

## STRATEGY

### for the development of Artificial Intelligence in Ukraine for the period until 2030

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## **GENERAL PART**

This Strategy is directed at improving state policy in the field of artificial intelligence and has been developed on the basis of a realistic assessment of current conditions and constraints for AI development in Ukraine, the presence of developed digital state infrastructure, and practical experience in the application of artificial intelligence.

The goal of this Strategy is to increase state resilience, accelerate recovery and long-term national development by combining rapid and responsible deployment of artificial intelligence in priority areas with sequential investments in infrastructure development, skills, institutional capacity, and management systems.

Artificial intelligence is a general-purpose technology whose impact depends on its wide and systemic deployment.

The application of artificial intelligence is of critical importance for national security and defence, accelerating recovery processes, increasing productivity and competitiveness across economic sectors, and supporting the capacity of state institutions to deliver public services under conditions of resource constraint.

To achieve its strategic goals, this Strategy adopts an adoption-first, demand-led approach that prioritises practical application of artificial intelligence, learning by doing, and institutional transformation over lengthy planning cycles. Artificial intelligence is viewed not merely as a subject of research or a technology proposition, but as a tool whose effectiveness is determined by the presence of sustained demand, appropriate incentives, and capabilities for scalable and responsible deployment.

The following terms are used in this Strategy with the following meanings:

agentic state — a model of public administration that involves the integration of artificial intelligence systems into administrative and operational processes to automate complex routine tasks, enabling the management apparatus to focus on strategic leadership, political accountability, and decision-making;

agentic AI systems — computer systems that interact with their environment with a degree of autonomy, using necessary tools to achieve specific goals and adapt to changing input data and contexts;

AI sector — a field of activity in information technologies that encompasses the creation, deployment, and use of artificial intelligence technologies;

generative AI systems — artificial intelligence systems that model the structure and characteristics of input data to create similar synthetic content, including images, video, audio, text, and other digital materials, using deep learning algorithms;

EdTech solutions — the use of hardware, software, digital content, data, and information systems in education to support and enrich teaching and learning processes, as well as to improve the management and delivery of educational services;

multimodal interaction — the use of artificial intelligence systems capable of processing and integrating information from multiple types of input data, such as text, images, audio, and video, to produce more comprehensive and accurate outputs;

petaflops — a unit of measurement of computational performance equal to one quadrillion floating-point operations per second;

AI system — a machine-based system designed to function with varying levels of autonomy, capable of demonstrating adaptiveness after deployment, and which, for explicit or implicit objectives, infers from the input it receives how to generate outputs — including predictions, content, recommendations, or decisions — that can influence physical or virtual environments;

artificial intelligence (AI) — an organised set of information technologies whose application enables the performance of complex tasks through the use of scientific research methods and algorithms for processing information obtained or independently generated during operation, as well as the creation and use of knowledge bases, decision-making models, algorithms for working with information, and methods for achieving set objectives;

transformer architecture — an architecture of artificial intelligence models based on self-attention mechanisms that enables in-depth analysis and reasoning over large volumes of data.

## **The State of AI Development in Ukraine and State Policy in the Field of Artificial Intelligence**

AI has entered a new phase of development and diffusion. Recent advances in generative and agentic AI systems have substantially expanded the range of tasks that automated systems can perform. These systems are capable not only of analysing information or generating content, but also of planning and executing actions across complex workflows with minimal human intervention. As a result, AI systems increasingly influence decision-making, resource allocation, and service delivery across organisations in various sectors.

The past decade has seen a substantial increase in AI capabilities. The scaling of training data and computational resources, together with advances in model architectures — notably transformers — have enabled the emergence of foundational models and large language models. These systems demonstrate growing capacity to perform tasks previously considered resistant to automation, including in-depth text analysis, reasoning across large document collections, code generation, and multimodal interaction. These technological breakthroughs have significantly lowered the barriers to AI use, enabling interaction with such systems through natural languages that developed naturally through human use and repetition, such as English, Spanish, or Chinese, rather than through artificially constructed means, which has facilitated widespread experimental and applied use of artificial intelligence across various sectors.

The deployment of AI systems has accelerated substantially with the proliferation of large language models. These technologies have enabled large-scale use of artificial intelligence across economic sectors. According to international research and surveys, a significant share of organisations already use or are in the process of experimentally deploying AI-based solutions, and widespread use of AI tools is observed among the general population.

The early stages of AI deployment have in many cases focused on improving the productivity of individual functions or tools. However, accumulated practical experience demonstrates that the greatest impact is achieved through comprehensive redesign of work processes, decision-making procedures, and organisational models with AI capabilities in mind. The absence of such changes can lead to inefficient investment in AI systems and limited practical results.

The further development of artificial intelligence is linked to the emergence of agentic systems — systems that operate with limited human supervision and are capable of perceiving information, reasoning, and taking actions to achieve complex objectives. Unlike traditional approaches to automation, agentic systems can work on tasks defined in advance across a broad scope, decompose complex processes into individual stages, coordinate actions across different tools, and adapt based on feedback. The deployment of such systems creates conditions for improving the effective productivity of individuals and teams, not merely for automating discrete operations.

In the public sector, these approaches underpin emerging models for organising government activity, including concepts in which AI systems are used to support the delivery of public services, policy implementation, and administrative operations, while preserving human oversight, accountability, and decision authority over management decisions.

An important development vector is the integration of the Ukrainian scientific community into the European Research Area. This involves not only technical cooperation but also the adoption of European standards for the responsible use of artificial intelligence in

scientific research, which will improve the quality of scientific outputs and ensure their international recognition.

The underlying technical landscape of AI remains highly dynamic. Further development may significantly alter requirements for computational capacity, model capabilities, and deployment economics within short timeframes. As a result, assumptions about costs, infrastructure and technical needs and constraints may change rapidly.

This Strategy therefore combines the core design principles for deploying AI systems in public administration and the economy as adaptability, modularity, and learning by doing.

These trends underscore the urgency of making strategic decisions on AI development at the present stage. Artificial intelligence has acquired the characteristics of a foundational capability affecting productivity, institutional effectiveness, and strategic autonomy of the state. The defining role of the state lies in shaping the conditions under which the deployment of artificial intelligence will contribute to greater efficiency, improved public services, and sustainable development, while also preventing fragmentation, inefficiency, and growing technological dependency.

Through decisions in the areas of governance, infrastructure, skills, data, and deployment in the public sector, the state determines the capacity of public institutions and private entities to effectively use the potential of artificial intelligence. For Ukraine, it is essential to act in a timely manner, and the activation of state policy in AI development at the international level underscores the need for such action. Most national strategies focus on the development of computational and digital infrastructure, data access and governance, skills transformation, responsible AI use, sectoral deployment, and the use of public procurement to stimulate demand. At the same time, artificial intelligence and robotics are increasingly viewed as key factors in national security and defence capabilities, raising the risks for states that delay systemic action in this area.

Leading states are actively integrating artificial intelligence into national security and defence, including military planning, logistics, intelligence, and autonomous systems. Artificial intelligence is increasingly used in both traditional and hybrid forms of warfare, raising its importance as a factor in defence capabilities.

At the same time, international experience indicates the absence of a single established model of state policy for AI deployment. States face a range of unresolved strategic dilemmas, including tensions between the speed of deployment and responsible use, between supporting research and infrastructure and stimulating practical deployment, between centralised national solutions and decentralised ecosystem approaches, and between regulatory certainty and the flexibility needed for rapid technological development.

In light of the above, Ukraine's approach to AI development and deployment is pragmatic and adaptive, grounded in responsible deployment, experimentation, and learning by doing. It envisages the application of solutions in areas of proven value, risk management through due governance, and adaptation based on evidence from deployment outcomes. This approach recognises uncertainty as an inherent characteristic of AI development and proceeds from the need for proactive action to minimise long-term strategic risks.

For Ukraine, timely action in the field of AI development is a strategic choice that involves the accelerated formation of institutional capacity through practical deployment, ensuring that the application of artificial intelligence contributes to strengthening state resilience, accelerating recovery, and developing long-term national potential under conditions of uncertainty.

## **Ukraine's Current Position in the Global Environment**

Ukraine is characterised by a differentiated level of readiness for AI development and deployment. Developed e-governance capabilities, the presence of significant human capital potential in the IT sector, and practical experience in deploying artificial intelligence under conditions of increased pressure are combined with significant constraints in the areas of computational infrastructure, skills, data access, financing, and institutional capacity. Recognition of the current state is essential for determining policy priorities and the sequencing of reforms.

According to international comparative assessments, Ukraine occupies mid-tier positions in global AI readiness rankings, with notable variation across dimensions. In particular, Ukraine ranks 41st globally in the Government AI Readiness Index (Oxford Insights, 2025), having improved from 54th place in 2024, and 62nd in the IMF AI Preparedness Index (2023). These assessments indicate relatively strong positions in governance, adaptability, and ethical alignment, while recording lower results in infrastructure development, innovation potential, and private-sector AI deployment.

These data reflect an existing imbalance between developed state digital capabilities and limited market diffusion and foundational capacity.

According to research hosted on the Diia.Osvita digital education portal, AI adoption in Ukraine is dynamic but uneven across population groups, economic sectors, and types of organisations. On the demand side, 42% of the adult population reported using AI tools in 2025. Among children aged 10–17, 70% already have experience interacting with AI systems.

Enterprise adoption of artificial intelligence in Ukraine remains low. According to the State Statistics Service, only 4.6% of enterprises reported using at least one AI capability in 2025, reflecting broader gaps in the deployment of information and communication technologies. Available estimates suggest that the pace of enterprise digitalisation in Ukraine lags behind average EU and OECD indicators by 20–30%.

This gap is particularly pronounced among small and medium-sized enterprises (SMEs) and in traditional sectors of the economy, notably manufacturing, agriculture, and energy, despite these sectors holding significant data volumes and potential for process standardisation. A significant share of SMEs has limited awareness of AI beyond basic generative tools, faces financial constraints related to expenditure on computational resources and licensing, and reports uncertainty regarding future compliance requirements linked to EU AI regulation.

Large enterprises and state organisations, which employ more than 40% of the workforce in key sectors of the economy, are often characterised by limited organisational flexibility and insufficient internal capabilities for the transition from experimental AI use to full-scale deployment.

In the public sector, the level of AI deployment is higher but also uneven. Ukraine has achieved significant progress in digital transformation, ranking 5th globally in the UN Online Services Index and 1st in the UN E-Participation Index in 2024.

