within the defined intent of higher command. The development of an intuitive understanding of when and how to make decisions is an essential part of the art of command.

Decentralized execution gives subordinates the required freedom of action which enables flexibility in changing situations and the ability to utilize opportunities according to general goal assigned by higher command. Systematic delegation to subordinates of authority to make decisions and providing them with the necessary freedom of action, and the requirement of employment of intelligent initiative by subordinate commanders are the principles that should pervade all levels of command and control to enable maximum positive effect for achieving goals defined by higher command. That is why commanders (managers) should delegate the maximum possible amount of authority according to the abilities of their subordinates.

Successful employment of mission command depends on (AJP-01):

level of understanding by subordinates of commanders (managers) intent, general plan, the goal which they will contribute to achieving, and effects that they are to create;

level of understanding by subordinates of the amount of their contribution to achieving common goals, the direction of concentration of main effort and the context within which they act, and also the risks that are defined as acceptable for successful execution of tasks;

level of allocation of subordinates by resources necessary for execution of tasks;

- subordinates' experience and abilities;
- readiness of subordinates to accept authority delegated by the commander and to execute intelligent initiative and act within assigned jurisdiction;
- ability of subordinates to provide the necessary level of situational awareness to the commander (manager) by communication (approval) of task execution plans;
- level of effectiveness of minimum required commanders (managers) control over subordinates' (subordinate forces and assets) actions according to the nature of tasks executed, remaining responsible for actions of subordinates to whom authority has been delegated.

1.1.5. Military leadership as a foundation of activities of the National Guard of Ukraine

The specifics of the Profession of the NGU Servicemember determine the main requirements for personal traits and activities of the Guard's military leader regardless of gender. NGU modern military leader requirements model, describing leaders' main characteristics and competencies, facilitates communication and mutual understanding between members of military collectives and brings training, education, and development processes to a new high quality at all levels of military leadership (BKII HCY 1-00.01, AJP-01, ADP 6-22, US Army Leadership and the Profession).

The exemplary military leader in the NGU is a role model because of his/her intellect, professionalism, and motivation.

Commander-leader possesses motivation and ability to act with determination, within higher command's intent and goals, in the interests of NGU, based on mutual trust and confidence in his/her subordinates [42].

Every member of a military collective, military or civilian, is a part of the team, and every leader is at the same time a follower.

The ability to be a good follower is an essential part of an effective leader's experience. Leaders of middle and higher levels not only lead subordinates, but they also lead the leaders.

NGU experience shows that the majority of Servicemembers possess leadership talents and the potential to become effective leaders. The ability to influence others is a centerpiece of leadership, which is why the development of military leaders is the priority of the development of NGU capabilities. This development starts with education, training, and experience and requires constant efforts aimed at self-development, as well as understanding what leaders do and why.

Military leadership in the NGU is the purposeful influence of Servicemembers at different levels in everyday, service and combat activities, and also in chaotic (nonstandard, critical) situations on their subordinates through providing them purpose, direction, ensuring discipline and motivation to perform assigned tasks, uphold trust and mutual respect and improvement of NGU as a public institution (BKII HCY 1-00.01).

Leaders inspire people to energetic and motivated efforts to achieve desired goals. A military leader in NGU is a Servicemember who due to his/her position or situationally influences people providing them purpose, direction, and motivation to execute tasks and improve the organization (BKII HCY 1-00.01).

The dynamic nature of conditions of the NGU deployment within the security and defense forces poses the following requirements before commanders: (CII 3-00(04).01):

- a)** complex understanding of the security environment during the integration of instruments of state power to achieve the goals of national security;
- b)** critical and strategical thinking during the employment of concepts of armed struggle in compliance with the principles of employment of security and defense forces;
- c)** constant integration of own resources to achieve an advantage over the adversary and at the same create uncertainty for him;
- d)** creative approach to conducting armed combat to keep the dynamics of operational tempo;
- e)** readiness to integrate and coordinate capabilities of coalition, allies, and international partners;
- f)** understanding of the consequences of employment of technologies of destruction both on adversaries and on self.

To successfully determine the prospects of development of the environment and to define and implement approaches to achieve goals/reach the desired end state, commanders must have the following characteristics:

- a)** possess the ability to accept and examine information, as well as abilities for complex information collection, constant monitoring of the environment, researching information from different sources being unbiased and openminded, and considering different points of view;
- b)** possess the ability to learn – learn constantly through crosschecking, comprehension, conceptualizing, and organizing knowledge to form own picture of the environment; constant self-analysis of own thinking;
- c)** critical thinking – the definition of the main aspects of the situation, outlining of tentative agenda with its further specification, explaining significant connections and differences, understanding of details, taking into consideration the limits of information possessed;
- d)** creative (innovative) thinking – generating ideas that are new, creative, independent of common perceptions, concepts, and norms, and based on imagination and insight;
- e)** thinking in time perspective – understanding historical and modern context, identifying patterns, projection of possible future immediate and long-term consequences of events, tracing long-term perspective;
- f)** system thinking – definition of comprehensive perspective of the dynamic and complex environment to identify interconnections and integrate different factors into the whole;
- g)** possess basic psychological competencies as to social-psychological processes in military collectives.

1.2. FUNCTIONAL STRUCTURE OF THE NATIONAL GUARD OF UKRAINE

The ability of military formation with law enforcement functions to effectively employ its fighting power to achieve the desired end state depends on understanding the situation and the ability to act decisively. The best approaches and practices of Ukraine's international partners allow for the identification of three interconnected components of NGU fighting power: physical, conceptual, and moral (AJP-01).

1.2.1. Components of the Fighting Power of the National Guard of Ukraine

Physical component – includes NGU personnel, armament and military vehicles, equipment, and training. Individual and collective training is considered part of the physical component, although it affects the development of all three components and consolidates them. The physical component also includes actions aimed at effective deployment, sustainment, and (combat capability) reconditioning.

Conceptual component – is the totality of knowledge and experience that define the Servicemember's logic of reasoning through initiative, creativeness, and ingenuity. This knowledge is based on accumulated, generalized, and implemented battle experience, understanding, and application of legal and doctrinal frameworks regarding the execution of his/her functions and assigned tasks.

Moral component – is the motivation of NGU personnel, their mental readiness, and the leadership attributes of their commanders, which encourage Servicemembers when executing their missions to act with initiative and determination but within justified risk limits and according to ethical standards.

Each of these components is equally important: modern armament and military vehicles by themselves would not ensure appropriate accomplishment of assigned tasks in case personnel has not received proper training or lacks motivation and morale. The development of all of these components is interconnected and affects situational understanding and the ability to act decisively [42].

Factors that multiply NGU combat power are interoperability, constant readiness to execute assigned tasks, and a high level of effectiveness of combat power application (AJP-01).

Interoperability is a scalable ability of NGU to act in a coordinated, effective, and productive manner together with national and international partners to achieve specified tactical, operational, and strategic goals of the State and Euro-Atlantic collective security organizations. Interoperability is achieved in three interrelated areas, namely technical and procedural compatibility as well as personnel compatibility.

Technical compatibility pertains to the armament and military vehicles, systems, equipment, and equipment sets and their ability to function together.

Procedural compatibility is based on the application of common (harmonized) doctrines, procedures, and unified terminology.

Personnel compatibility enhances mutual trust and understanding between partners achieved through strengthening of relations during joint training and operations.

A constant readiness to execute assigned tasks is based on NGU's ability to rapidly respond to challenges to military, national, and public security and order in Ukraine [1] equally when the security environment changes internally and abroad. Constant readiness of NGU to execute assigned tasks is achieved through its resilience as a military formation and its ability to adapt to changes in the security environment. (AJP-01).

Military formation resilience is aimed at upholding adequate combat power to deter, anticipate, mitigate, absorb, adapt, and overcome one or several destructive events while maintaining the ability to execute main functions and tasks assigned to NGU. NGU resilience is enhanced through joining efforts with national and international partners, which promotes further development of its capabilities (MGP NGU 5-00(06).01).

NGU's ability to adapt is defined by its ability to leverage current circumstances and adversary's vulnerabilities, the probability of emergence of which is changing according to changes in the security environment or characteristics of threats. No organization, person or group, doctrine or system can be absolutely resilient. That is why risks must be managed dynamically through adaptation. NGU implements innovations and builds up its abilities to orient in complex multidimensional areas of providing State security to be able to orient faster than adversaries to gain advantage and to achieve goals set by the State (AJP-01).

The high effectiveness of the application of NGU combat power is based on operational art, which is focused on goals, assigned by the political-military leadership of the State and on a comprehensive approach to the execution of service-military tasks which provides a high level of effectiveness in competition continuum (AJP-01).

NGU creates its combat power to execute the assigned Mission to protect life, rights and freedoms, and lawful interests of citizens, society, and the State [1]. At the same time, the core of this combat power is women and men who dedicated their lives to protect the State. NGU is staffed with Servicemembers who serve under conscription, under signed contract, under mobilization, and in reserve [6]. Those eligible for military service can enroll in the NGU military reserve. The military reserve consists of citizens who serve in the military reserve and those selected as military reserve candidates.

Servicemembers and civil employees of NGU respectively serve and work within institutional and operational components of the force.

