



UKRAINE: QUICKLY MEETING THE NEED FOR SUSTAINED U.S. ASSISTANCE

I. Ukraine Conflict Situation Analysis in Brief:

Ukraine remains under an increasing existential threat from Russia’s invasion of its sovereign territory. How to best assist Ukraine’s national defense and immediate power, humanitarian, and infrastructural needs is a mission critical priority for the U.S. Administration and Congress. The stability and survival of Ukraine, and the security across our European and NATO allies, is at stake. The internal risk to Ukrainian national survival is all the greater as Ukraine leaders also struggle to manage simultaneous humanitarian, food security and economic crises as well. A majority of national security analysts assess the conflict worsening in intensity and scope through 2023.

II. International Stability Operations Association (ISOA) Background and Strategic Role in Conflict and Fragile States:

The International Stability Operations Association (ISOA) represents over 180 member companies and non-governmental organizations on seven continents that provide contingency and stability operations mission support as well as emergency and humanitarian assistance response to conflict states worldwide. ISOA’s vision is to be the primary point of strategic engagement for the government and private sector in support of contingency or stability operations worldwide, providing critical services in fragile environments in an accountable, transparent, and ethical way. ISOA continues to be the only international association representing the “stability sector” exclusively and much of its policy and program implementation is now contained within the U.S. Global Fragility Act, signed into U.S. law in 2019.

ISOA member companies and partner organizations specialize in executing expeditionary stabilization support services inside conflict and fragile state environments. Their mission critical assistance lays the foundation for long term stability and growth in the world’s most unstable places. Regions that have benefitted from their engagement include: South Asia, Middle East, North Africa, the Sahel, East Asia and Central and South America to name a few.

ISOA companies are committed to working within local communities (also known as “localization programming”) inside the host country--being respectful of their cultures and traditions in execution of expeditionary services. Services are focused on military and civilian assistance through contracting, public-private partnerships, policy, regulatory and legal development, program implementation, and related services which host countries and donor governments require for stability and growth to occur.

For 30 years, ISOA member companies have specialized in stabilization and contingency support services. These services include: crisis response and humanitarian support, expeditionary medical and health system support services, logistics and transportation system support, new construction, rebuilding and infrastructural project support and program development, security and protective services, intelligence and policy analysis, financial and program management, maintenance and environmental services, risk reduction and demining operations, military-base operating support and life support, training and education services, and legal and rule of law advisory services including anti-corruption and transparency programming.

III. ISOA and Ukraine's Five Immediate Assistance Program Priorities:

Priority One: *Emergency Support to Rapidly Repair Ukraine's Power and Electrical Transmission Systems and Critical National and Community Infrastructure and Operations:*

- For example, Ukraine's Ministry of Energy and Environment is responsible for providing emergency heating and energy production assistance, electricity transmission systems and protection of national and community-based fuel storage facilities and fuel delivery supply chains and logistical support (especially supplies to Europe).
- ISOA members will work to quickly maintain and repair or rebuild Ukraine's emergency electrical and power systems working with this Ministry but also working with local Ukrainian communities and regional Governors to make this work truly sustainable, building community resilience over time.

Priority Two: *Emergency Maintenance and Sustainment Training and Support for Ukraine's Military and Other Security Personnel:*

- For example, Ukraine's military and associated defense security personnel need extensive training and maintenance support for the sustainment of U.S. and NATO provided military hardware and defense systems. New military assistance is arriving daily. Currently, Ukraine is maintaining over 600 different weapons platforms. This would be a supply chain and sustainment challenge for any nation, but limited training and support systems for these weapon systems could quickly render them inoperable or prone to attack.
- ISOA members will work to establish U.S. and NATO weapon training and maintenance programs and help mentor Ukraine military and partner contractor personnel with the goal of sustaining these systems through a likely protracted conflict period. ISOA members will also work with the AMEMB-Kiev, U.S. military, Security Assistance Group – Ukraine (SAG-U), and Dept. of Defense personnel to help coordinate, prioritize, and adapt these programs to meet the Ukraine Government's most urgent military assistance requirements.

Priority Three: *Securing and Maintaining Critical Transportation Infrastructure (i.e., Ports, Rail & Air):*

- For example, Ukraine's Ministry of Infrastructure is responsible for Ukraine's transportation infrastructure including bridges, airports, ports, roads, rail network & trains, and network communications infrastructure.
- ISOA members will immediately respond to Ukraine's priority transportation infrastructure challenges as defined by their national and community leaders. Following Ukraine's guidance, ISOA members can help restore, rebuild and secure critical infrastructure so Ukrainian military and other security and government assets can more effectively manage emerging conflict areas and military or infrastructural threats.

Priority Four: *Supporting Rapid Oversight Training and Compliance Systems for Implementation in all areas of international assistance at the community, provincial or national levels:*

- For example, Ukraine’s Ministry of Digital Transformation is charged with national and community-based anti-corruption program support and digital project development as well as IT infrastructure support services including access to internet systems and their sustainment/maintenance going forward.
- ISOA members can help design, program, and implement anti-corruption systems and protect mission critical internet and IT infrastructure at the community level throughout Ukraine, supporting this Ministry’s key priorities. Ukraine’s leadership is deeply committed to “digitization” as part of its rebuilding and emergency response and ISOA members are as well.

Priority Five: *Immediate, Integrated, Full-Spectrum Support for Ukraine’s Internally Displaced and Vulnerable Populations, and Refugee Arrivals in adjacent Nations:*

- For example, supporting both the Ukraine Ministry of Digital Transformation (focused on refugee and IDP support) and Ministry of Public Health for emergency assistance to Ukraine’s struggling health sector and health systems.
- ISOA members are experts at expeditionary health systems sustainment, maintenance, rebuilding and related support services. ISOA member capabilities include: health system strengthening, supply chain and logistics support for emergency medicines and vaccine delivery, providing immediate environmental safety services for conflict and transitional communities (including de-mining, environmental contamination and safe clean-ups and health sector sustainment or rebuilding within transitioned areas). In addition, ISOA members will assist in support to Ukraine IDP and refugee communities (in adjacent countries like Poland and Moldova), especially those populations identified as priorities by Ukraine Government and community leaders.

Priority Six: *Supporting “Localization” of U.S. and other donor assistance inside Ukraine and actively advocating for continued Ukraine assistance through the U.S. Congress within both the military and civilian assistance appropriations processes.*

- ISOA members are deeply committed to “localization” whereby Ukraine’s inherent capabilities and institutions are directly engaged or supplemented by ISOA member programming and management expertise. As experts working within conflict states, ISOA members will help strengthen local capacities through a mentor-mentee relationship overtime or until ISOA member services are no longer required because Ukraine institutions can sustain operations.
- Additionally, ISOA will work to support continued U.S and international donor support for Ukraine. The U.S. has provided Ukraine with security assistance approaching \$100 billion USD (including weapon systems, ammunition and training) while U.S. civilian assistance will amount to more than \$20 billion by the end of FY 2023. As of this writing, and with President Zelensky’s well-received speech to the U.S Congress on December 21, 2022, the U.S. Congress has approved an additional \$40+ billion in economic and military assistance for Ukraine in FY 2023. ISOA will continue to support the coalition in support of Ukraine and its people.