This result has been driven by the development of digital state infrastructure, including in the areas of open data, public electronic registries, national electronic information resources, and interoperability, as well as the institutionalisation of the role of Chief Digital Transformation Officers (CDTOs) across government agencies. However, the level of digital maturity varies significantly across ministries and levels of public administration, and the parallel existence of paper-based and digital processes creates barriers to AI integration.

Defence represents the most mature domain of practical AI application. Ukraine has developed and deployed AI systems for use in unmanned systems, geospatial intelligence, cyber defence, and logistics under real operational conditions. Since 2022, the application of artificial intelligence in defence has enabled the adoption of new approaches to warfare, including rapid iteration cycles, data-driven and partially automated decision-making, horizontal diffusion of innovations, and productivity gains through software optimisation.

The effectiveness of Ukraine’s multi-layered air defence has been enhanced through operational adaptation and the integration of sensor systems and analytics. Although these results are not exclusively the product of AI, they illustrate the strategic value of supporting data-driven decision-making and integrating systems in high-risk environments.

In particular, according to the study “Analysis for the Protection of Ukrainian Cities and Infrastructure” conducted by representatives of the Konrad Adenauer Foundation in Ukraine, the country intercepted approximately 80–90% of aerial threats in heavily protected areas, using predominantly existing technical means. The accumulated defence experience has generated unique datasets, teams, and operational approaches, while also creating a strategic imperative for the transformation of defence solutions into civilian-scale projects, ensuring sovereignty and security for sensitive use cases.

At the same time, Ukraine has demonstrated high adaptability in the field of education, including through the introduction of distance learning during the COVID-19 pandemic, the development of the free distance learning platform “All-Ukrainian Online School” (over 1 million users) containing digital learning materials for students in grades 1–11, methodological materials for teachers, and diagnostic tests. To improve digital literacy levels, a unified state digital education web portal “Diia.Osvita” has been developed, which has 3.1 million registered users, 25 educational materials on AI, and directly implements AI tools — AI Mentor and AI Guide — as well as the educational mobile application “Mriia,” which by the start of 2026 had over 500,000 users, providing personalised learning and reducing the administrative burden on teachers.

The introduction of AI technologies into the educational process presents a number of challenges, as it involves systemic renewal of the content and organisation of the educational process. Key requirements include reviewing expected learning outcomes, educational programmes, and teaching methods; introducing competency-based approaches to working with data and algorithms; developing critical thinking and academic integrity among learners; and rethinking assessment practices (transitioning to evaluating understanding, application of knowledge, and reflection rather than reproduction of information). This transformation must be accompanied by the training of educational and research staff, defining ethical and safety requirements, and adapting the educational environment for responsible and effective use of artificial intelligence at all levels of education.

At the same time, according to the civil society research organisation “Centre for Social Research” study “War and Education: how the year of full-scale invasion affected Ukrainian schools” (2023), education’s transformational potential is constrained by low teacher pay, fragmented governance, and the large number of small schools, with 40–50% of schools serving fewer than 20% of students. An additional factor is that, according to the data of the automated information complex for educational management (AIKOM), 362,300 students in 2025 are studying remotely in Ukrainian schools from abroad, which complicates systemic reform.

Infrastructure constraints significantly affect Ukraine’s readiness for AI deployment. According to the World Bank report “Ukraine: Fifth Rapid Damage and Needs Assessment” (2026), critical

infrastructure suffered significant losses as a result of hostilities, requiring a differentiated approach to damage assessment and recovery planning. By the end of 2025, electronic communications infrastructure had sustained direct damages amounting to USD 2.5 billion. Energy infrastructure has also suffered extensive destruction, transforming Ukraine from an electricity exporter into a country regularly experiencing deficits.

Domestic data processing centre capacity is limited, and access to high-performance computational resources for SMEs and researchers remains fragmented. Despite these technical constraints, Ukraine demonstrates strong performance in the data domain: in 2025, Ukraine ranks among the top four European countries for open data maturity according to the European Open Data Maturity ranking, and public electronic registries form a solid foundation for developing AI-based solutions.

At the same time, across sectors there is inconsistency in approaches to data governance, compatibility, documentation, and quality standards, and a significant share of priority datasets does not yet meet the requirements for use in AI systems.

Public trust in AI applications is moderate and fragile. According to surveys (a sociological study conducted by the company “Active Group” on 6 September 2025), approximately 40% of citizens expect that artificial intelligence will improve public administration, while significant concerns persist about surveillance, job displacement, and the use of AI in sensitive domains, notably in the judiciary, where the level of public opposition remains high. Support for AI application is higher in areas related to increasing transparency and combating corruption.

## **Legal and Governance Framework**

Ukraine is making significant progress in establishing a regulatory framework for AI development under challenging conditions. The Concept for the Development of AI in Ukraine, approved by the Cabinet of Ministers of Ukraine on 2 December 2020 (No. 1556-p), defined initial priorities, and the tasks set out in the Roadmap for AI Regulation (2023) and the White Paper on AI Regulation (2024) laid the groundwork for a two-stage alignment of legislation with Regulation (EU) 2024/1689 of the European Parliament and of the Council of 13 June 2024 laying down harmonised rules on artificial intelligence (the EU AI Act): a preparatory stage based on the organisation of research of high-tech solutions using the “Sandbox” method (the “Sandbox for AI and Blockchain Solutions” project), a voluntary code of conduct, and soft law (2024–2027), followed by full legislative alignment of Ukrainian legislation with established approaches and requirements (2027–2030).

Key steps already taken include:

- the launch of an experimental project for organising research of high-tech solutions using the “Sandbox for AI and Blockchain Solutions” method for startups in the AI sector, to foster innovation, test for compliance, and collect feedback for future regulation;
- a Voluntary Code of Conduct signed by 14 leading AI companies;
- the adoption of the HUDERIA methodology of the Council of Europe, developed for risk and impact assessment focused on the protection and promotion of human rights, democracy, and the rule of law, across different Ukrainian public sector institutions;
- the publication of ten sectoral guidelines on the responsible use of artificial intelligence, covering public servants, legal professionals, education, media, intellectual property, and human resources (personnel);
- the adoption of international frameworks, including the OECD Principles on the Development and Promotion of Artificial Intelligence of 22 May 2019, the UNESCO Recommendation on the Ethics of Artificial Intelligence of 23 November 2021, the Council of Europe Framework Convention on Artificial Intelligence (17 May 2024), on human rights, democracy, and the rule of law, and the Bletchley Declaration of 1 November 2023.

State policy in the field of digital innovation and technology is implemented within the framework of the Strategy for Digital Development of Innovation in Ukraine (WINWIN) for the period until 2030, approved by the Cabinet of Ministers of Ukraine on 31 December 2024 (No. 1351-p) (Official Gazette of Ukraine, 2025, No. 11, p. 890) (hereinafter — WINWIN Strategy), which is a comprehensive national programme document aimed at establishing Ukraine as a regional technology leader. Coordination of the WINWIN Strategy is carried out by the Ministry of Digital Transformation, with 14 priority sectors of transformation identified, among which key positions are held by defence technologies, artificial intelligence, medical and biotechnologies, educational technologies, green energy, agrotechnologies, semiconductors, cybersecurity, and government technologies.

Implementation of the WINWIN Strategy’s strategic goals involves systematic simplification of the regulatory environment, development of innovative infrastructure, human capital development, and expanded access for enterprises to financing instruments. The initial implementation stage covers 2025–2027 and is closely integrated with this Strategy, involving the institutionalisation of an international AI centre of excellence for analysing best practices in

the AI field and their deployment by the state (hereinafter — WINWIN AI Centre of Excellence), launched under item 68 of the operational plan of measures for the implementation of the WINWIN Strategy in 2025–2027, approved by the Cabinet of Ministers of Ukraine on 31 December 2024 (No. 1351-p).

The national approach to AI technology development is harmonised with the current legislation and programme objectives of the European Union, in particular within the EU “Digital Decade 2030” policy programme, established by Decision (EU) 2022/2481 of the European Parliament and of the Council of 14 December 2022. In accordance with European benchmarks, a target for the widespread deployment of advanced solutions has been set, under which by 2030 no less than 75% of enterprises should integrate cloud technologies, AI tools, or big data processing mechanisms into their activities. This approach is aligned with the European Union’s AI Continent Action Plan (COM(2025)165 of 9 April 2025) and the European Commission’s InvestAI initiative, aimed at accumulating significant public and private investment to create sovereign and reliable technological capabilities.

The strategic direction of the European Union is based on a human-centric approach, the foundation of which is the EU AI Act, which introduces a risk-based regulatory system, establishes transparency requirements for general-purpose models, and prohibits harmful practices. This regulatory framework is complemented by Regulation (EU) 2023/2854 of the European Parliament and of the Council of 13 December 2023 on harmonised rules on fair access to and use of data (the Data Act), and by Regulation (EU) 2022/868 of the European Parliament and of the Council of 30 May 2022 on European data governance (the Data Governance Act), to ensure secure cross-sectoral data sharing. Particular attention is given to developing infrastructure potential through a network of EuroHPC supercomputers, creating specialised AI factories, and initiatives such as the AI Skills Academy, as well as attracting financing through the European Defence Fund and international partnership programmes.

The development of artificial intelligence in Ukraine takes place in close interaction with the European Union and is grounded in strategic partnership with the European digital ecosystem. This course is enshrined in the 2019 constitutional amendments, which define the European and Euro-Atlantic integration of Ukraine as a strategic priority. In this context, Ukraine is progressively aligning its national legislation with the *acquis communautaire*, and the digital *acquis* in particular, with the aim of creating the legal and technical foundations for integration into the European Single Market. A key element of this alignment is proactive preparation for the implementation of the EU AI Act.

Ukraine applies a phased approach that envisages the development of a culture of self-regulation and voluntary compliance before binding legal regulation takes effect. To this end, instruments of a voluntary nature are being deployed, including codes of conduct, analytical documents, and the “Sandbox for AI and Blockchain Solutions” project, enabling market participants to adapt in advance to European standards and ensure compatibility with EU requirements.

At the same time, Ukraine contributes to the development of the European AI ecosystem, including through the provision of practical experience in deploying AI-based solutions under heightened security risks, rapid scaling in the public sector, and the use of rapid prototyping approaches.

This mutual integration supports the accelerated development of Ukraine’s national capabilities while complementing European regulatory and investment approaches with practical high-impact examples. It supports a shared vision for AI development that combines efficiency

and accountability, contributing to the strengthening of Europe’s technological sovereignty while enhancing Ukraine’s resilience, security, and long-term competitiveness.

In the area of public administration, the Ministry of Digital Transformation has been designated as the leading authority within the system of central executive authorities, responsible for formulating and implementing state policy in the field of AI development.