1.2.2. Institutional component

Institutional component – is the main body of military authority of NGU which executes military command, directs and coordinates the activities of the pull of forces and means, tailored for the defense forces, ensures the implementation by NGU of the State policies in the areas of public, State and military security with the consideration of the terms of National Security Strategy of Ukraine, Military Security Strategy of Ukraine, Strategy of Public Security and Civil Protection of Ukraine, Strategy of Providing State Security and Strategic Defense Bulletin of Ukraine. In addition, the main body of military authority of NGU executes planning, organization, direction, monitoring, and control over all the areas of NGU activity according to jurisdiction

defined by existing legislation [14].

The main tasks of the structural departments of the NGU Main Headquarters are generating and planning the deployment of the operational component of the NGU force. From the moment operational forces are deployed for the execution of the service-military tasks, the institutional component provides comprehensive support required for units to accomplish their missions. In the areas of force generation and operational activities support, the institutional component focuses on the following tasks: [14]:

- a) development planning;
- b) troops deployment planning and organization of execution of functions and tasks assigned to NGU;
- c) planning and organization of communications, information and communications systems, and cybersecurity;
- d) personnel management and organizational-staffing activities;
- e) intelligence (information analysis) support;
- f) ensuring troops readiness;
- g) personnel training;
- h) psychological and morale support for service-military activities and social welfare of Servicemembers and their families;
- i) organization of civil-military cooperation of units with local communities in the station and the areas of operations;
- j) logistic support and sustainment of troops;
- k) medical support of troops;
- l) financial-economic activities;
- m) organization and execution of legal support;
- n) organization and planning of force protection and resilience;
- o) maintaining information protection regime and technical protection of restricted information;
- p) planning and control of force everyday activities;
- q) support for NGU Commander activities;
- r) organization of activities on issues of preventing and detecting corruption.

The institutional component facilitates the effective execution of tasks by the operational component and develops capabilities required for the accomplishment of tasks within a dynamic security environment.

1.2.3. Operational component

The operational component of NGU forces consists of units and subunits that are organized, trained, and comprehensively supported for deployment and execution of service-military, military (special) tasks [1, 27-37, 39]. Operational forces are structured. They include different subunits and units grouped under the command of multilevel military authority bodies (NGU Main HQ and territorial HQs).

Military units and subunits of NGU are stationed in all oblast capitals of Ukraine and some district centers where operational situation is complex, and are included in operational-territorial groups (OTO), which delineate the boundaries of their operational response zones [1].

Ukrainian society has a high level of confidence in NGU military units and subunits. Their stationing in areas with complex operational environments fosters the relationships of trust with the local population, prevents conflicts from becoming unmanageable, and creates a safe environment.

The operational component consists of:

operational purpose military (sub)units;

special purpose military (sub)units;

public order protection military (sub)units;

military (sub)units for foreign diplomatic and consular establishments security;

convoy, extradition, and detainees guard military (sub)units;

military (sub)units for important State objects security;

military (sub)units for critical infrastructure security;

military (sub)units for nuclear powerplants security;

logistics military (sub)units;

military aviation units.

The adaptation of the National Guard of Ukraine to the contemporary conditions of operations, as well as the optimization of the military command and control system, has been implemented through the transition to a corps structure of the operational forces involved in military operations on the territory of our state. This structure allows forming a flexible command and management structure, making quick decisions, and adapting to changes in the situation on the battlefield, rationally distributing personnel, equipment, and supplies in time and space to create the necessary effects and achieve defined objectives.

The flexibility and adaptability of the National Guard's operational forces' structure are achieved through the delegation of authority to lower levels of command and control, which allows for a quick response to changes on the battlefield with available forces and resources. The corps quickly and effectively organizes the coordination and interaction of subordinate units. The corps commands, controls and coordinates to integrate objectives, effects, and means to achieve them, and determines the actions necessary to gain an advantage on the battlefield. High efficiency in the comprehensive support of the corps is achieved through centralized management of resources and clear planning of combat support and combat service support.

2. NATIONAL GUARD OF UKRAINE TODAY

NGU is a professional, mobile, rapidly reacting to any changes in the security environment, and military formation with law enforcement functions, that effectively and actively ensure public, State, and military security of Ukraine, interacts successfully with other components of the security and defense sector in the basis of interoperability. NGU is a reliable partner for the institutions of the international community, as it is a full member of the International Association of Gendarmerie and Police Forces in the status of a military institution since 2017, and from 2024 it will be part of the European Gendarmerie Force (EGF) as an 'Observer'. In addition, representatives of the NGU actively participate in Ukraine's cooperation activities with NATO, particularly under the Comprehensive Assistance Package to Ukraine, the Ukraine-NATO Individual Partnership Program, and the NATO Security Assistance

and Training Initiative for Ukraine (NSATU) [38].

The employment of the NGU is conducted in accordance with international treaties and documents that regulate ways and means of conducting warfare, and NGU commanders and command bodies (staffs) guarantee that personnel will act in compliance with law and rules of warfare and international humanitarian law.

Laws, other State legislative acts, and dynamics of change of security environment define the principal tasks of NGU in the areas of security and defense to achieve the desired end state of peace, public order, and security [1-47].

2.1. PRINCIPAL TASKS IN THE AREA OF SECURITY AND DEFENSE OF UKRAINE

NGU executes functions assigned by the Law through carrying out tasks in the areas of activity, which allows to ensure the security of citizens and protection of property, to prevent crime, assisting stable functioning of important State objects, ensuring State border protection and State defense, in cooperation with citizens, communities, security and defense forces and international partners [1].

The main tasks of the NGU in the area of security and defense are as follows [1]:

a) participation in operations of defense forces formations (joint forces):

defined complement of troops (forces and means) of the NGU conducts combat actions (defense, offense, counteroffensive, stability) within the framework of operations conducted by defense forces (joint forces) as its part, and in the operational subordination of respective commanders (in-chief) of under their operational control (in cooperation), on separate direction independently or for building-up capabilities (for reinforcement of defined military units);

b) conduct of anti-diversionary warfare:

while conducting these activities, defined troops (forces and means) complement of the NGU in cooperation with other components of the security and defense sector, execute measures aimed at neutralization of activities of reconnaissance-diversionary forces of aggressor (adversary) and illegal armed militarized and/or armed groups within the defined areas of responsibility;

c) participation in the territorial defense of the State:

within the framework of participation in the territorial defense of the State, defined troops (forces and means) complement of the NGU in cooperation with other components of the security and defense sector ensures the execution of measures of the legal order of the Martial Law, reinforcing the security and protection of the State Border, security and defense of important state objects and communications, critical infrastructure objects, takes part in securing the conditions for reliable functioning of the governmental bodies, military authority bodies, of the strategic deployment of troops (forces), in countering diversionary-reconnaissance and other armed formations of the aggressor (adversary) and illegal militarized or armed groups, as well as participating in the evacuation of convicted and detained persons conducted by the Ministry of Justice;

d) security of the State authority bodies:

defined units of the NGU provide reliable security for the State authority bodies through operational duty rotation, patrolling (foot and mounted), placing duty stations, or combined of the above, including reinforced mode of duty;

e) security of nuclear installations, nuclear materials, radioactive waste, other sources of ionizing radiation in State property, important State objects and special cargos, critical infrastructure objects, and diplomatic representations and consular establishments of foreign states and international organizations in Ukraine:

defined military (sub)units of the NGU, in cooperation with administrations of nuclear installations and important State objects, operators of critical infrastructure objects, heads of diplomatic representations and consular establishments of foreign states and international organizations in Ukraine, implement complex measures to prevent trespassing of intruders in (out of) the territory of guarded objects, carrying prohibited items in and out of the guarded area, and detecting and terminating administrative (criminal) offenses committed on the territory of such objects.

f) defense of important State objects:

military (sub)units of the NGU, in cooperation with other components of the defense forces, provide the security of important state objects, counter diversions, and terrorist acts on such objects. In addition, this troops (forces and means) complement of the NGU provides necessary assistance to administrations of important State objects in mitigating the impact of man-made and natural emergencies, including those inflicted by the employment of the weapons on their territories;

g) participation in public security and order protection:

while executing these tasks, the defined complement of forces and means of the NGU provides public order protection through patrolling by independent and joint with National Police personnel foot patrols, including patrols with service dogs and mounted patrols. Assigned NGU military units take part in providing and securing public order during public gatherings, meetings, processions, demonstrations, and other public events that can create danger for the life and health of the citizens, as well as during official visits and other events with the participation of Ukrainian and foreign officials entitled to State protection on Ukrainian territory;

h) participation in riot control:

NGU military (sub)units, appropriately indoctrinated and trained, counter mass riots that are accompanied by violence toward citizens;

i) conveying, extradition, and guarding detainees in courts (convicted persons):

defined complement of forces and means of the NGU convoy subunits provide: transporting (transfer) of detained persons and/or convicted to imprisonment, including extradition, under escort in specially equipped vehicles along defined routes; securing persons under guard during trials in the court premises;

conveying prisoners of war in cases when a selected measure of restraint envisions detention and/or imprisonment, including life imprisonment;

transferring prisoners of war from detention facilities to points of prisoner exchange with the aggressor-state;

j) strategic communications:

the modern approach to (joint) planning processes for deployment of subordinate military (sub)units of the NGU, when integrated with strategic communications processes, provide a high level of effectiveness and interoperability with other components of the security and defense sector and with international partners (AJP-01) during the execution of service-military tasks (joint forces operations) and allow subunits and command bodies influence the change of operational environment through information domain (MGP NGU 11-01(01).01), [43, 44];

k) civil-military cooperation:

one of the most important components of the NGU strategic communications system is the civil-military cooperation system. Its activities are aimed at providing effectiveness to coordination processes between NGU units and civil society subjects at unit stations and in areas of operations, to execute service and combat tasks, creating conditions favorable to mission accomplishment, and assisting State authority bodies in their functions. Civil-military cooperation professionals provide a high level of situational awareness to NGU commanders as to civil aspects of the operational environment in the area of operations, while at the same time executing positive formative influence on local populations, assisting in the forming of national and civil identity and national-patriotic education of civil populations.