### **Analysis**

An important stage in Ukraine’s digital development is the implementation of the Concept for the Development of AI in Ukraine, approved by the Cabinet of Ministers of Ukraine on 2 December 2020 (No. 1556-p) (hereinafter — the AI Concept).

This document laid the foundation for the formation of state policy in AI development, defining key principles of ethical use and priority directions for the deployment of technologies in public administration and the economy. As a result of implementing the AI Concept, significant progress has been achieved in improving the digital literacy of the population, enabling Ukraine to move to the stage of large-scale technological transformation.

At the same time, the rapid development of AI technologies, changes in the security context, and the need to harmonise national legislation with contemporary international standards have created the need for a revised strategic approach. In this regard, the provisions of the AI Concept have now been exhausted in terms of their policy instruments and operational objectives. This Strategy will serve as the programme document that will systematically develop and scale the results achieved in the preceding period, while introducing new governance mechanisms adapted to the challenges of the digital development period until 2030.

An analysis of Ukraine’s current readiness for deploying AI technologies indicates the presence of significant potential based on developed digital state infrastructure, high levels of electronic service use, and leading positions in global digital governance rankings.

Key strengths include technologies tested under real operational conditions in defence, a high level of human capital qualification in the IT sector, and a startup ecosystem that provides strong legitimacy and technical expertise for implementing an adoption-oriented strategy. In this context, the state acts as a first mover, using public services and reconstruction processes to stimulate the digital transformation of the economy by generating demand.

At the same time, significant shortcomings exist, notably a critically low level of AI deployment in the private sector (especially among SMEs), limited computational and energy infrastructure, and a deficit of investment in research and development. Data governance fragmentation and the shortage of qualified data engineering professionals create barriers to scaling technologies, requiring systematic coordination across infrastructure, educational, and organisational factors.

Opportunities exist for Ukraine’s rapid development linked to post-war reconstruction, which enables the integration of artificial intelligence into new systems at the stage of their design (“digital by default”). Scaling will be supported by alignment with the EU AI Act, the leveraging of defence innovation in the civilian sphere, and the implementation of the WINWIN Strategy as a cross-sector mechanism. The mobilisation of the global technology diaspora and international partnership are additional important levers for integration into the single digital market.

The principal threats remain systemic instability of energy supply, the outflow of human capital, and limited institutional capacity for supervising AI regulation. Growing dependence on foreign cloud infrastructure and risks to trust in the use of artificial intelligence in the public

sector require a balanced risk management strategy. Addressing these issues in parallel with the deployment of technologies is critically important for ensuring digital sovereignty and state resilience.

The analysis conducted demonstrates that the key challenge for Ukraine in the field of AI development lies not in the choice between deployment or non-deployment of such technologies, but in the ability to deploy them responsibly and to scale them progressively under existing constraints.

In this regard, this Strategy is oriented toward prioritising deployment and achieving practical impact while simultaneously strengthening infrastructure, governance foundations, and progressively building domestic production and innovation potential. This approach is embedded in the definition of strategic goals and phased implementation, as envisaged by the Operational Plan for measures to be implemented in 2026–2028 under this Strategy (hereinafter — the Operational Plan), leveraging existing advantages and managing risks systematically.

As a general-purpose technology, artificial intelligence is associated with operational, organisational, and social risks, including risks of misuse, system failures, uneven deployment, and short-term disruptions to labour markets and work processes. However, an excessive focus on risk avoidance may significantly limit the scale of deployment and the potential benefits of AI application.

For Ukraine, the significant strategic risk is the inability to ensure wide-scale deployment of artificial intelligence technology, which may lead to a loss of competitiveness in reconstruction, a deepening productivity gap with peer countries, a weakening of security capabilities, and falling behind in deploying technologies with high societal value. Accordingly, this Strategy envisages managing risks rather than avoiding them, with the aim of ensuring the safe, responsible, and effective use of artificial intelligence.

### **Where Ukraine Is Headed: A Vision for the Period Until 2030**

The strategic vision for the development of the AI sector in Ukraine for the period until 2030 is to establish the state as a global leader in AI development, characterised by scalability, high quality, and significant impact across public administration, defence, education, science, and priority sectors of the national economy. Ukraine seeks to achieve leading positions globally in the level of AI integration in the public sector and defence, and to enter the top ten countries in terms of digital transformation outcomes in education, science, healthcare, energy, and agriculture.

Progress toward strategic goals will be assessed on the basis of internationally recognised criteria and outcome-based indicators, ensuring transparency and objectivity of monitoring. At the system level, high performance is expected across key international rankings, including the European Commission eGovernment Benchmark, the Government AI Readiness Index (Oxford Insights), the IMF AI Preparedness Index, and the UN E-Government Development Index (EGDI) and E-Participation Index. Sectoral achievements will be assessed through relevant national and international performance indicators, including the World Bank GovTech Maturity Index. This multi-level approach to result verification enables this Strategy to remain adaptive to changes in global assessment systems.

Successful implementation of this vision is directly aimed at strengthening national security and defence, stimulating post-war reconstruction and economic growth. Furthermore, the deployment of AI technologies will support improved institutional capacity, transparency,

and accountability of the public sector, contributing to the development of an inclusive, fair, and reliable digital society.

### **Prioritisation Framework**

Analysis of international experience demonstrates the existence of different strategic models for AI deployment, which are based on institutional capacity and market structure. Ukraine applies a combined model oriented toward deployment, demand, and sequencing, which is implemented through three strategic stages.

#### **Stage 1: The defence sector as a catalyst for national potential.**

Priority attention is focused on the application of artificial intelligence in the security and defence sector, driven by critical necessity and the concentration of resources under wartime conditions. Priority directions include the development of systems for unmanned platforms, geospatial intelligence, cybersecurity, and logistics. The strategic role of this stage lies in building foundations — applied skills, computational capabilities, and data management practices — that are a necessary condition for subsequent civilian transformation.

#### **Stage 2: Systemic transformation of public administration and the economy.**

At this stage, the emphasis shifts to the deployment of artificial intelligence in the work of government agencies and priority sectors: education, science, healthcare, energy, and agriculture. The main task is the organisational integration of technologies into work processes and the design of public services. The state acts as the key customer and coordinator, using digital infrastructure and regulatory instruments to stimulate demand and minimise risks. To maintain the pace of development, incentives regarding the priority of AI within the broader framework of digital transformation are applied.

#### **Stage 3: Scaling impact and global competitiveness.**

The final stage is directed at consolidating achievements and transitioning to sustainable productivity growth based on artificial intelligence. At this stage, AI technologies become an integral part of public service and key sectors of the economy, and the national infrastructure of data and skills reaches maturity. The emphasis shifts to the export of intellectual services and the full integration of Ukraine into the European and global digital market. The proposed three-level structure provides a logical sequencing for the distribution of resources and institutional focus, ensuring that each subsequent stage builds on the solid outcomes of the previous one, thereby achieving lasting national benefit.

### **Structure of the Strategy**

To realise this vision, the Strategy has a clear hierarchical structure that ensures the transition from strategic intent to concrete actions. Long-term ambitions are translated into Tasks, which are implemented through Measures detailed in the Operational Plan. This model ensures coherence of actions and flexibility of management in response to changing conditions.

This Strategy contains four Strategic Goals and is implemented taking into account the current state of development, existing constraints, and sources of Ukraine's comparative advantages, applying a phased and sequential approach.

**Strategic Goal 1 — Accelerating the Deployment and Application of AI** — is pursued through the following Tasks:

Task 1.1: Creating Conditions for Large-Scale Deployment of AI Technologies in Enterprises, Institutions, and Organisations

Task 1.2: Transforming the Digital State into an Agentic State through Automating Functions and Integrating Intelligent Decision-Making

Task 1.3: Harnessing the Potential of AI to Strengthen National Defence and Security

Task 1.4: Integrating AI Technologies into the Educational Process

**Strategic Goal 2 — Development and Ensuring Accessibility of Foundational AI Technologies** — is pursued through the following Tasks:

Task 2.1: Ensuring Openness and Financial Accessibility of AI Tools for a Broad Range of Users

Task 2.2: Stimulating Innovation and the Development of Ukrainian AI Products

Task 2.3: Creating an Environment for Responsible AI Use

**Strategic Goal 3 — Ensuring Fundamental Foundations for AI Development** — is pursued through the following Tasks:

Task 3.1: Infrastructure Development — Establishing Ukraine as a Regional Hub for AI Computing

Task 3.2: Professional Skills Development and Competency Building for Wide-Scale AI Deployment

Task 3.3: Creating a Strategic National Data Infrastructure Ready for AI Processing

**Strategic Goal 4 — Ensuring Effective Governance and Safe Deployment of Artificial Intelligence** — is pursued through the following Tasks:

Task 4.1: Building Institutional Capacity and the Resource Base for State AI Governance

Task 4.2: Legal Regulation and Harmonisation with the European Digital Space

## **STRATEGIC GOALS AND INDICATORS OF THEIR ACHIEVEMENT**

### **Strategic Goal 1.**

#### **Accelerating the Deployment and Application of Artificial Intelligence**

Strategic Goal 1 is directed at maximising the social and economic value of artificial intelligence through its widespread deployment among individuals, enterprises, and public institutions. Priority areas identified include defence, public administration, education, science, and key sectors of the economy, where the application of artificial intelligence can in a short timeframe improve the effectiveness of human potential utilisation, service quality, and productivity levels.

Defence is a priority given urgent security needs under wartime conditions and its role as a source of accelerated innovation development. Public administration is a priority given its ability to perform the function of a systemic multiplier for AI deployment in the economy, including through the use of public procurement mechanisms, digital platforms, and public services. Education and science are identified as foundational priorities as the basis for building skills, capabilities for absorbing and creating new technologies, and long-term resilience across all sectors.

The application of artificial intelligence in education supports improved effectiveness of the work of educational and research staff through the automation of routine administrative processes, lesson preparation, and assessment, while preserving the defining role of the teacher and instructor in learning.

For learners, the use of artificial intelligence opens opportunities for personalised learning through adaptive individual learning trajectories, recommendations, and support in overcoming learning gaps, contributing to improved quality and accessibility of education. For researchers, artificial intelligence serves as a tool for accelerating the research process and improving the quality of scientific and innovative work through the analysis of large data volumes, modelling, automated searching and systematisation of scientific sources, and supporting the reproducibility of results and open science.

Key economic sectors provide for the transformation of technological capabilities into productivity growth and economic development.