2.2. STRATEGIC PURPOSE OF THE NATIONAL GUARD OF UKRAINE IN SUPPORT OF SECURITY AND DEFENSE FORCES OF OUR COUNTRY

Shaping or operational environment (AJP-01) is conducted by creating influences within functions and tasks defined by the Legislation of Ukraine [1].

The strategic purpose of the NGU in support of State security and defense forces is cooperation and support on the operational and tactical level of operations, securing their success towards achievement of the desired end state of peace and security (ADP 1-01).

2.2.1. Shaping operational environment

The operational environment is defined as a set of conditions, circumstances, and influences that bear on the application of capabilities and commanders' decisions (AJP-01). It is this environment that directly falls under the influence of crisis, where elements of the combat power of the NGU and other components of the security and defense sector are employed. It includes physical and non-physical areas and factors that pertain to land, sea, air, space, informational, and cyber domains. NGU employs NATO methodology in describing the operational environment as a set of interrelated elements, namely: political, military, economic, social, infrastructure, and information components (PMESII) (AJP-01).

PMESII analysis provides the commander and his/her staff the capability to understand the operational environment and levels of actual or potential threats. This understanding facilitates the effective execution of combat, and service-military tasks aimed at achieving the desired end state of peace, public security, and order.

NGU, within the framework of functions and tasks assigned by the State legislation, directly and through joining efforts with other components of the security and defense sector of Ukraine, shapes the operational environment both in crisis regions and nationwide overall [1].

A shaped operational environment allows to support partners and deter aggression and creates conditions required for large-scale deployment of joint forces. Units of NGU continue to develop cooperation and interoperability with national and international partners, strengthening the security and defense forces, and improving professional knowledge through joint training events and multinational exercises [38, 49]. Due to collaborative projects with international partners and joint training events, NGU acquires unique professionals in various areas.

The trends in the changes of the contemporary operational environment include the blurring of distinctions between peacetime and wartime, as well as between the frontline and the rear of forces. These trends include the expansion of the spectrum of participants in armed conflict across the continuum of all operational domains, the strengthening role of unmanned and robotic systems, high precision weapons, and armaments based on new physical principles. The understanding of the operational environment creates the necessary conditions for adaptation within the dynamics of its changes. The essence of adaptation to these changes lies in applying an innovative combination of classic forms, tactics, techniques, and procedures of warfighting or law enforcement for public safety and order.

Achieving an advantage over a numerically superior adversary, who disregards the losses of own personnel, weapons, and military equipment, requires asymmetric actions. These asymmetric actions implement one or several operational effects within the warfighting functions (command and control, reconnaissance and information support, maneuver, fires, protect, and sustain).

The operational effects formed in operational domains of the battlefield support the formation of the necessary decisive conditions to gain a sufficient advantage over the opponent or significantly facilitate the execution of operational objectives of military formations (forces).

2.2.2. Preventing conflicts

During the planning of deployment of its (sub)units, NGU considers the nature of conflict according to NATO's main regulatory publication AJP-01. Complex influence and interconnection of all the elements of the “conflict triangle”: contradictions that emerge between potential sides of a conflict, attitudes of its participants and their behaviors, and also specifics of execution of service-military tasks are all taken into consideration during the planning of deployment of units.

Conflict prevention includes all actions aimed at deterrence of adversary's aggression (including indirect and hybrid), that threaten its sovereignty, territorial integrity, and public security, and prevent an adversary from achieving its goals, which contradict the interests of [our] State. Well-trained, reliable, and capable military (sub)units of NGU reduce the risk of hybrid aggression and the emergence of internal conflict inside the State.

2.2.3. Support for other components of the security and defense sector of Ukraine

Operations of national (multinational) joint forces are directed on the political-military level and are planned at strategic, operational, and tactical levels (CII 3-00(04).01, AJP-01). Each level of command has defined functions and conducts actions that have desired effects and influence the achievement of tasks assigned by political-military leadership of the State.

Strategic level. To protect national interests at the strategical level political-military leadership of the State defines military-strategic goals of employment of the security and defense forces and are planned, conducted, and sustained combat actions through joint forces operations. In addition, to deter an adversary from escalation or to force it to terminate armed aggression against Ukraine, deterrence action is planned and conducted, also conduct of special actions is possible (CII 3-00(04).01, AJP-01).

Operational level. Operational is the level at which operations are planned, conducted, and sustained to achieve strategic goals (tasks) within zones (sectors, areas, strips) of operations (CII 3-00(04).01, AJP-01). The operational level connects strategic aims with the tactical actions of troops. To execute the assigned task, the commander receives approvement from the higher command of his/her concept of operation, clarifies the operational plan, issues orders to conduct the operation (action), and directs actions of subordinate subunits in the defined zone (sector, area, stripe) of operations.

It is on the operational level that tactical success is achieved during the execution of service-military tasks and operations consolidated for creating desired effects, that ensure the achievement of strategic goals and desired end state of peace, public security, and order (ADP 1-01). This is achieved through the understanding of strategic situation and desired results, and also by effective and coordinated application of operational art. The commander (in Chief) conducts the following:

- a) combat task analysis and definition of ways to accomplish it;
- b) assignment of forces and resources required for subordinate commanders to accomplish assigned tasks;
- c) direction of actions of formations that are not subordinated to subordinated commanders, especially those in operational reserve;
- d) cooperations with other participants of joint operation;
- e) definition of the acceptable level of risks for the troops (forces) and task (operation).

Tactical level. The tactical level is defined as the level at which actions, service-military, and combat tasks are planned and executed to achieve goals assigned to tactical-level units (AJP-01). Successful accomplishment of these goals facilitates success on operational and strategic levels.

levels of operations should not be regarded as mutually separated, as each level protects the other from overwhelming and allows to achieve desired tempo at every level. The need for integration of actions in multidimensional combat space erases differences between levels in modern combined (joint) operations. Interconnection of processes and compression of planning, execution, and assessment timeframes become the results of such integration.

To overcome compression of timeframes for all levels of operations (actions) military activity and its planning must ensure unity of action through horizontal and vertical integration to create required effects. Horizontal integration is achieved through the employment of a complex approach to cooperation with allies and partners. Vertical integration is achieved through the definition of the required amount of resources and allocating them to troops (forces) at the operational level of conducting operations (executing actions), as well as through the application of the approach of Mission Command within the frameworks of directives of political-military leadership of the State (AJP-01).

2.2.4. Consolidation of gains and reinforcement

Operations to consolidate gains transform short-term operational success into long-term success and establish favorable conditions for transferring control over territory to legal authorities. The defined complement of troops (forces and means) of the NGU takes a direct part in combat actions of defense forces formations and allows joint forces to leverage operational success, ensuring execution of measures of the legal regime of martial law and (stable) enduring conditions for the functioning of local authorities as well as of logistics system of the formation in the rear strip. Consolidation of gains is an essential part of prevailing in arms conflict and an important part of maintaining a long-term advantage over the aggressor. When consolidating gains, military (sub)units of the NGU reinforce and consolidate their efforts with all the partners in the conduct of operations. Effectively consolidated gains increase the freedom of action for State leadership and influence the final results of joint operations (AJP-01).

2.3. CORE COMPETENCIES OF THE NATIONAL GUARD OF UKRAINE

Essential and sustainable capabilities, which NGU maintains or acquires, form its core competencies as its contribution to providing national security of the State.

Core competencies clearly define how NGU contributes to the operations of joint forces of national and international partners, protects public order, and maintains public security in the State [1, 38, 46-52]. To achieve its strategic purpose NGU has three core competencies that make up the foundation for execution of its service-military tasks in the interests of the national security of the State [1, 17-36, 39].

2.3.1. Military security

Military authority bodies of the NGU, to ensure the accomplishment of tasks of comprehensive State defense in the framework of employment (implementation) of joint operational concept of defense forces and the Doctrine of employment of defense forces of the State (CTI 3-00(04).01), execute generation of defined complement of forces and means of the NGU, which, with the introduction of martial law, are transferred under operational control of the Commander-in-Chief AFU [1, 3-5, 11, 12].

The defined complement of troops (forces and means) of the NGU carries out tasks of repelling and deterrence of armed aggression through the conduct of defensive,

offensive, stability, and special actions within the framework of operational subordination (operational control or operational cooperation) to the commander (in Chief) of the formation of defense forces tasked with preparation and conduct of operation (combat and special actions), executing specified tasks.

According to the Law of Ukraine “On the National Guard of Ukraine”, NGU conducts demining (detection, neutralization, destruction) activities of explosive items on territories assigned for deployment and stationary functioning of military authority bodies, formations, military (sub)units, military education establishments, military training units (centers), bases, healthcare establishments of the NGU, and in the areas of tasks execution in time of martial law, during a special legal period and in case of necessity – at peacetime. [1].