A central premise of Strategic Goal 1 regarding the deployment and application of artificial intelligence is that value creation is ensured not only through automation but also through improving the effectiveness of human labour. This involves task shifting, in which routine cognitive and administrative functions are transferred to AI systems; the expansion of workers' functional capabilities through the use of decision support tools and agentic systems; and the redesign of work processes to achieve productivity improvements at the organisational level.

In this connection, AI-powered workflows, including agentic systems capable of operating across different tools, data sources, and interfaces, are viewed as an element of structural transformation of the activities of government agencies, the defence and security sector, and key sectors of the economy, rather than merely as incremental improvements in operational efficiency.

#### **Strategic Goal Indicators**

Strategic Goal Indicator	Baseline (2026)	Interim (2028)	Target (2030)
Enterprises (10+ employees) using artificial intelligence (%)	5	30	75
Services on the Unified State Electronic Services Web Portal that are accessible and can be used via an AI agent (units)	1	50	100
Learners in general secondary, vocational, pre-higher, and higher education with access to AI-based learning tools (%)	0*	75	100

\*No baseline data available.

## Strategic Goal 2.

### Development and Ensuring Accessibility of Foundational AI Technologies

Strategic Goal 2 is directed at strengthening Ukraine’s domestic capabilities in AI development to ensure deployment on the basis of high-quality and reliable foundational components, building a reliable, secure, and high-quality foundation for AI deployment in Ukraine by ensuring access to specialised AI platforms and computational resources, introducing responsible technology use practices, strengthening domestic potential in strategically important areas, and deep integration with European and global AI ecosystems. Priority is given to the availability of secure, interoperable, and proven AI solutions and components, while avoiding unnecessary duplication of global technological efforts.

Strategic Goal 2 envisages support for the development of sovereign or state-controlled AI capabilities in cases of strategic necessity, particularly in sensitive areas related to national security, critical infrastructure, and public administration.

At the same time, openness to international cooperation and the use of open-source ecosystems is ensured for the purpose of accelerating capability development, reducing costs, and ensuring interoperability. The goal is not complete technological self-sufficiency, but strategic autonomy — the ability to deploy, adapt, and govern AI systems in accordance with national priorities and security requirements.

### Strategic Goal Indicators

Strategic Goal Indicator	Baseline (2026)	Interim (2028)	Target (2030)
Volume of high-quality open	60 billion	100 billion	200 billion

Strategic Goal Indicator	Baseline (2026)	Interim (2028)	Target (2030)
textual datasets in Ukrainian (tokens)			
Organisations actively using AI through subsidised or shared computational resources (units)	0*	500	1,000
Ukrainian AI companies (units)	243 (2023)	500	1,000

\*No baseline data available.

### Strategic Goal 3.

#### Ensuring Fundamental Foundations for AI Development

Strategic Goal 3 is directed at building and maintaining the conditions necessary for the large-scale and sustainable deployment of artificial intelligence. It encompasses the creation of a favourable environment for achieving the other strategic goals, including the development of resilient computational and energy infrastructure, the formation of high-quality, interoperable data ecosystems ready for use, the development of skills and education systems that meet AI requirements for workers at all levels, the introduction of effective and reliable governance frameworks, and the expansion of international partnerships and the attraction of investment.

While the preceding strategic goals focus on the direct deployment and development of capabilities, this strategic goal ensures the creation of a favourable environment — infrastructure, skills, and data — for supporting the wide and responsible use of artificial intelligence in the economy and the public sector.

Sustainable AI deployment depends not only on technological solutions but also on levels of trust, the availability of relevant skills, access to financing, and institutional capacity.

Accordingly, this strategic goal envisages coordinated action among service providers, educational institutions, regulatory bodies, civil society institutions, and international partners with the aim of ensuring inclusiveness, security, and compliance with European and international standards. The progressive strengthening of these factors in parallel with AI deployment should prevent the emergence of systemic constraints that could limit the scale of adoption, slow diffusion, or undermine public trust.

In view of Ukraine’s security context, these factors are identified as a strategic priority for ensuring technological sovereignty and long-term competitiveness. The shared foundations are being developed with due consideration for resilience requirements and full compatibility with European and global AI ecosystems.

#### Strategic Goal Indicators

Strategic Goal Indicator	Baseline (2026)	Interim (2028)	Target (2030)
Total peak computational infrastructure performance for AI tasks at FP16/BF16 precision (petaflops)	0.1	10	50
Share of persons aged 16–74 who use AI for work, self-development, and leisure (%)	42 (2025)	55	70
Priority datasets published as AI-ready (units)	0*	50	100

\*No baseline data available.

#### **Strategic Goal 4.**

##### **Ensuring Effective Governance for the Rapid and Responsible Deployment of Artificial Intelligence**

This strategic goal is grounded in combining rapid deployment and iterative development of solutions in priority areas with responsible risk management. The governance system in the field of AI development is directed at achieving the following objectives in public administration and the economy as a whole: simplifying and accelerating deployment through the use of shared components, standardised procurement procedures and financing, and ensuring the transition from pilots to scalable solutions; guaranteeing the safe and legitimate use of artificial intelligence through transparency, accountability, protection of rights, and preparation of the regulatory framework in accordance with EU requirements; and supporting European and international integration of Ukraine.

A key principle of the governance system is the use of existing and effective mechanisms of digital transformation. Ukraine has built a developed institutional foundation in the form of the National Informatisation Programme, a network of deputy heads of relevant agencies on matters of digital development, digital transformation, and digitalisation (CDTO), mandatory technical standards, and systems of secure inter-agency interaction. The implementation of policy in AI development does not envisage the creation of parallel institutions, but rather builds on the expansion and adaptation of existing mechanisms with due consideration for the specifics of AI technologies, ensuring coherence of decisions, minimising bureaucratic costs, and effective enforcement.

The governance model is implemented on a matrix principle and combines centralised coordination and shared infrastructure with clear responsibility of central executive authorities for the transformation of relevant sectors and the delivery of public services.

The deployment of AI-based solutions is carried out by ministries through teams led by deputy heads of relevant agencies on matters of digital development, digital transformation, and digitalisation (CDTO) with the involvement of designated persons responsible for AI matters and the use of unified methodologies and components.

The regulatory approach to AI governance is implemented in stages. In the first phase (2026–2028), priority is given to coordination and incentivising deployment through the application of soft law instruments, including the “Sandbox for AI and Blockchain Solutions” project, voluntary codes of conduct, standards, and requirements for public procurement. During this period, the Ministry of Digital Transformation and the WINWIN AI Centre of Excellence serve as the principal coordinators for the purpose of building capacity and ensuring compliance with regulatory requirements. In the second phase (2028–2030), with the enactment of legislation in the field of AI development and the commencement of full operation of the Unified Digital Regulator, a transition to full institutional oversight and statutory enforcement is effected to ensure full compliance of the national legal system with the provisions of the EU AI Act.

**Strategic Goal Indicators**

Strategic Goal Indicator	Baseline (2026)	Interim (2028)	Target (2030)
Share of executive authorities in which the powers of departments and respective deputy heads on matters of digital development, digital transformation, and digitalisation have been extended to the AI field (%)	0*	70	100
Priority sectors with approved action plans and roadmaps for AI (units)	0*	5	10

\*No baseline data available.

**Strategic Goal 1. Accelerating the Deployment and Application of Artificial Intelligence**

**Results of Factual and Forecast Analysis**

Strategic Goal 1 is directed at maximising the social and economic value of artificial intelligence through its widespread deployment in the activities of citizens, businesses, and the state, with a priority on defence, administration, education, science, and key sectors of the economy.

The state should act as a market catalyst, directing reconstruction investments toward financing the development and deployment of AI solutions, ensuring the transition from isolated experiments to systematic production use.

Strategic Goal 1 also envisages the widespread deployment of artificial intelligence in the activities of central and local government agencies, aimed at the further transformation of the digital state and improving the quality, accessibility, and security of public services.

Education is identified as a fundamental factor for long-term development and is distinguished from workforce reskilling measures, which are considered separately. The implementation of this goal envisages the transformation of educational institutions, pedagogical approaches, and digital platforms for the purpose of building a sustainable talent pipeline and enhancing Ukraine's national competitiveness.

### Problems

Since 2022, Ukraine has ensured the rapid deployment and development of AI systems in the defence sector, including in the areas of unmanned systems using computer vision, geospatial intelligence, cybersecurity, and logistical support under real combat conditions.

Existing challenges to the education system, including a significant number of learners studying from abroad, a deficit of teaching staff, and damage to infrastructure as a result of hostilities, create additional demand for AI-based solutions.

### Challenges

By 2030, the strategic target is for 75% of enterprises and organisations to use AI technologies as a standard tool for automating operational processes and improving labour productivity.

To overcome barriers related to a lack of experience, complexity, and the high cost of deployment, state policy focuses on the following mechanisms:

- provision of support instruments: conducting digital maturity audits, using reference models (“AI-ready enterprise stack”), and developing an ecosystem of certified service providers for SMEs;
- stimulating demand and innovation: using public procurement, the “Sandbox for AI and Blockchain Solutions” project, and conducting sectoral competitions (hackathons) to attract new market participants, providing innovation grants and vouchers to support R&D, developing innovation infrastructure (science parks, startup schools, business incubators, business accelerators, innovation hubs, and similar facilities), and stimulating the commercialisation of research through an effective technology transfer mechanism;
- access to key resources: reducing costs for attracting talent, cloud computing capabilities, and data processing;
- institutional support: leveraging the capabilities of the Diia.Business platform and the European Digital Innovation Hubs (EDIH) network for scaling digital transformation;
- sectoral reforms: synchronising post-war reconstruction and EU accession processes with the deployment of innovative AI-based products in medicine, transport, and education.

At the same time, certain adversary states continue to make significant investments in AI development, notably in the areas of large-scale computing, large language models, and agentic systems, which requires further building of Ukraine's capabilities to preserve and develop its existing advantages.

## Opportunities

By 2030, Ukraine sets the goal of building an agentic state, within which AI systems and agentic solutions are used to automate the full cycle of public service delivery — from identifying the needs of citizens and businesses to substantiating management decisions and directly delivering services.

Building an agentic state envisages a balanced combination of centralised support and decentralised initiative. Centralised coordination of core AI infrastructure, standards, and management reduces the complexity of processes and accelerates their deployment. Central executive authorities and local government bodies retain autonomy in developing solutions adapted to their specific mandates.

The agentic state stimulates open innovation by providing access to certain levels of the GovStack (identification, data exchange, monitoring) as digital public infrastructure for the private sector. Business services integrate with common agentic software frameworks, allowing the automation of interaction between the government and businesses. The architecture of the Diiia.Osvita state digital education web portal and the Mriia educational mobile application allows third-party agents to connect to state services subject to strict safety and quality standards.