Execution of combat (special) tasks by (sub)units of NGU in multidimensional combat space of operations of joint forces, aimed at repelling armed aggression against Ukraine, is based on employment, while ensuring military security of the State, of doctrinal publications of AFU and creates the foundation for mutual support and effective joining of efforts to protect State sovereignty, territorial integrity and democratic constitutional order, other essential national interests, from military threats.

2.3.2. State Security

Effective accomplishment of tasks of ensuring State security is aimed at strengthening of protection of State sovereignty, territorial integrity and democratic constitutional order, other essential national interests, from non-military threats.

NGU participates in countering externally provoked and supported from abroad military conflict on Ukrainian territory, which can be aggravated by mass employment of means of armed violence (CII 3-00(04).01).

The defined complement of troops (forces and means) of the NGU ensures the decrease of the vulnerability of the State's key critical infrastructure and important State objects to diversions [13]. In addition, NGU ensures the functioning of diplomatic representations and consular establishments of foreign States and other important State objects and State authority bodies [1, 7, 19, 29, 30, 37].

The defined complement of troops (forces and means) of the NGU executes tasks of countering acts of terrorism and diversions, participates in mitigating the impacts of natural and man-made emergencies, and reinforces and screening sections of the State border [43].

Moreover, NGU counters illegal militarized and armed formations (groups) of terrorist organizations and diversionary-reconnaissance groups of aggressor (adversary) [1, 8].

Defined military (sub)units of NGU execute tasks of convoying, extradition, and guarding of detainees (convicted persons) sentenced to imprisonment, including extradition, and provide guard for detained persons during court trials in court premises list of which is approved by the Minister of Interior of Ukraine, convoying of prisoners of war in case of their sentence to imprisonment, convoying prisoners of war in cases when selected measure of restraint envisions detention and/or imprisonment, including life imprisonment, transferring prisoners of war from detention facilities to points of prisoners exchange with the aggressor-state [1, 21-24].

2.3.3. Public order protection and public security

NGU activities as to public order protection and public security are aimed at building up existing capabilities and creating favorable conditions for their employment to protect essential interests of the society and the person, rights, and freedoms of a human and a citizen [1, 27, 34, 39].

To maintain the status of public security and order, subunits of NGU, in cooperation with the law enforcement agencies, ensure public order protection, and independently – secure State authority bodies, nuclear installations and materials, diplomatic representations and consular establishments of foreign States, important State objects and special cargos [1, 19-36, 39].

NGU response to challenges posed externally through hybrid warfare methods of the adversary aimed to reduce the level of public security is executed through the implementation of the legally assigned function of riot control [1-2, 18].

In case of deterioration of the operational environment within the State (its crisis regions), military (sub)units of NGU deploy required capabilities taking part in special and special police operations, including those of neutralizing armed criminals, terminating activities of criminal organizations or organized groups, conduct jointly with law enforcement agencies measures aimed at stabilizing operational environment and reinforcing security of critically important State objects.

Defined complement of forces and means of NGU executes tasks of participation in maintaining and restoring the rule of law in the areas affected by especially grave natural and man-made emergencies (natural disasters, catastrophes, large area fires, weapons of mass destruction impact zones, pandemics, zoonotics, etc.), that create a threat to life and wellbeing of Ukrainian populations [1].

The status of crisis stabilization is achieved through the employment of the capability of NGU to conduct independent or joint actions with other components of the security and defense forces of Ukraine aimed at stabilization of the operational environment.

Military (sub)units of the NGU can be included, in the order defined by the Minister of the Interior of Ukraine, into actions aimed at neutralizing real threats of armed and other provocations on the State border of Ukraine, denying attempts of mass illegal crossing of Ukrainian State border from the territories of neighboring States. Actions aimed at reinforcement of the State border are conducted in the controlled near-border areas with consideration of actions taken by the National Police of Ukraine aimed at ensuring public security and order and of those of NGU countering mass riots.

2.4. UNITY OF ACTION WITHIN SECURITY AND DEFENSE FORCES

The unifying of forces and means of different components of defense forces is aimed at guaranteed execution of tasks of the defense of Ukraine. To accomplish these tasks, forces, and means of AFU and other components of defense forces are deployed in different modes that together constitute the system of deployment of the defense forces.

Joint forces – are military formations that consist of significant components, allocated or assigned, from two or more commands of troops (forces), which are

transferred under the authority of a single commander of a joint force. Joint operation implies a complex approach, coordination, and cooperation of all the components of the joint formation. At the same time, a role is defined for every component in deployment, sustainment, and assistance to actions of the unified formation.

The Mission and operational approach, as well as the principle of unity of command and the Mission Command philosophy, are guiding principles of the organization of joint forces for the conduct of operations. Joint forces can be created on a geographic or fictional basis. During its creation, the question always considered of availability of the required level of interoperability of every component of multinational forces and potential participants.

The goals of joint operations are achieved through the joining of efforts of different components of joined forces (services and branches) of AFU with (or without) the inclusion of forces and means of other components of defense forces, allocating areas of responsibility for the execution of their tasks according to their purpose and capabilities, creating a clear chain of command.

In addition to joint operations tasks, forces and means of the joint forces can be employed to execute the following tasks:

- providing State and public security, including counterterrorism;
- protecting international stability and security;
- support of executive authority bodies and local self-government in preventing and mitigating the impact of natural and man-made emergencies;
- providing cybersecurity and information protection;
- military support of humanitarian operations.

To ensure State and public security in case of the emergence of internal armed conflict, joint forces, with the leading role of NGU, can be deployed for executing tasks within their respective jurisdictions, in the event of:

- attempts to separate certain territorial-administrative units from Ukraine, including through employment of illegal militarized and/or armed groups, private military companies, terrorist, non-governmental, ethnic, religious, or other organizations;

- attempts of coup d'état or illegal change of constitutional order;

- actions by other countries aimed at spreading their influence upon the internal political situation in Ukraine, primarily in territories, which they regard as areas of exercising their national interests (influence);

- emergence of mass riots on political, ethnic, religious, or other basis (including blocking governmental premises, disrupting the functioning of important objects, communications, etc.);

- obstructing legal activities of AFU and other military services;

- providing protection of human rights and freedoms, fighting crime, and maintaining public order and security.

2.4.1. Joint forces operations

JFO – is a combination of coordinated and interconnected as of goals, tasks, location and time, simultaneous or sequential operations, combat actions, combats, strikes, and maneuvers, as well as special, stability, cyber, and informational actions of

troops (forces, bodies) of the joint forces, conducted according to unified concept and plan to execute assigned operational (tactical-operational) tasks in the area of operations within a defined timeframe and under unified command. Such operations – is synchronized and simultaneous application of force to achieve effect, which is greater than if each element would be applied separately or sequentially. This way of conducting operations includes the application of the capabilities of the NGU and combining them with partners' capabilities of conducting coordinated combat actions within the framework of a comprehensive approach (AJP-01). When reacting to one capability, the adversary becomes vulnerable to others, therefore joint mode of conducting operations multiplies the effectiveness of the NGU and unified capabilities of security and defense forces.

Commanders-in-Chief (commanders, heads) and subordinated to them military authority bodies combine operational art, operational design, and operational planning, which define the jointness of operation. Effective results of operational design (project) during detailed planning increase chances for achieving the goal of operation (mission) assigned by a higher commander.

Operational planning of joint operations is conducted by a joint military authority body, responsible for troops (forces) deployment. Operational planning is based on the comprehensive analysis of the environment, objective consideration of real operational (combat, special) capabilities of joint forces and the adversary, foresight of the situation development, and availability of required resources for execution of assigned tasks.

2.4.2. Defense forces operations

Defense forces operation – is a combination of coordinated and interconnected as of goals, tasks, location and time, simultaneous or sequential operations, combat actions, combats, strikes, and maneuvers, as well as special, stability, cyber, and informational actions of troops (forces, units) of the joint forces, conducted according to unified concept and plan to execute assigned operational (tactical-operational) tasks in the area of operations within a defined timeframe and under unified command.

To conduct defense forces operation, a formation of joint forces is created under the command of the Commander of Joint Forces AFU, which can include several subformations of troops (forces). It is deployed in the threatened directions in a defined operational order of battle within operational zones (areas), areas of operations, defined for them.

To accomplish the task, forces and means can be employed, within their respective jurisdiction, which are stationed in the defined operational zones (areas) and are not included in joint forces formations.

Defined forces and means of defense forces components can be transferred under the command of the Commander of Joint Forces AFU (commander-in-chief of the troops (forces) formation), fall under his/her operational control, or execute operational cooperation with him/her.

Forces and means of NGU, which are included in a formation of joint forces, can independently or in cooperation with other elements of defense forces execute the following tasks:

providing security for State authority bodies in the location of their permanent or temporary stations;
 public order protection and ensuring public security in conflict zones;
 security and defense of important State objects, including in conflict zones;
 protecting the State border in the defined zone of responsibility;
 terminating armed conflicts (other provocations) on the State border, denying attempts of illegal crossing of the State border by armed persons (groups) from the territories of neighboring States;
 neutralizing armed criminals, terminating activities of illegal militarized and/or armed formations (groups), organized crime groups and organizations;
 executing combat actions as part of joint forces formation.

2.4.3. Unity and coordination

The effectiveness of joint forces in peacetime and during crises or armed conflicts (armed conflicts of a non-international nature) depends on the ability of available forces to cooperate effectively and with results. JFO must be prepared, planned, and conducted in the way, which provides the best employment of advantages and capabilities of the forces. Operational compatibility of formations and units of joint and multinational forces has three dimensions: technical (equipment, systems); procedural (doctrines, procedures), and human (language, terminology, and training). The introduction of international military standards and NATO standardization documents [41] is critically important for ensuring the long-term effectiveness and success of operations and cooperation with military formations of NATO countries (AJP-01).

The principles of joint and multinational operations, in which NGU participates, are the following (CPI 3-00(04).01):

1. **Unity of efforts.** Unity of efforts implies the requirement of directing all forces, means, and resources on the achievement of a common goal. NGU achieves this through the application of the unity of command principle.

2. **Concentration of forces.** The concentration of forces means that the fighting power must be concentrated in the predefined place and time, which provides the promptest achievement of goals.

3. **Economy of effort.** The economy of effort acknowledges that when there is a need for decisive application of combat power, it can be accumulated at the expense of sections with lesser priority.

4. **Freedom of action.** Freedom of action provides commanders with the ability to execute assigned tasks and should minimize restrictions imposed on them.

5. **Definition of tasks.** Service-military tasks (operations) should focus on clearly defined and understandable goals, that assist in achieving the desired end state of peace, public order, and security.

6. **Flexibility.** Plans and procedures must be sufficiently flexible to react to uncertainty and to give commanders maximum freedom of action.

7. **Initiative.** The initiative involves the definition and leveraging of opportunities. The commander should be given freedom in the application of initiative and, in his/her turn, encourage subordinates to act alike.

8. **Offensive spirit.** At the core of offensive spirit is the notion of proactive thinking. Offensive spirit enhances confidence in conditions of uncertainty in the operational environment and promotes initiative and determination not to cede initiative.

9. **Surprise.** Surprise is the strike on the enemy in time, place, or by means he does not expect. Such actions can facilitate the achievement of results, that are unproportionally greater compared to efforts contributed.

10. **Safety.** Safety enhances freedom of action by decreasing vulnerability to enemy actions and threats through active and passive safety measures.

11. **Simplicity.** Simple plans and clear and concise orders minimize misunderstandings and confusion in conditions of uncertainty in the operational environment.

12. **Maintaining morale.** Maintaining morale is crucial for operation success. High morale depends on the leadership qualities of the command, which cultivate courage, vigor, determination, mutual respect, and care in the military collective.

The abovementioned principles, in their turn, are maintained through the following:

1. **Trust.** (Sub)units of the NGU must be credible. The key factor in establishing credibility is that on every level, actions are consistent with words, and any deployed force is regarded as professional and capable of executing their service-military task.

2. **Coordination.** Facilitating mutual understanding and cooperation from other components of security and defense forces is the prerequisite for success. Before deployment, any factors that can lead to loss of unity should be thoroughly balanced and assessed with regard to long-term goals (tasks) of operation.

3. **Mutual respect and trust.** Respect for units (formations) of NGU is a direct effect of their professional conduct, mindful attitude to the rights and freedoms of citizens, and selfless execution of military duty. The way of conduct with the populations stipulates the success of the execution of service-military tasks by the NGU units.

4. **Legitimacy.** The jurisdiction of the NGU during the execution of its assigned functions is defined by the Law.

5. **Transparency.** Service-military tasks and the concept of operations, together with its desired end state, must be understandable and obvious for all involved.

6. **Freedom of movement.** Freedom of movement is crucial for the execution of any operation. The mandate, the status, and the rules of engagement must allow NGU units to remain free in movement at all times for the execution of their duties on all the territory of assigned combat tasks and to have no obstructions on the part of any local groups or organizations.

7. **Strategic communications.** Strategic communications link communications capabilities and functions with other military actions for understanding and forming of information environment and also for informing, persuading, or influencing the audience in support of the execution of service-military tasks by the NGU.

8. **Environment protection.** Environment protection is conducted to prevent or decrease harmful impacts on the environment during the execution of service-military

tasks and participation in JFO

3. LEGACY AND HISTORY OF THE NATIONAL GUARD OF UKRAINE, RECOGNITION BY PEOPLE AND GOVERNMENT

The history of the NGU – is growth, development, and improvement in service to the Ukrainian People. As a military formation with law enforcement functions, NGU exists and develops to overcome threats and challenges that emerge during the rise of an independent Ukrainian state. That is why fundamentally important is to highlight the history of NGU, both of wartime and of times of peace and preserve it known and understandable for every Servicemember and to the whole Nation. This is the main task of the military history work in the NGU (see Appendix 2).

Faithful to Ukrainian military tradition, NGU Servicemembers carry out with integrity all the tasks assigned to them, demonstrating daily their courage and heroism. The recognition of NGU by the Ukrainian People and State is expressed, among others, in assigning its units honorary titles and awarding them with honorary unit decorations.

With exemplary execution of its service tasks and courage shown in combat actions in ATO/JFO zones, and since 24 February 2022 – on all the frontlines, Soldiers of NGU continue to prove that the Guard is one of the reliable cornerstones of the State and an important component of the defense forces of Ukraine.

Today over thirty military units and subunits of the National Guard proudly hold honorary titles (see Appendix 3), some are awarded with honorary streamer “For Courage and Valor” (see Appendix 4). This is the recognition of combat achievements, courage, and supreme professionalism of their personnel [54].

**Commander-in-Chief
National Guard of Ukraine
brigadier general**



Oleksandr PIVNENKO

MISSION COMMAND

All the Servicemembers on all levels of operations, within the current legal framework and with the consideration of the operational environment, should be given freedom of action to choose the ways of execution of assigned tasks. They are expected to exercise sound and disciplined initiative within the commander's intent, which will allow them to adapt to changes in the environment and execute their mission most effectively. A Servicemember should understand that inaction and lack of initiative while executing service-military tasks will be evaluated more negatively by the command, than mistakes in choosing the ways to achieve the desired state. Replacing detailed directions of the order of actions with detailed descriptions of the commander's intent will encourage subordinates to exercise initiative, which creates prerequisites for effective decision-making and more flexible adaptation to the circumstances of uncertainty in the operational environment. (ADP 1-01).

Mission Command – is the approach that empowers subordinates and is essential for achieving success in an uncertain dynamic environment (AJP-3.2). In the past commanders mostly had the opportunity to view the battlefield as a whole, including their troops and enemy. They could observe the situation in person, make decisions, and directly control their forces during the battle.

Increasing both the theater of war and of quantities of troops has directly affected the ability of commanders to direct and control subordinate troops in person. An approach has been developed that benefits from the decentralized execution of tasks. It employs mission orders, which stress the goal of the operation and the desired end state after its execution, instead of focusing on particular subtasks. Subordinate commanders on all levels should have exercised initiative within the commander's intent to execute the assigned task.

Changes in the operational environment require decentralization of the execution of tasks to the maximum effective extent. Centralized command and decentralized execution allow commanders to delegate authority to subordinates, for them to exercise sound initiative and to form their own decisions based on the commander's intent, but at the same time with the consideration of rapidly changing environment in the immediate area of operations.

Mission command enables leaders at lower levels of command to seize, retain, and exploit the initiative in conditions of uncertain environment (AJP-3.2, ADP 1-01). Commanders strive to counter uncertainty through the delegation of authority to subordinates to accelerate adaptation to changes in an operational environment. These changes can prompt subordinates to divert from the previous commander's instructions, but this will occur only within the desired end state of the operation (actions) defined

by higher command. Mission command is based on mutual trust and a common understanding of goals by commanders, subordinates, and partners in the execution of operations (actions).

Mission command requires maintaining of positive command climate in military collectives, where commanders encourage subordinates to accept prudent risks and exercise initiative to counter threats more effectively within the commander's intent. Commanders realize that subordinates will make mistakes. Successful commanders allow subordinates to learn from their mistakes thus developing and accumulating experience. Through team spirit, subordinates accumulate the experience required for autonomous work. By issuing orders, commanders focus more on the goals of missions and less on details of how subordinates should execute assigned missions (AJP-3.2).

The art of command – directing, coordinating, and monitoring of actions of units, requires complex and reliable information systems and at the same time – well-prepared staff to execute required processes. Even experienced and charismatic commanders cannot control everything that is outside their immediate surroundings, without staff support, electronic communication networks, proven procedures and processes, and without required infrastructure and equipment. All these components assist commanders in understanding the situation and implementing the best solutions.

A general and standardized set of principles, tactics, methods, and procedures, defined by the doctrinal core of the NGU, will ensure flexible and rapid reaction to changes in the operational environment and will facilitate dynamic adaptation of Servicemembers while executing service and combat tasks.

Staff and commanders will act based on a common approach to the execution of operational combat tasks, while Servicemembers will understand and carry out measures of mission command in joint operations of defense forces.

Execution of service-military tasks of protecting public, State, and military security will be carried out within the framework of common approaches, defined within the procedures of deployment planning of NGU. At the same time, specifics of tasks of public order protection, riot control, countering illegal armed groups, etc. restrict the exercising of mission command.

Servicemembers of NGU units executing tasks, which imply close interaction with citizens and communities, should use maximum detailed and understandable descriptions of procedures of execution of service-military tasks. For example, interaction with citizens during mass events must be carried out according to detailed descriptions, defined in doctrinal publications, of action sequences of Servicemembers, which take into consideration both the legal framework on rights and freedoms of citizens and the social impact of such service-military activities.