The transition to an agentic state envisages comprehensive changes in the functioning of the public sector, including:

- transformation of the delivery of electronic public services. The use of agentic AI systems enables the provision of proactive and personalised services at national, regional, and local levels, including on the basis of life events of citizens and businesses, which contributes to reducing service delivery timeframes and decreasing administrative burden;
- modernisation of internal operations of the public sector. Automation of routine administrative processes and the use of AI decision support tools improve the effectiveness of civil servants' work, while preserving human oversight over critical management decisions;
- increased speed and reduced cost of technology deployment. The introduction of standardised and interoperable platforms and AI tools, widespread use of such technologies in the development of state products and services, and systematic interaction with the private sector ensure rapid and cost-effective deployment of innovations in public administration;
- human-centricity: process automation is aimed at improving decision-making mechanisms, supporting empathy, and protecting the rights and freedoms of citizens. Civil servants are freed from routine operations to perform complex analytical tasks. The unconditional right of individuals to challenge automated decisions and a transparent feedback mechanism are ensured;
- transparency and optimisation of the state apparatus: agentic state services operate on the principles of radical transparency, excluding corruption risks and abuse of power. Public information and procedures are open. Automation enables service quality improvements without expanding the staffing of government agencies;
- a fluid economy: minimisation of administrative barriers in business interaction with the state ensures some of the lowest regulatory compliance costs in the world. The effectiveness of the tax and judicial systems enhances Ukraine's investment attractiveness. The state performs the role of a platform, where digital infrastructure supports the development of private-sector market services;

- resilience: state infrastructure and vital services are characterised by a high level of cyber resilience and the capability to rapidly deploy new services in response to crisis situations.

By 2030, Ukraine is directing its efforts toward transforming defence innovations in AI, developed under wartime conditions, into lasting strategic and operational advantage. This advantage is characterised by:

- large-scale use of autonomous systems. The Armed Forces deploy autonomous and semi-autonomous systems across aerial, ground, maritime, cyber, and electromagnetic domains, ensuring continuity of operations, expanding operational capabilities, and reducing risks to personnel;
- decision advantage. Data from various observation and intelligence sources are integrated into a unified information environment, enabling the automated detection, classification, and tracking of threats, and ensuring timely warning and decision support for commanders;
- high speed of adaptation. The innovation cycle in defence technologies provides shortened timeframes for the transition from the identification of needs to the operational deployment of new solutions, ensuring proactive adaptation to changes in battlefield conditions;
- asymmetric cost imposition. The use of economically effective autonomous solutions enables the neutralisation of technically complex and resource-intensive enemy assets, providing an advantage in terms of cost-to-results ratio;

The strategic approach to the use of AI in defence is directed at achieving the cumulative effect of deterrence through denial, where the speed of response and adaptability of AI systems render the aggressor's objectives unachievable. Defence advantage is based on the following priority directions:

- ensuring stable innovation velocity: the institutionalisation of civil-military cooperation and the simplification of procedures for deploying technology solutions. An architecture for defence using AI is formed with a centralised management of AI systems and analytics for decision support at all levels of command. The creation of the world's first "Defence AI Factory" ensures the integration of private-sector capabilities and the rapid accreditation of solutions on shared platforms;
- development of a competitive defence AI industry: Ukraine transforms into a leading technology centre for the democratic world's defence architecture. National companies are integrated into NATO supply chains, and a developed dual-use system enables the transfer of battle-tested technologies to civilian markets. Developed military standards and attracted talent enhance the authority of the country's entire technology sector;
- establishing a global standard for responsible AI use: Ukraine codifies the experience of conducting autonomous warfare of high intensity within the framework of international humanitarian norms. The creation of practical legal and ethical frameworks enables the state to transition from being a consumer of international rules to the role of an architect of global standards for managing defence AI;

By 2030, Ukraine should direct its efforts toward the systemic integration and ensuring the accessibility of AI-based digital learning tools for learners and educators (teaching and research staff) without replacing their role in learning, teaching, and assessment. Educational institutions must have the necessary digital infrastructure and institutional capacity for deploying

artificial intelligence in the educational process, subject to clear requirements for responsible, ethical, and safe use. The priority is to increase the level of digital skills in the field of artificial intelligence: from the conscious application of instruments to building competencies in creating and configuring AI solutions, including within educational programmes and project-based activities. It is important not only to provide access to AI tools but also to ensure the involvement of teaching and research staff in the development and piloting of AI-oriented EdTech solutions that correspond to the needs of the educational process.

This will contribute to the reorientation of the educational process from lower-level tasks to the formation of higher-order competencies, including the ability to solve problems, critical thinking, and ethical reasoning. The development of the national EdTech market provides the opportunity for international competitiveness of Ukrainian EdTech solutions, and the national education system should serve as an environment for piloting and scaling innovative approaches.

Building the platform infrastructure, regulatory readiness, and institutional preparedness at the current stage creates the conditions for the accelerated adoption of AI-based educational tools as their technological maturity increases.

The transformation of the national education system is carried out in accordance with the following principles:

- supporting the pedagogical role rather than replacing it. AI tools are used as auxiliary means for explaining educational material and providing feedback under the guidance of the educator, teaching and research staff, without replacing their professional judgment and socio-emotional functions. AI may be used as a temporary instrument for supporting continuous learning, provided that the key role of the educator in setting learning objectives, assessing outcomes of learning, and educational interactions is preserved;
- raising the AI literacy level of educational process participants. This principle should be ensured through a systemic policy of developing digital competencies that combines updating regulatory acts, regular needs assessment, and developing and implementing professional development programmes. This includes the organisation of courses, workshops, and trainings to improve the qualifications of educators and teaching and research staff, raising the level of motivation to learn and use artificial intelligence, as well as the creation of educational modules for learners with an emphasis on responsible, ethical, and critical use of artificial intelligence. The level of AI competencies and barriers to adoption should be determined on the basis of systematic research, surveys, and monitoring, and the data obtained should be used for making management decisions regarding the priorities of state policy and the content of education. The digital competency framework for educators and teaching and research staff should be updated with the inclusion of AI skills, and the standard programme for improving the level of digital competency should be reviewed and updated with the integration of content on artificial intelligence, academic integrity, and data security;
- integration of AI technologies into information and communication systems, platforms in education and science for improving the effectiveness of their operation, simplifying the work of users with digital tools;
- ensuring academic integrity through evaluating the learning process. Approaches to assessment shift from checking final results to analysing the research process, substantiating reasoning, iterative improvement, and critical analysis of results obtained with the use of artificial intelligence. Ensuring academic integrity is not based on prohibitions or intrusive monitoring;

- age-appropriate use of artificial intelligence. The application of AI tools in the educational process is carried out with due consideration for the age, cognitive, and psychosocial characteristics of learners. Forms of AI use are determined according to the level of education and should not replace the development of social interaction, critical thinking, and independent learning skills;
- protection of personal data and learner privacy. The use of AI tools in the educational process is carried out in compliance with requirements for the protection of personal data and privacy.

The implementation of this strategic goal envisages the application of four interrelated support mechanisms: ensuring universal access to AI tools, developing an open ecosystem of educational solutions, implementing programmes of pilot research and testing of AI tools in the educational process, and introducing unified recommendations on the application of AI tools in the educational process.

This creates the prerequisites for integrating AI tools as a foundational element of the educational process, alongside traditional learning resources and access to the Internet.

### **Tasks of Strategic Goal 1, Their Performance Indicators, and Expected Results**

#### **Task 1.1. Creating conditions for the large-scale deployment of AI technologies in the activities of enterprises, institutions, and organisations**

**Authority responsible for coordinating task implementation:** Ministry of Economy, Ministry of Digital Transformation.

#### **Expected results:**

- SMEs are provided with access to methodological and informational support for AI deployment. Financial stimulus programmes have been implemented, including voucher support, and the “Sandbox for AI and Blockchain Solutions” project has been launched on a permanent basis, in cooperation with the European Digital Innovation Hubs (EDIH) network. A system for the regular collection and publication of verified data on the intensity of automation and the level of technology adoption by enterprises has been established;
- the “Ukrainian AI Community” website has been created and is operational for the exchange of knowledge, resources, and best practices, hosted on the ai.thedigital.gov.ua platform;
- the management of enterprises has been provided with access to specialised educational materials on the opportunities and risks of using artificial intelligence. Technological solutions based on AI have been integrated into the relevant sectoral processes of the state sector of the economy.

#### **Task Indicators**

Task Indicator	Baseline (2026)	Interim (2028)	Target (2030)
Number of enterprises (10+ employees)	5	40	75

Task Indicator	Baseline (2026)	Interim (2028)	Target (2030)
using artificial intelligence (units)			
Number of projects participating in the “Sandbox for AI and Blockchain Solutions” project (units)	20	50	200
Number of active members of the “Ukrainian AI Community” website (units)	0 (community not officially created)	500	5,000

**Task 1.2. Transformation of the digital state into an agentic state through automating functions and integrating intelligent decision-making**

**Authority responsible for coordinating task implementation:** Ministry of Digital Transformation.

**Expected results:**

- the GovCopilot pilot project has been implemented for automating routine processes and simplifying the work of civil servants;
- a holistic Agentic GovStack ecosystem has been formed, which ensures the creation and deployment of AI-based solutions with the capability for their adaptation for the public sector, business, and civil society organisations;
- a procedure for the systematic selection, implementation, and scaling of AI deployment projects in the public sector has been developed and introduced;
- a set of interoperable AI tools and platforms has been established as components of core digital public infrastructure, available for use by government agencies and the private sector;
- the use of open standards in infrastructure development has been ensured, to prevent dependency on specific providers and guarantee transparency of decisions;
- unified standards, guiding principles, and a monitoring system have been introduced for harmonising AI deployment processes at the state level;
- framework procurement mechanisms for standard AI services have been created to meet the needs of government agencies;
- the automation of public services and internal procedures of central, regional, and local government agencies has been carried out in accordance with the “agentic state” concept;
- the Unified State Electronic Services Web Portal “Diia” has been developed to enable the delivery of these services via artificial intelligence;

- a “Digital Coach” AI assistant has been developed and deployed, integrated into the Diia.Digital Community web portal for activity automation, analytical support, and improving the digital maturity of deputy heads of relevant agencies on matters of digital development, digital transformation, and digitalisation (CDTO);
- the integrity of public procurement processes and cost analysis has been ensured through intelligent systems for detecting corruption risks and compliance monitoring;
- a unified algorithmic transparency standard for the public sector has been implemented, requiring mandatory entry of information on applied AI tools in the relevant section on algorithmic transparency.