MILITARY HISTORY FOUNDATIONS AND THE TRADITION OF NGU

1. MILITARY HISTORY OF UKRAINE: OUR LEGACY

The emergence and development of military formations with law enforcement functions in Ukraine began in medieval times when Kyiv Rus Prince's army - «druzhyna» - executed not just external, but also internal functions. The duties of the druzhyna warriors were in many ways similar to those of today's NGU Servicemembers: ensuring public order in towns, law enforcement, countering riots, territorial defense, security of foreign ambassadors, etc.

In Ukraine of XIV-XVIII centuries, military formations with law enforcement functions were also created. For instance, on Volyn and Halychyna lands in 1529 the legislation «On Land Defense» was adopted, according to which military service was organized, including protection of Law, guarding duties, and public order.

In the Ukrainian cossack state of Hetman (military leader) Bohdan Khmelnytskyi since 1657 military territorial administration were created, executing, among other, law enforcement functions.

Historic prototypes of the NGU from the Ukrainian Hetmanate period are the dragoon company, court guard, and kompaniici regiments of Hetman Demian Mnohohrshnii, formed in 1668. They were regular troops, guarding the government, and public order and arresting those who tried to disturb peace in the State.

In the second half of the XVII century, formations emerged of «serdiuks» (infantry) and «kompaniici» (cavalry) forming Hetman's guard, consisting of professional soldiers, who conducted their duties both on the borders and in the interior of the state, guarded the residence of Hetman and other governmental premises. One of the first such regiments was formed by Hetman Petro Doroshenko. During the rule of Hetman Ivan Mazepa, the number of such troops used to be 12,000 soldiers. They received «colors» from Hetman — similar uniforms, as well as weapons, ammunition, and salary. After the failure of Mazepa's uprising against the Russian Empire, it was the serdiuk regiments who defended Baturyn, then the Ukrainian capital to the last breath from the massacre by russian troops.

The first mentions of the formation called «National Guard» belong to 1848, on the Ukrainian lands of Halychyna, then incorporated into Austria-Hungary. That year imperial government, threatened by revolutionary movements, yielded to proclaim certain democratic freedoms, allowing various national regions of the empire to form their own National Guards for territorial defense.

With his decree from 14 March 1848 Emperor Ferdinand I created territorial militia formations named National Guard of Austria-Hungary.

On 13 April 1848 in Lviv, the local Poles proclaimed their national self-

government and began forming their national guard. In their turn on 02 May 1848 Ukrainians of Halychyna created the Main Rus Rada (local parliament) of Halychyna, one of its first decisions being the formation of the Ukrainian National Guard, and in Carpathia region, for self-defense from Hungarian militia — People's Self-Defense formations and mountain rifle battalions.

Main Rus Rada adopted as its seal the golden lion on a blue shield, leaning on a golden mountain. This symbol was placed on the flag of the Ukrainian National Guard. The streamer to the flag carried the motto «Fidelity leads to Victory».

Ukrainian National Guard was stationed in the towns of Stryi, Zhovkva, Berezhany, Stanislaw, Ternopil, and Yavoriv with the total numbers of up to 2000 troops. After the defeat of the Hungarian uprising in 1849, the Ukrainian National Guard was also disbanded.

The next chapter in Ukraine's military history opened with the period of the First Liberation Struggles in 1917-1921. In November of 1917 following the initiative of colonel Viktor Pavlenko, then head of the Kyiv military district, Ukrainian military formations were created: two serdiuks divisions («serdiuks» then meant «guard»). 1st Serdiuk Division (commander colonel Yuri Kapkan) included regiments:

1st Serdiuk Hetman Bohdan Khmelnytskyi Rgt (colonel Petro Bolbochan took part in its formation, and is the namesake for the modern-day 3rd Operational Brigade of the NGU);

2nd Serdiuk Hetman Pavlo Polubotok Rgt;

3rd Serdiuk Hetman Petro Doroshenko Rgt (the namesake for modern-day 1st Operational Presidential Brigade of the NGU);

4th Serdiuk colonel Ivan Bohun Rgt (cossack war leader known for his military tactics and audacity, the namesake for the modern-day 14th Operational Brigade of the NGU).

With the change of government in 1918 and the creation of (Second) Hetmanate, then Hetman Pavlo Skoropadskii on 03 October 1918 began forming the actual National Guard from Cossack formations. According to his decree, there must have been created eight major «kish» military territorial formations, consisting in its turn from fourteen regiments. With the recreation of the Ukrainian People's Republic (UNR), in 1919 the «kish» of Republican Order Protection was formed and in the next 1920 year, it was reorganized as gendarmery.

In the Western Ukrainian People's Republic, first created in the former Austria-Hungary part of Ukraine, on 06 November 1918 the Corps of State Gendarmery was formed, subordinated to the State Secretariat of military affairs. Its central command was established in Lviv, and later created cells in Ternopil and Stanislaw. Commandants of State Gendarmery were Lew Indyshevskii and later lieutenant-colonel Oleksandr Krasickii (the former is the namesake for the modern-day 45th Regiment of the NGU).

On 15 February 1919, State Gendarmery was subordinated to the State secretariate of internal affairs and late that year — to the Main command of the Ukrainian Galician Army (UGA), Rear Command, and finally to Military chancellery of Western Oblast of Ukrainian People's Republic governor Yevhen Petrushevych. When UGA was disbanded, the Gendarmery was subordinated to UNR Army

Despite the tragic loss of State Independence in the outcome of the First Liberation Struggles, the most daring veterans of Ukrainian military formations, like colonel Yevhen Konovalts, continued the underground struggle and prepared a new generation of fighters for the Freedom of Ukraine. After the outbreak of the Second World War, Ukrainians quickly realized, that there was no one to give them Ukrainian Independence and that they could count only on themselves. Thus, on 14 October 1942 Ukrainian Insurgent Army (UPA) was formed – a military partisan formation to fight all invaders on Ukrainian territory, which meant against the two most powerful armies of that time: German and Soviet.

Today in Ukraine periods when Ukraine was under Russian and Soviet rule are considered rather controversial, including what pertains to the history of military formations. At the same time, because in 1991 National Guard of Ukraine was formed from the units of soviet internal troops, it is also worth mentioning certain events in their history.

Since 1941 military units of soviet internal troops participated in fighting nazi German troops. On 26 April 1986 units of internal troops were one of the first to react in the catastrophe zone of the Chornobyl Nuclear Powerplant and participated in liquidating the impacts of the explosion. In total, 20 internal troops units and over 18,000 troopers participated in liquidating the impact of the Chornobyl catastrophe.

2. NGU: COMBAT PATH

2.1. NGU – State military formation created with the proclamation of Independence of Ukraine

NGU as a State military formation created with the proclamation of Independence of Ukraine in 1991 was assigned the mission to protect the sovereignty of Ukraine, its territorial integrity, as well as the life and dignity of citizens and their constitutional rights and freedoms from illegal violations.

The first decree of the Presidium of Verkhovna Rada (parliament) on creating the Republican Guard was signed on 30 August 1991. It included in this new formation “all stationed on the territory of Ukraine military formations of internal troops of the USSR, their command and property and equipment”.

Then commander of the Guard and some parliament members petitioned the change the name of the formation to “the National Guard of Ukraine”. That is why the legislation from 04 November 1991 № 1775-XII was called the Law of Ukraine “On the National Guard of Ukraine”. According to it, the National Guard of Ukraine was tasked with the mission of protecting the Constitutional order and state sovereignty of Ukraine, participation in mitigating the impacts of emergencies, natural disasters, border protection, security of important State objects, foreign embassies, and consular establishments.

At the time the NGU was not part of the Ministry of the Interior but instead was subordinated directly to the Parliament, and since 1995 – to the President of Ukraine.

On 21 January 1992, by the decree of the Presidium of the Parliament of Ukraine, the Main command of the Commander of the NGU (future NGU HQ) was granted the

status of the state committee of Ukraine.

A special day in the history of the NGU was 05 January 1992 when the Servicemembers of the NGU pledged an Oath of Allegiance to Ukraine for the first time.

In the first decade of Ukraine's Independence, NGU played a crucial role in preserving its territorial integrity. Already in 1992, the challenge emerged of controlling the State border with Moldova's Transnistria region, where civil war erupted, instigated among others by the Russian Federation. The mission was accomplished, and the conflict did not spread to the territory of Ukraine. Subsequently, every year until 1998, NGU units together with Ukrainian Border Guards conducted special operation "Border" on the border with Moldova to counter smuggling.

In 1993-94 the presence of units of the NGU 7th Motorized Division became the factor that ruined the plans of Russian special services to separate and annex Crimea. As tensions rose in the peninsula between Ukrainian Servicemembers and those of the Russian Black Sea Fleet still stationed in Crimea, Russian military intelligence formed "Skorpion" illegal separatist groups, subordinated to anti-Ukrainian "president of Crimea" Meshkov.

To neutralize separatists and stabilize the situation, armed joint patrols of the NGU, Security Service of Ukraine (SBU), and State Border Protection Service (DPSU) were introduced. On 22 May 1994 along the streets of the local capital Simferopol, a column was moved of 28 armored personnel carriers of the NGU, that just returned from the repair facility. This provoked panic among separatists and the Russian military, who were afraid that NGU was going to assault the HQ of the Russian Black Sea Fleet. Deployment of over 60,000 Guardsmen and Border Guards to Crimea finally put an end to Russian plans, separatist Meshkov fleeing to Moscow.

Unfortunately, at the end of the '90s, the parliamentary decision was made to formally disband the National Guard and subordinate its units partly to the AFU, partially to form the Internal Troops of the MIA. President Leonid Kuchma signed the decree on 11 January 2000.

"The First Guard", as it became known ever since, proved its effectiveness in protecting the constitutional order, sovereignty, and territorial integrity of Ukraine from all attempts to violate it by force. It was recalled in 20 years when the enemy returned to its plans.

2.2. Contemporary NGU and its role in protecting sovereignty and territorial integrity of Ukraine

Ukraine has always aspired to the European community as viable support for its Independence, being one of the elements of social, economic, and cultural developments of Europe, an essential part of European history. The European choice of Ukrainian People became the main theme of the 2013-2014 Revolution of Dignity, which began with the peaceful protest of Ukrainian Youth against the attempts of the government of the time to curtail the process of integration of Ukraine into the European Union. These peaceful protests unfortunately ended up with clashes on the Maidan Nezalezhnosti square and with the pro-Russian president fleeing to Russia.

Separatist attitudes of some part of the population of the East and South of Ukraine, fostered by agents of Russian special services, facilitated local rebellions and attempts to separate Kharkiv, Donetsk, Luhansk, Zaporizhzhia, Odesa, Mykolaiv and Kherson oblasts from Ukraine. This was immediately followed by the Russian “special operation” which led to the annexation of the sovereign territory of Ukraine – Crimean Autonomous Republic. In Eastern Ukraine, a real fight began to preserve the territorial integrity and sovereignty of Ukraine. In 2014 Ukraine faced the threat of losing its sovereignty and territorial integrity.

The necessity emerged to have a formation of high operational readiness to counter separatism and protect the territorial integrity of Ukraine. The NGU, renewed in combat conditions, became this formation. On 13 March 2014 with the emergency at its peak in Eastern Ukraine, the Parliament approved the forming of NGU.

The creation of a completely new formation began with the enlisting of about 500 volunteers from Maidan and became a significant event, which in the future allowed to withstand the Russian hybrid aggression and to stop the further spreading of separatism inside the country.

By the decree of the President of Ukraine on 28 March 2014 #346 the Main Headquarters of the NGU was established as the main body of military authority for the formation.

On 12 May 2014 were approved the Emblem, the Flag of the NGU, Battle Flags of the Territorial Commands, formations and units, military education establishments, and the Standard of the Commander of the NGU.

In 2014, when central Government bodies, local self-governments, and armed services had limited capabilities to carry out their functions, joint maneuver units of the NGU were created, while special forces teams were developed as well.

From the first days of ATO, units of NGU took an active part in the execution of tasks of protecting the territorial integrity of Ukraine, fought against Russian proxies in Donetsk and Luhansk oblasts, liberated Kharkiv oblast State Administration, and captured by the separatists. Guardsmen kept the situation in the Donbas region under control, providing time for AFU units to build up their capabilities and deploy them for the defense of Ukraine.

In these circumstances, the necessity emerged to create new formations and units. These were joint tactical teams and groups, including operational, armor, artillery, engineer, as well as air defense and sustainment units.

In 2014 the Servicemembers of the NGU conducted tasks along all the frontline, with periodic rotations. These tasks included reconnaissance, search, and destruction of illegal armed formations checkpoints, blocking the areas of their stationing and preventing their operations from spreading to the rest of Ukrainian territory. In addition, NGU escorted ATO forces columns and took part in raids and assaults with the Soldiers of other armed Services.

In 2015 the areas of responsibility were reviewed by the higher command, and the spectrum of tasks performed by NGU units changed. They were deployed mostly for screening and cordoning tasks, on checkpoints, holding the strongpoints in the field, and protecting public security in liberated Donetsk and Luhansk oblasts municipalities. At the same time, NGU units continued to carry out counter-diversionary and counter-

sniper operations and air reconnaissance. Air defense units continued to provide cover for strongpoints and checkpoints, and provided support for company tactical teams.

Taking into consideration the significance and role of the NGU in the execution of tasks of protecting State security and defense, life, rights, and freedoms of the citizens, citizens and the State from unlawful violations, securing public order, by the decree of the President of Ukraine from 18 March 2015 # 148/2025 a day of 26 March every year is celebrated as National Guard of Ukraine Day.

The experience, received while executing combat tasks, urged the command of the NGU to improve organizational structure, accelerate staffing of operational units, to immediately start forming artillery, air defense, reconnaissance, and tank units.

Servicemembers of the NGU played a crucial role in stabilizing the situation in Odesa, Kherson, and Mykolaiv, in liberation from separatists of Sloviansk, Severodonetsk, Lysychansk, Mariupol, Chervonyi Lyman; they participated in battles of Kramatorsk, Debaltsevo, Stanytsia Luhanska, Bakhmut, Zolote, Volnovakha, Vynohradne, Popasna, Vuhlehirsk, Myronivske, Lohvinove, Mariinka, Avdiivka and other towns and villages; took part in successful counteroffensive operation of Pavlopil-Shyrokyne in 2015; conducted a series of successful combat tasks in the area of Svitlodarsk Bulge.

Lessons learned during the first years of participation in ATO prompted the force to adapt and employ heavy armament and equipment. Operational military units were reinforced through the introduction of armor, artillery, engineers, anti-armor, and air defense subunits. This allows these units to execute assigned tasks autonomously. Special forces teams are equipped with modern sniper complexes, vehicles, communication equipment, individual protection, and gear.

With the start of JFO, the NGU servicemembers continued to carry out service-military tasks: duties on stationary and mobile checkpoints, securing objects of critical infrastructure, conducting isolation and screening actions, counter-diversionary and counter-sniper operations, operational-preventive searches of municipalities, public order protection.

Since 2014 Servicemembers of NGU protected law and order on the streets of Ukrainian cities and towns in joint patrols with the National Police members. Since August 2019 Guardsmen were empowered to conduct independent patrolling. This work resulted in a great contribution to the safety of citizens due to the detainment of suspects in criminal and administrative offenses, confiscating firearms and cold weapons, grenades, and explosives as well as drugs. Such efficiency of Guardsmen's work comes also as a result of the constant exchange of experience with similar law enforcement agencies of European and World countries.

NGU was active in countering COVID-19 epidemics in Ukraine. Servicemembers of NGU together with policemen served on quarantine checkpoints, conducted education of citizens on COVID restrictions, controlled transport personnel on adherence to anti-covid requirements while entering or exiting cities, conducted medical logistics, and provided security of hospitals and carried out other tasks and assignments.

In 2017 the NGU became a full-fledged member of FIEP. This indicates the recognition of the NGU as equal to similar formations in Europe and the World. It also

facilitates its further effective reforming and strengthening of the national security and defense capabilities of Ukraine.

At the beginning of 2019 due to a bilateral decision of the Commander-in-Chief NGU and the Command of AFU, units of the NGU returned to execution of tasks on the first line of defense of the JFO and continued until February 2022.

Since 24 February 2022, the NGU has taken an active part in repelling full-scale intervention of the Russian Federation in every sector of the defense from aggression.

The NGU units execute combat and special tasks as part of defined formations of AFU troops and participate in maneuvering defense actions, stability and screening actions on the liberated Ukrainian territories, antiterrorist (counter-diversionary) actions, reinforcing assigned sectors of the State Border of Ukraine, securing the legal order of Martial Law, security and defense of critical infrastructure objects, containing enemy's offense actions and conducting reconnaissance and offense operations.

Within the framework of troops (forces) sustainment, NGU EOD teams are deployed. Engineer units of the NGU take part in demining liberated territories.

Military units and subunits of the NGU became the core of the heroic defense of Mariupol from the very start of the Russian full-scale invasion in 2022, holding defense of "Azovstal" metal works, they inflicted heavy casualties on the enemy.

Ukrainian troops held down the overwhelming forces of the Russian aggressor for 86 days, of which 82 days were in the complete encirclement. Thanks to them, the Ukrainian command was able to regroup and deploy its defenses.

Servicemembers of the NGU were one of the first to take on the fight with the Russian special forces at "Antonov" airport in Hostomel, playing a crucial role in the defense of the Ukrainian capital.

Guardsmen were active in Kharkiv and Lyman counteroffensives, taking part in the liberation of Balaklia, Izyum, Kozacha Lopan, and Bilohorivka, the Right Bank of Kherson oblast and occupied part of the Mykolaiv oblast.

Soldiers of NGU firmly defended Kyiv, Chernihiv, Sumy, Kharkiv, and Luhansk. Donetsk, as well as Zaporizhzhia, Kherson, Mykolaiv, and Odesa oblasts, fought on the toughest sectors of the frontline to reinforce AFU units, such as Kremenna, Bakhmut, and Avdiivka, destroying a large number of aggressors' troops and equipment in these battles.

Since January 2023 the "Advance Guard" was formed based on seven existing NGU units, which received the titles: «Chervona Kalyna», «Rubizhne», «Spartan», «Kara-Dag», «Burevii», «Azov» and «Khartia».

NGU provides fire and air support to its units and those of the Defense Forces of Ukraine during offense and defense operations, as well as air medevac and evacuation of civilian populations.

NGU reconnaissance units implement the latest lessons learned in the application of UAVs, moving from exclusively recon to recon-strike missions.

To counter enemy strike drones, mobile fire teams were created.

NGU conducts reinforced duties for the safety of the population, including during the curfew hours.

Forces and means of the NGU provide reliable security and defense of important State objects, government premises, and critical infrastructure, defined sectors of the

seacoast.