**Task Indicators**

Task Indicator	Baseline (2026)	Interim (2028)	Target (2030)
Services on the Unified State Electronic Services Web Portal accessible and usable via an AI agent (units)	1	50	100
Public trust assessment: trust in AI-based government decisions, as determined by surveys (%)	0*	75	90

\*No baseline data available.

**Task 1.3. Harnessing the potential of AI to strengthen national defence and security**

**Authority responsible for coordinating task implementation:** Ministry of Defence.

**Expected results:**

- the defence sector’s needs for AI applications and the relevant ecosystems have been identified and are reviewed on a regular basis. A coordinated mechanism for the development, testing, accreditation, and scaling of AI-based solutions operates with the involvement of the Armed Forces, government agencies, and private providers;
- holders of priority defence data ensure the creation of channels ready for use by AI, including cataloguing, labelling, and secure access, and also designate responsible persons on matters of artificial intelligence and data management. The number of practical AI applications and the number of qualified specialists in AI in the defence sector is increasing;
- clear normative and procedural frameworks have been introduced, particularly in the field of security and licensing, that define the conditions and procedures for the commercialisation of defence AI innovations beyond the defence sector;

- a structured transition of solutions to dual-use, commercial applications, and export channels has been ensured, maintaining a balance between security and economic viability;
- Ukrainian companies, research institutions, and the activities of the “Defence AI Factory” are integrated into the innovation, research, and procurement mechanisms in the EU defence sector and partner countries;
- the practical experience of applying artificial intelligence under conditions of armed conflict has been systematised and reflected in the legal, ethical, and technical frameworks for the responsible use of artificial intelligence and autonomous weapons systems;
- a specialised research institution in the field of AI development has been established with the involvement of internationally recognised experts. Ethical and legal working groups are operational, as well as training programmes for commanders and operators ensuring compliance with the principles of responsible and safe application of technologies.

### **Task Indicators**

Task Indicator	Baseline (2026)	Interim (2028)	Target (2030)
Defence AI projects in the implementation stage (units)	0*	50	100
Defence sector specialists who have completed training at AI training centres (units)	0*	500	2,000
Time from confirmation of operational need to field deployment (duration)	0*	<12 weeks	<8 weeks

\*No baseline data available.

### **Task 1.4. Integration of AI technologies into the educational process**

**Authority responsible for coordinating task implementation: Ministry of Education and Science.**

**Expected results:**

- AI competencies have been integrated into the standards of vocational, pre-higher, and higher education, creating conditions for training learners specialising in the field of artificial intelligence;
- model curricula have been developed and/or updated for the purpose of integrating artificial intelligence into the academic disciplines of general secondary education institutions;
- a model curriculum using artificial intelligence in the Ukrainian language has been introduced for supporting the education of Ukrainian students who are abroad;
- the operation of the distance learning web platform “All-Ukrainian Online School,” the Unified State Digital Education Web Portal “Diia.Osvita,” and the educational mobile application “Mriia” has been ensured as interoperable national ecosystems for training in artificial intelligence;
- conditions have been created for the development of the domestic EdTech market and the export of Ukrainian educational technological solutions through platformisation instruments and localisation support;
- recommendations have been updated on the use of AI tools in educational institutions on the principles of transparency and critical analysis;
- the protection of personal data and the privacy of learners and educators has been ensured when using AI tools;
- international best practices have been adapted and regular publication of practical recommendations for educators and teaching and research staff on the use of artificial intelligence has been ensured; the digital competency framework for educators and teaching and research staff has been updated.

### **Task Indicators**

Task Indicator	Baseline (2026)	Interim (2028)	Target (2030)
Learners in general secondary, vocational, pre-higher, and higher education with access to AI-based learning tools (%)	0*	75	100
Educators and teaching and research staff who have completed training in the use of AI tools in the educational process (%)	0*	40	80

\*No baseline data available.

## **Strategic Goal 2. Development and Ensuring Accessibility of Foundational AI Technologies**

### Results of Factual and Forecast Analysis

Despite the rapid global development of AI technologies, their effective use in Ukraine remains constrained by high costs, fragmented access to computational resources, proprietary licensing models, and the uneven availability of reliable tools for SMEs, government agencies, and research institutions. The persistence of these barriers creates the risk of concentrating AI advantages within a narrow circle of large organisations and foreign providers, which limits the scale of deployment and contradicts the strategic priority of widespread use of artificial intelligence in the economy and the public sector.

Priority is given to open and interoperable approaches with the aim of reducing dependency on specific providers, increasing resilience under conditions of war and recovery, and ensuring the possibility of technological adaptation in the event of changes in the market or providers. Accessibility is considered not merely as a cost issue but as a precondition for experimentation, learning by doing, and large-scale deployment.

The implementation of this goal will ensure that government agencies, SMEs, researchers, and startups can reliably access computational resources and AI tools through shared national and commercial platforms; that sensitive workloads are processed using secure sovereign or hybrid infrastructure; and that openness, portability, and interoperability become standard practice. As a result, access to artificial intelligence ceases to be a constraining factor and becomes a stable foundation for innovation, the development of Ukrainian-language solutions, responsible deployment, and sustainable productivity growth.

The development of foundational AI technologies in the education sector involves the creation of secure digital infrastructure for storing, processing, and transmitting data with adherence to the principles of minimisation and access control.

### Problems

The realisation of Ukraine's domestic potential in the area of developing, adapting, and producing AI systems is constrained by low levels of investment in research and development, limited access to capital and computational resources, and insufficiently developed mechanisms for the transition from research and pilot projects to scalable production solutions.

The predominant orientation of global language models toward English and a limited number of languages with high levels of resource provision leads to reduced accuracy, the emergence of biases, and limited suitability of such systems for use in Ukrainian public services, education, media, and the public space.

### Challenges

By 2030, Ukraine is directing its efforts toward ensuring the accessibility of AI use as standard practice rather than an exception. To this end, a systematic reduction of financial, technical, and organisational barriers is envisaged by expanding access to computational resources, reusable components, shared services, and reference implementations.

Furthermore, by 2030, Ukraine aims to be able to create, adapt, integrate, and maintain AI systems that serve national priorities — particularly in defence, public administration, critical infrastructure, and science-intensive sectors of the economy.

To this end, research, development, and innovation activity is concentrated on priority areas in which Ukraine has comparative advantages or faces urgent national needs, including:

- the application of AI and autonomous systems in defence;
- edge computing and energy-efficient AI solutions;
- security and data protection enhancement technologies;
- the use of AI for the optimisation of logistical and operational processes;
- emerging technologies, including quantum computing and communications;
- the use of rich operational real-world datasets in high-performance environments.

The list of such areas is subject to regular review with due consideration for technological development and the results of practical deployment.

The implementation of this strategic goal extends beyond the development of AI as a separate sector and considers it as a universal driver of scientific and technological progress. Strengthening the capabilities for the application of AI in science, including through the development of research infrastructure, shared datasets, and the renewal of research and educational practices, is a necessary condition for innovation in medicine, economics, defence, public administration, and other priority areas. This involves the transition from individual research projects to reproducible processes of experimentation, scaling, and commercialisation.

Furthermore, this strategic goal is also directed at strengthening Ukraine's domestic potential in the area of developing, adapting, and producing AI systems, reducing dependency on the exclusive use of foreign solutions. Ukraine possesses significant prerequisites for such development, including a strong base of IT specialists, a dynamic startup ecosystem, practical experience in deploying artificial intelligence under conditions of armed aggression, and growing integration with European innovation programmes.

### Opportunities

The following approaches are envisaged for achieving this strategic goal:

- in the short-term perspective, priority is given to the rapid deployment of AI-based solutions using available global technologies, accepting limited temporary dependency on foreign providers, in parallel with patient investments in developing domestic production and technological capabilities;
- strategic autonomy is achieved through openness and portability, including through the use of open-source software, open or inspectable model weights where feasible, and through contractual mechanisms that ensure portability and reduce dependency on a single provider in cloud environments;
- the formation of a national ecosystem of open AI components is envisaged, including models, adaptation tools, search and security systems, datasets, and evaluation suites, which creates a shared foundation for reducing deployment time and fostering competition at the level of applied solutions;
- public procurement is used as a key instrument for achieving scale, with the public sector acting as the main customer, and strategic partnerships with global providers are applied to ensure access to supply conditions no worse than those available on the European Union market, with due consideration for Ukraine's national needs.

As a result, by 2030 Ukraine ensures the integrated development of innovation and production in the field of AI, reduces the risks of long-term technological dependency, increases the economic return on its domestic market, and consolidates its role as an active participant in European and global AI ecosystems.

This strategic goal is also directed at addressing the strategic gap in the development of AI systems related to the insufficient representation of the Ukrainian language, context, and

cultural characteristics in foundational and generative models. Ensuring the full understanding and generation of the Ukrainian language by AI systems is considered not merely as a matter of inclusiveness but as a component of national sovereignty, information security, and resilience.

Language models influence access to information, decision support, and the formation of informational narratives, and in conditions of ongoing information confrontation, insufficient language capabilities of AI create systemic risks.

By 2030, Ukraine ensures the widespread deployment of high-quality AI solutions that operate in the state language — in public administration, education, media, and the private sector. Treating language as foundational digital infrastructure, the integration of Ukrainian-language AI components is envisaged to strengthen national identity, democratic resilience, and equal access to digital services and technologies. Measures are also being adopted to support and improve the processing quality of Crimean Tatar and other minority languages in large language models.

Strategic Goal 2 is simultaneously directed at ensuring that the accelerated deployment of artificial intelligence is accompanied by appropriate mechanisms of protection, governance, and accountability, without slowing the processes of learning and practical application.

The strategic approach to the responsible use of artificial intelligence is phased and envisages an initial orientation toward the voluntary participation of entities. The transition to binding requirements is effected after achieving a sufficient level of maturity of practices, instruments, and compliance mechanisms, with the aim of ensuring that regulation promotes rather than constrains deployment.

By 2030, Ukraine ensures the operational reliability of AI use, including through transparent communication about its application, the clear determination of accountability for decisions made with the use of artificial intelligence, the functioning of effective mechanisms for the protection of rights and redress, and proportionate risk management for systems with significant impact — in public administration, defence, the judiciary, healthcare, and education. Trust is considered as a condition that enables scaling and sustainable deployment, not as a constraint imposed after the rollout of technologies.