During massive enemy missile strikes, NGU Servicemembers participate in the mitigation of its impact within objects guarded by NGU and provide evacuation and first aid to civilian personnel of these objects.

In the Northern operational area (Volyn, Polissia, and Siversk operational areas) NGU in cooperation with DPSU and AFU conducts reinforced protection of the State Border with the Republic of Belarus.

We continue the work aimed at the restoration of livelihood and normal life in liberated municipalities. NGU units conduct stability operations in these areas.

Appendix 3
to the National Guard of Ukraine
Activities Doctrine
(Chapter 3)

Military units of the NGU awarded with honorary titles¹

Unit name, including honorary title	Unit number	Number and date of presidential decree awarding honorary title
2nd Halychyna Brigade	3002	<i>Decree of the President of Ukraine No. 1157/99 from 13 September 1999</i>
5th Slobozhanshchyna Brigade	3005	<i>Decree of the President of Ukraine No. 256 from 21 February 2000</i>
Central Territorial Command	3006	<i>Decree of the President of Ukraine No. 1173 from 30 October 1999 (with amends of 18 November 2015)</i>
Northern Kyiv Territorial Command	3001	<i>Decree of the President of Ukraine No. 934/2014 from 16 December 2014</i>
Guards Air Base	2269	<i>Decree of the President of Ukraine No. 934/2014 from 16 December 2014</i>
Hero of Ukraine Major General Serhii Kulchytskii Operational Purpose Battalion	<i>assigned to 3102</i>	<i>Decree of the President of Ukraine No. 531/2016 from 30 November 2016</i>
1st Presidential Hetman Petro Doroshenko Operational Purpose Brigade	3027	<i>Decree of the President of Ukraine No. 232/2017 from 23 August 2017</i>
14th Ivan Bohun Operational Purpose Brigade	3028	<i>Decree of the President of Ukraine No. 82/2018 from 24 March 2018</i>
12th Dmytro Vyshnevetskii “Azov” Special Purpose Brigade	3057	<i>Decree of the President of Ukraine No. 83/2018 from 24 March 2018</i>
21st Petro Kalnyshevskii Separate Public Order Security Brigade	3011	<i>Decree of the President of Ukraine No. 240/2018 from 23 August 2018</i>
45th Oleksandr Krasitskii Regiment	4114	<i>Decree of the President of Ukraine No. 90/2019 from 25 March 2019</i>
Southern Odesa Territorial Command	3003	<i>Decree of the President of Ukraine No. 620/2019 from 22 August 2019</i>
18th Sloviansk Brigade	3035	<i>Decree of the President of Ukraine No. 620/2019 from 22 August 2019</i>
15th Hero of Ukraine Lieutenant Bohdan Zavada Operational Purpose Brigade	3029	<i>Decree of the President of Ukraine No. 108/2020 from 25 March 2020</i>
27th Pechersk Brigade	3066	<i>Decree of the President of Ukraine No. 109/2020 from 25 December 2020</i>
4th Hero of Ukraine Sergeant Serhii Mykhalchuk Operational Purpose Brigade	3018	<i>Decree of the President of Ukraine No. 336/2020 from 21 August 2020</i>

¹ According to [47].

23rd “Khortytsia” Separate Public Order Security Brigade	3033	<i>Decree of the President of Ukraine No. 337/2020 from 21 August 2020</i>
31st Major General Oleksandr Radiyevskii Public Order Security Brigade	3036	<i>Decree of the President of Ukraine No. 434/2020 from 14 October 2020</i>
40th Colonel Danylo Nechai Regiment	3008	<i>Decree of the President of Ukraine No. 435/2020 from 14 October 2020</i>
3rd Colonel Petro Bolbochan Operational Purpose Brigade	3017	<i>Decree of the President of Ukraine No. 436/2020 from 14 October 2020</i>
50th Colonel Semen Vysochan Regiment	1241	<i>Decree of the President of Ukraine No. 112/2021 from 23 March 2021</i>
Vasyl Vyshyvanyi Training Center	3007	<i>Decree of the President of Ukraine No. 113/2021 from 23 March 2021</i>
4th Pavlohrad Regiment	3024	<i>Decree of the President of Ukraine No. 114/2021 from 23 March 2021</i>
11th Mykhailo Hrushevskii Brigade	3012	<i>Decree of the President of Ukraine No. 421/2021 from 23 August 2021</i>
25th Prince Askold Public Order Security Brigade	3030	<i>Decree of the President of Ukraine No. 422/2021 from 23 August 2021</i>
2nd Shostka Regiment	3022	<i>Decree of the President of Ukraine No. 528/2021 from 13 October 2021</i>
19th Mykolaiv Public Order Security Regiment	3039	<i>Decree of the President of Ukraine No. 538/2021 from 13 October 2021</i>
34th Kherson Regiment	3056	<i>Decree of the President of Ukraine No. 634/2023 from 29 September 2023</i>
22nd “Kyivska Rus” Separate Brigade for Foreign Diplomatic Representations and Consular Establishments Security	2260	<i>Decree of the President of Ukraine No. 635/2023 from 29 September 2023</i>
Eastern Kharkiv Territorial Command	2240	<i>Decree of the President of Ukraine No. 181/2024 from 26 March 2024</i>
35th Sumy Regiment	3051	<i>Decree of the President of Ukraine No. 532/2024 from 23 August 2024</i>
17th Poltava Brigade	3052	<i>Decree of the President of Ukraine No. 533/2024 from 23 August 2024</i>
1st Kodatskiy Regiment	3021	<i>Decree of the President of Ukraine No. 196/2025 from 25 March 2025</i>
24th Petro Sagaidachniy Regiment	3113	<i>Decree of the President of Ukraine No 197/2025 from 25 March 2025</i>

**Military units of the NGU
awarded with honorary streamer “For Courage and Valor”**

At the beginning of the outset of the full-scale aggression of the Russian Federation against Ukraine, the President of Ukraine introduced with his decree an honorary distinction “For Courage and Valor” to emphasize special combat achievements, courage, valor, and heroism of Servicemembers of certain military units. It is awarded by the President of Ukraine. When a military unit is awarded the “For Courage and Valor” distinction, a streamer is attached to the top of the Battle Flag pole of this unit, since from this moment the streamer is being inseparable from the Flag. If a military unit in question was previously awarded the honorary title and carried a respective streamer on its Battle Flag, the “For Courage and Valor” streamer is attached on top of it.



Figure 2. The streamer “For Courage and Valor” to the Battle Flag of a military unit

**List of military units of the NGU awarded with
honorary streamer “For Courage and Valor”**

14th Ivan Bohun Operational Purpose Brigade	3028	<i>Decree of the President of Ukraine No. 535/2022 from 27 July 2022</i>
4th Hero of Ukraine Sergeant Serhii Mykhalchuk Operational Purpose Brigade	3018	<i>Decree of the President of Ukraine No. 536/2022 from 27 July 2022</i>
3rd Colonel Petro Bolbochan Operational Purpose Brigade	3017	<i>Decree of the President of Ukraine No. 537/2022 from 27 July 2022</i>
18th Sloviansk Brigade	3035	<i>Decree of the President of Ukraine No. 623/2022 from 02 September 2022</i>
12th Dmytro Vyshnevetskii “Azov” Special Purpose Brigade	3057	<i>Decree of the President of Ukraine No. 739/2022 from 27 October 2022</i>
15th Hero of Ukraine Lieutenant Bohdan Zavada Operational Purpose Brigade	3029	<i>Decree of the President of Ukraine No. 740/2022 from 27 October 2022</i>
27th Regiment	3082	<i>Decree of the President of Ukraine No. 71/2023 from 11 February 2023</i>
2nd Shostka Regiment	3022	<i>Decree of the President of Ukraine No. 72/2023 from 11 February 2023</i>
21st Petro Kalnyshevskii Separate Public Order Security Brigade	3011	<i>Decree of the President of Ukraine No. 630/2023 from 29 September 2023</i>
31st Major General Oleksandr Radiyevskii Public Order Security Brigade	3036	<i>Decree of the President of Ukraine No. 631/2023 from 29 September 2023</i>
1st Presidential Hetman Petro Doroshenko Operational Purpose Brigade	3027	<i>Decree of the President of Ukraine No. 180/2024 from 26 March 2024</i>
2nd Halychyna Brigade	3002	<i>Decree of the President of Ukraine No. 524/2024 from 23 August 2024</i>
50th Semen Vysochan Regiment	1241	<i>Decree of the President of Ukraine No 188/2025 from 25 March 2025</i>
36th Regiment	3053	<i>Decree of the President of Ukraine No. 189/2025 from 25 March 2025</i>
34th Kherson Regiment	3056	<i>Decree of the President of Ukraine No. 190/2025 from 25 March 2025</i>
17th Poltava Brigade	3052	<i>Decree of the President of Ukraine No. 191/2025 from 25 March 2025</i>
15th Separate Battalion	3055	<i>Decree of the President of Ukraine No. 192/2025 from 25 March 2025</i>
13th Operational Purpose Brigade	3102	<i>Decree of the President of Ukraine No. 193/2025 from 25 March 2025</i>
5th Slobozhanshchyna Brigade	3005	<i>Decree of the President of Ukraine No. 194/2025 from 25 March 2025</i>
Special Operations Center	3073	<i>Decree of the President of Ukraine No. 195/2025 from 25 March 2025</i>

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