The integration of responsible AI practices into deployment processes, the use of the “Sandbox for AI and Blockchain Solutions” project, state procurement, and internal institutional procedures ensures the development of governance capacity in parallel with the expansion of use. This approach supports the alignment of national policy with the requirements of Regulation (EU) 2024/1689 of 13 June 2024, which establishes harmonised rules on artificial intelligence, while maintaining flexibility under conditions of wartime and reconstruction. As a result, responsible and trustworthy artificial intelligence is considered as a competitive advantage factor, ensuring the rapid, safe, and legitimate deployment of technologies.

## **Tasks of Strategic Goal 2, Their Performance Indicators, and Expected Results**

### **Task 2.1. Ensuring openness and financial accessibility of AI tools for a broad range of users**

**Authority responsible for coordinating task implementation:** Ministry of Digital Transformation.

**Expected results:**

- the operation of the “Sovereign AI Factory” for processing sensitive data through a single platform has been ensured, implementing a hybrid management model: critical workloads are executed on sovereign infrastructure, while general tasks are integrated with scalable cloud solutions;
- the Cloudbank-UA computational resources platform has been introduced for aggregating and distributing computational credits, local capacities, and academic resources. Access for SMEs, higher education institutions, and government agencies to subsidised resources has been ensured, with data on the distribution displayed on a transparent information dashboard;
- best practices for the use of models with open code and AI migration protocols have been published, including requirements for data output, transfer of model weights, the use of compatible formats, and service level agreements for seamless transfer of solutions. A national repository of open components (Weights Commons) has been created;
- the rules for the use of cloud technologies have been harmonised with the criteria of reliability and security, confirming Ukraine’s status as a key partner in international chains for the supply of cloud services and computational capabilities. The absence of export restrictions on the supply of advanced technologies has been ensured.

**Task Indicators**

Task Indicator	Baseline (2026)	Interim (2028)	Target (2030)
Share of government agencies with access to sovereign AI infrastructure (%)	0*	15	100
Organisations actively deploying AI using subsidised or shared computational resources (units)	0*	≥500	≥1,000
AI systems in the public sector meeting portability and openness standards (%)	0*	≥50	≥90

\*No baseline data available.

**Task 2.2. Stimulating innovation and the production of domestic AI products in Ukraine**

**Authority responsible for coordinating task implementation:** Ministry of Digital Transformation, Ministry of Education and Science.

**Expected results:**

- the operation of thematic AI research laboratories integrated with cloud technologies and high-performance computing systems for solving strategic national tasks has been ensured;
- a virtual Ukrainian centre of excellence has been established for coordination and cooperation with Ukrainian researchers abroad;
- mechanisms for supporting technology transfer, scaling, and commercialisation of the results of laboratory research in the field of artificial intelligence have been introduced;
- scientific activity has been expanded through the implementation of competitive projects on the basis of centres of excellence, which stimulates the development of fundamental science and the development of domestic models;
- a strategy for promoting the “Ukraine AI” brand on the global market has been implemented, aimed at supporting export missions and positioning Ukraine as an innovation hub;
- a network of AI educational centres has been created and a system of scholarship support has been introduced to ensure inclusive access to specialised education;
- measures have been implemented to promote Ukrainian AI solutions on the global level, including the creation of an export potential catalogue, an international PR campaign, and integration into EU initiatives.

**Task Indicators**

Task Indicator	Baseline (2026)	Interim (2028)	Target (2030)
Ukrainian AI companies (units)	243 (2023)	≥500	≥1,000
Graduates who have completed studies at the second (master’s) and third (educational-scientific) levels of higher education in AI programmes per year (units)	0*	≥1,000	≥5,000
AI sector specialists (units)	6,100	20,000	50,000
Female AI sector specialists (% of total AI specialists)	17	30	50

\*No baseline data available.

### Task 2.3. Creating an environment for the responsible use of artificial intelligence

**Authority responsible for coordinating task implementation:** Ministry of Digital Transformation, Administration of the State Service of Special Communications and Information Protection.

#### Expected results:

- the updating and implementation of the Voluntary Code of Conduct on the Ethical and Responsible Use of Artificial Intelligence has been ensured as a foundation for the formation of responsible practices;
- sectoral methodological recommendations on the ethical application of AI technologies in the areas of education, science, medicine, and the judiciary, among others, have been developed and approved;
- a nationwide interactive platform for conducting voluntary assessments of AI systems using the HUDERIA methodology (assessing impact on human rights, democracy, and the rule of law) has been launched;
- guiding principles for responding to incidents (critical errors) of AI systems have been developed and implemented to ensure proactive management of technological incidents;
- security standards for AI infrastructure for cloud and edge deployment have been defined and approved;
- a methodology for quantitative cyber risk assessment based on the FAIR model and threat modelling mechanisms has been developed and implemented.

#### Task Indicators

Task Indicator	Baseline (2026)	Interim (2028)	Target (2030)
Share of AI systems in the public sector containing transparency information (%)	0*	≥70	100
Share of high-risk AI systems undergoing formal risk assessment (%)	0*	≥70	100

\*No baseline data available.

### **Strategic Goal 3. Ensuring Fundamental Foundations for AI Development**

#### **Results of Factual and Forecast Analysis**

By 2030, Ukraine sets the goal of creating resilient, secure, and scalable infrastructure for supporting the application of artificial intelligence in defence, public administration, scientific research, and priority sectors of the economy.

The implementation of this goal is directed at reducing strategic dependency on foreign computational resources for sensitive workloads and creating the prerequisites for Ukraine's integration into the global market of computational capabilities for artificial intelligence. Achieving the full potential in this direction is viewed as a long-term process that may extend beyond 2030, with a target timeframe through 2035.

Since 2019, Ukraine has achieved significant progress in the development of digital skills of the population, the level of which on average exceeds the indicators of EU member states. However, their practical application remains uneven. While individual use of digital technologies is growing, the level of deployment in the activities of enterprises remains insufficient, and the deficit of professional skills in the field of AI development significantly limits the scale of use of such technologies.

#### **Problems**

The armed aggression against Ukraine has led to significant changes in the state of national infrastructure. Systematic attacks on the energy system caused the transition from the status of a significant electricity exporter, with relatively low production costs, notably through the capabilities of nuclear energy, to regular electricity supply deficits. Electronic communications network infrastructure suffers additional strain as a result of physical damage and the deterioration of backbone networks, although it successfully meets the current needs of the industry. However, for the full-scale deployment of AI-based solutions and their sustainable development in the future, it is critically necessary to expand the bandwidth capacity of data transmission channels — both international connections and intra-state backbones. This is inseparably linked with the need to build new data processing centres, the scale of which will exceed existing ones by tens of times.

The education system faces staffing challenges, including the aging of the teaching workforce in the fields of science, technology, engineering, and mathematics, and the inconsistency of certain educational programme curricula with contemporary technological practices. Similar constraints are characteristic of civil service training systems, which complicates the integration of artificial intelligence in public administration.

Ukraine's approach to skills development in AI focuses on raising individual competencies rather than training staff for specific employers. This approach ensures the mobility of skills and creates broader economic impact.

#### **Challenges**

Given limited resources, priority is given to the effectiveness of training costs by minimising the cost per person and maximising coverage. To this end, mass digital educational platforms, peer learning models, and AI-based learning tools are used, which enable the reduction of training costs without quality losses.

A critical challenge remains the gap between the high level of open data availability and the limited capability for the strategic use of information resources. Despite Ukraine being among the European leaders in terms of open data maturity, beyond open access significant

structural constraints remain. The main barrier is legal uncertainty regarding the use of data (including objects of copyright and public information with limited access) for training AI systems, which is compounded by fragmented data management in government agencies. Insufficient data quality, lack of proper documentation, and a low level of interoperability among individual datasets for the specific needs of artificial intelligence are also observed. Overcoming these constraints requires moving beyond the outdated approach to data as an auxiliary resource and transitioning to their consideration as a strategic asset subject to purposeful development, protection, and use.

### Opportunities

By 2030, Ukraine sets the goal of ensuring the acquisition by all citizens, regardless of age, place of residence, or income level, of foundational and applied skills for the confident and safe use of artificial intelligence in everyday life and professional activities. This envisages general awareness of AI capabilities and limitations, large-scale retraining aligned with labour market needs, and the formation of advanced technical competencies necessary for the development of domestic innovations and production in the field of AI.

The implementation of this strategic goal is carried out using two complementary mechanisms. First, the formation of basic AI literacy and general digital skills is ensured through mass digital platforms that guarantee accessibility at a low per-person training cost. Second, professional reskilling is carried out for defined workforce segments through intensive results-oriented programmes linked to employment opportunities.

Skills development in AI is combined with measures to raise awareness, transparency, and trust on the part of society. This ensures that the widespread use of artificial intelligence is accompanied by understanding of the principles of its application, legitimacy, and informed public oversight.

By 2030, Ukraine accordingly identifies data as a strategic national infrastructure and ensures the availability of high-quality, interoperable datasets ready for use by artificial intelligence, available for training, deployment, and operation of AI systems in the public and private sectors.

The implementation of this strategic goal involves the formation of sovereign national corpora, including for supporting artificial intelligence in the Ukrainian language, the introduction of unified data management with a clear allocation of responsibility, and the creation of a pro-innovation legal framework that provides legal certainty for AI developers while ensuring the simultaneous protection of privacy and security.

Ukraine is among the European leaders in terms of open data maturity, with a significant volume of published datasets that are used by a wide range of users.

The criteria for defining a dataset as “AI-ready” include: a documented data schema with quality metadata; published refresh schedules (SLAs); an established legal basis for AI training and use; monitoring and reporting of data quality indicators; and a connection to the system of electronic interaction of state electronic information resources “Trembita” through stable and documented APIs.

The achievement of this strategic goal involves the implementation of interrelated measures, including: ensuring legal certainty through the adoption of comprehensive regulatory solutions that remove barriers to training and using artificial intelligence while respecting human rights; creating and publishing high-quality sovereign datasets as public goods with a priority on Ukrainian-language corpora; and introducing a unified approach to data management that defines

roles and responsibilities and ensures compliance with quality standards throughout the entire data lifecycle.

**Tasks of Strategic Goal 3, Their Performance Indicators, and Expected Results**

**Task 3.1. Infrastructure development: establishing Ukraine as a regional hub for AI computing**

**Authority responsible for coordinating task implementation:** Ministry of Economy, Ministry of Digital Transformation.

**Expected results:**

- the systematic inclusion of AI readiness requirements in national and sectoral reconstruction plans has been ensured, including the integration of computational capabilities and electronic communication networks into urban planning standards;
- conditions have been created for accelerating the attraction of private investment in the development of AI infrastructure, including electronic communications infrastructure;
- a roadmap for preparation for the use of quantum computing paradigms and ensuring cryptographic resilience has been developed and implemented;
- the design and construction of protected (underground) data processing centres in the immediate vicinity of nuclear energy facilities has been ensured;
- public-private partnership mechanisms for the operation of sovereign computing systems have been introduced;
- the role of the state as the principal customer (tenant) of secure computing facilities has been established, guaranteeing stable demand for high-security resources;
- instruments for long-term consumption planning, targeted tax incentives, and innovative financial mechanisms for minimising the risks of private investors have been introduced.

**Task Indicators**

Task Indicator	Baseline (2026)	Interim (2028)	Target (2030)
Total peak computational infrastructure performance for AI tasks at FP16/BF16 precision (petaflops)	0.1	10	50
Private capital expenditures on computing infrastructure/data centres for AI (million hryvnias)	50	250	750

### **Task 3.2. Building professional skills and competencies necessary for the wide-scale deployment of artificial intelligence**

**Authority responsible for coordinating task implementation:** Ministry of Education and Science, Ministry of Digital Transformation.

**Expected results:**

- a national AI skills certification system has been introduced, providing for the issuance of stackable credentials from the level of basic literacy to advanced specialisation;
- sectoral training programmes have been implemented, and the creation of employer coalitions has been facilitated for ensuring large-scale workforce transformation in public administration and priority sectors of the economy;
- AI competency profiles have been defined for different professional roles and application sectors;
- the development and promotion of training programmes with the involvement of market mechanisms and cooperation with business has been ensured.

#### **Task Indicators**

Task Indicator	Baseline (2026)	Interim (2028)	Target (2030)
Share of persons aged 16–74 who use AI for work, self-development, and leisure (%)	42 (2025)	≥55	≥70
Workers with verified AI skills (number of persons with stackable credentials)	0*	500,000	1 million
Women with verified AI skills (number)	0*	≥250,000	500,000

\*No baseline data available.

### **Task 3.3. Creating a strategic national data infrastructure ready for processing by AI systems**

**Authority responsible for coordinating task implementation:** Ministry of Digital Transformation.

**Expected results:**

- the publication of open datasets has been ensured, including high-value and research datasets created with public funds, in machine-readable format suitable for training AI models;

- a national data management system has been developed and implemented with a clear allocation of roles and the responsibility of entities;
- the dissemination of AI-ready data practices in government agencies has been ensured through the introduction of specialised instructions and the conduct of training activities;
- a transparent legal framework has been formed that regulates the use of data for the development of artificial intelligence, providing legal certainty for the public and private sectors;
- mechanisms for the reuse of information have been introduced and national practice has been harmonised with European Union standards in the field of data management.

**Task Indicators**

Task Indicator	Baseline (2026)	Interim (2028)	Target (2030)
Priority datasets published as AI-ready (units)	0*	50	100

\*No baseline data available.

## **Strategic Goal 4. Ensuring Effective Governance for the Rapid and Responsible Deployment of Artificial Intelligence**

### Results of Factual and Forecast Analysis

The implementation of state policy in AI development at the current stage requires the construction of a flexible governance model capable of ensuring a balance between the speed of technological progress and the need for risk management. The governance system is directed at achieving three interrelated goals in the field of public administration and the economy: ensuring simple and rapid deployment through standard pathways for procurement and scaling mechanisms; guaranteeing the safety and legitimacy of AI use through transparency, accountability, protection of rights, and preparation of the regulatory framework in accordance with EU requirements; and supporting the full integration of Ukraine into the European and international digital space.

The core design principle of the governance system is the use of existing and effective mechanisms of digital transformation. Ukraine possesses a developed institutional foundation, which includes the National Informatisation Programme, a network of deputy heads of relevant agencies on matters of digital development, digital transformation, and digitalisation (CDTO), a system of mandatory technical standards, and established interoperability through the system of electronic interaction of state electronic information resources “Trembita.” AI governance does not envisage the creation of parallel institutions, but rather builds on the expansion and refinement of the functions of existing agencies and mechanisms to meet the specific requirements of the sector. This approach enables minimising bureaucratic burden, avoiding the duplication of functions, and ensuring the use of enforcement tools that already function in practice.

The governance model is implemented on a matrix principle and combines centralised coordination and shared infrastructure with clear responsibility of central executive authorities for the transformation of relevant sectors and the delivery of public services.

The deployment of AI-based solutions is carried out by ministries through teams led by deputy heads of relevant agencies on matters of digital development, digital transformation, and digitalisation (CDTO) with the involvement of designated persons responsible for AI matters and the use of unified methodologies and components.

The regulatory approach to AI governance is implemented in stages. In the first phase (2026–2028), priority is given to coordination and incentivising deployment through the application of soft law instruments, including the “Sandbox for AI and Blockchain Solutions” project, voluntary codes of conduct, standards, and requirements for public procurement. During this period, the Ministry of Digital Transformation and the WINWIN AI Centre of Excellence serve as the principal coordinators for the purpose of building capacity and ensuring compliance with regulatory requirements. In the second phase (2028–2030), with the enactment of legislation in the field of AI development and the commencement of full operation of the Unified Digital Regulator, a transition to full institutional oversight and statutory enforcement is effected to ensure full compliance of the national legal system with the provisions of the EU AI Act. A priority task in this transition remains the minimisation of bureaucratic burden and the avoidance of the duplication of functions, emphasising the expansion of the powers of existing institutions and the shift in the perception of data from an administrative resource to their consideration as a strategic asset.

### Problems

The key problem remains the fragmentation of approaches to regulation and the insufficient institutional capacity of government agencies for working with novel technologies under conditions of legal uncertainty. This creates the risk of isolated technological solutions arising in the absence of a unified methodological framework at the initial stages of deployment. Furthermore, the existing deficit of computational capabilities and limited access to high-performance resources create barriers to scaling solutions, requiring the immediate building of institutional potential and the formation of trust in technologies before moving to the stages of strict regulation.

### Challenges

A critical challenge at the current stage remains ensuring a balance between dynamic technological progress and regulated risk management, which requires the preparation of market entities and state institutions for future regulatory requirements arising from EU law.

The principal barrier is legal uncertainty regarding the use of data, including objects of copyright and public information with limited access, for training AI systems, which is compounded by fragmented data management in government agencies. A significant challenge is also the need to transform oversight functions into statutory enforcement after 2028 to ensure full compliance of the national legal system with the provisions of the EU AI Act. In this regard, the priority task remains the minimisation of bureaucratic burden and the avoidance of the duplication of functions, emphasising the expansion of the powers of existing institutions and the shift in the perception of data from an administrative resource to their consideration as a strategic asset.

### Opportunities

Ukraine possesses a developed institutional infrastructure, which includes the National Informatisation Programme, a network of deputy heads of relevant agencies on matters of digital development, digital transformation, and digitalisation (CDTO), and established interoperability through the system of electronic interaction of state electronic information resources “Trembita,” which creates a unique foundation for the rapid diffusion of innovations. The use of a shared methodological base and technological components, developed by the Ministry of Digital Transformation, enables the unification of approaches across all sectors, minimising development costs.

The first stage of implementation of this strategic goal provides an opportunity for the use of soft law instruments, which stimulates the development of the sector and prepares the ground for the full-scale launch of the Unified Digital Regulator by 2030.

The second stage, scheduled for 2028–2030, envisages the transition to institutional regulation, linked to the entry into force of specialised legislation on artificial intelligence and the commencement of full operation of the Unified Digital Regulator. Oversight functions are transformed into statutory enforcement to ensure full compliance of the national legal system with the provisions of the EU AI Act.

## Tasks of Strategic Goal 4, Their Performance Indicators, and Expected Results

### Task 4.1. Building institutional capacity and the resource base for state AI governance

**Authority responsible for coordinating task implementation:** Ministry of Digital Transformation, National Agency of Ukraine on Civil Service.

#### Expected results:

- the systematic deployment of AI tools in the work of government agencies has been ensured, enabling the automation of routine processes, reducing the time for processing citizens' requests, and improving the evidence base for management decisions through the analysis of large data;
- in priority areas (defence, education, science, and healthcare), conditions have been created for the modernisation of services, ensuring improved accessibility, personalisation, and effectiveness for end users;
- the introduction of transparent financing and coordination mechanisms has enabled the avoidance of duplication of expenditures on the development of analogous solutions across different agencies and the attraction of extra-budgetary investment for the development of state digital infrastructure;
- the human resource potential of the civil service has been formed, capable of effectively managing high-technology projects, minimising the risks of dependency on external contractors and ensuring the sustainability of implemented changes.

#### Task Indicators

Task Indicator	Baseline (2026)	Interim (2028)	Target (2030)
Number of approved sectoral roadmaps for AI development (defence, education, medicine, energy, agrisector, etc.) (units)	0*	5	10
Share of central executive authorities that have updated digital transformation plans with measures to automate internal processes using AI (%)	0*	100	100 (maintenance and updating)

\*No baseline data available.

### Task 4.2. Legal regulation and harmonisation with the European digital space

**Authority responsible for coordinating task implementation:** Ministry of Digital Transformation, Ministry of Economy.

**Expected results:**

- a transparent legal environment has been formed that guarantees the observance of constitutional rights and freedoms when applying systems of automated decision-making, particularly in sensitive areas, and ensures effective mechanisms for challenging AI actions;
- regulatory barriers for the entry of Ukrainian technology companies into the European Union market have been removed through the full compatibility of national legislation with European norms, contributing to the growth of the IT sector’s export potential;
- centralised control of expenditures on IT projects in the field of AI development has been ensured, and methodological recommendations on state procurement of innovative solutions have been approved;
- the functioning of an independent Unified Digital Regulator has been defined and ensured (on the basis of existing institutions or through the transformation of their powers), which performs the functions of a market oversight body for AI systems, ensures the monitoring of algorithmic safety, and represents Ukraine’s interests in European regulatory bodies;
- the implementation of harmonised safety and data quality standards has ensured a high level of reliability of AI systems used in the public and private sectors, minimising the risks of technological and social consequences;
- Ukraine’s integration into the European Research Area has been ensured in terms of facilitating and accelerating the responsible use of artificial intelligence in science.

**Task Indicators**

Task Indicator	Baseline (2026)	Interim (2028)	Target (2030)
Number of adopted national standards (DSTU) harmonised with European standards in the AI field (CEN/CENELEC/ET SI standards) (units)	0*	10	30
Number of completed tasks under the Roadmap for Ukraine’s Integration into the European Research Area in terms of facilitating and accelerating the responsible use of AI in science (units)	0*	2	5

\*No baseline data available.