Navy, Army, and Air Force

Restructuring of the Armed Forces

Reorganization of the national industry of defense

Military Service

MINISTRY OF DEFENSE 10 Years

National Strategy of Defense

Ministry of Defense

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Decree no. 6703, of December 18, 2008

The PRESIDENT OF THE REPUBLIC, pursuant to his powers assigned by Art. 84, subsection VI, section "a" of the Constitution, and compliant to the provisions of the Decree dated September 6, 2007, which establishes a Ministerial Committee to Design the National Strategy of Defense,

DECREES:

Art. 1st Approves the National Strategy of Defense attached to this Decree.

Art. 2nd The bodies and agencies of the federal public administration should consider, in their planning efforts, actions that contribute to strengthen the National Defense.

Art. 3rd This Decree shall enter into force on the date of its publication.

Brasília, December 18, 2008; 187th year of the Independence and 120th year of the Republic.

LUIZ INÁCIO LULA DA SILVA
Nelson Jobim
Roberto Mangabeira Unger

Rationale

Brasília, December 17, 2008.

Your Excellency the President of the Republic,

1. We hereby submit to the highest consideration of Your Excellency the attached proposal the National Strategy of Defense, which is a theme of interest to all sectors of the Brazilian society, based on the foundations, objectives and principles set forth in the Federal Constitution.

2. Brazil, from its political and economic stability, enjoys a distinguished position in the international scenario, which requires a new posture in terms of Defense, to be consolidated by means of the engagement of the Brazilian people. The society will be urged to improve the submitted proposals through their democratic system representatives, and through their direct participation in the debates.

3. The current proposal of a National Strategy of Defense fulfills Your Excellency's determination expressed in Presidential Decree of September 6, 2007, that established a Ministerial Committee to design it, chaired by the Minister of Defense, coordinated by the Minister-in-Chief of the Secretariat for Strategic Affairs and consisting of the Minister of Planning, Budget and Management, the Minister of Finance, and the Minister of Science and Technology, assisted by the Navy, Army and Air Force Commanders.

4. Aiming to debate this theme and due to the fact that its content is turned to the accomplishment of the State's interests and the society's interests as a whole, the Committee consulted experts, representatives of various public and private agencies, as well as knowledgeable citizens in the area of Defense, in addition to the Commanders of the three branches of the Armed Forces and their key advisors.

5. The Plan focuses on middle and long term strategic actions, and aims at modernizing the national defense structure, acting upon three structuring axes: reorganization of the Armed Forces, the restructuring of the Brazilian defense industry, and the troop requirements policy for the Armed Forces.

6. The reorganization of the Armed Forces requires the redefinition of the role of the Ministry of Defense and the listing of strategic guidelines related to each Military branch, specifying the relations that should prevail among them. Along with these guidelines, the role of the following three decisive sectors for national defense is discussed: cybernetics, space and nuclear.

7. The restructuring of the Brazilian defense industry is intended to ensure that the equipment needs of the Armed Forces are based on technologies that are domestically mastered.

8. Finally, it guides the relationship of the society and their Armed Forces, and discusses the requirements of the military troops and their consequences on the future of the Mandatory Military Service. The purpose is to strive so that the Armed Forces may reflect the Nation itself in their personnel. The Mandatory Military Service should, therefore, act as a republican space in which the Nation could stand above the social layers.

9. Therefore, Mr. President, this initiative of Your Excellency's Government, i.e., of inserting defense issues into the national agenda and designing a long term planning for the defense of the country is an unprecedented fact in the Brazilian State. This establishes a new step in the treatment of this relevant theme, intimately linked to the national development. It reaffirms the commitment of all of us, Brazilian citizens, civilians and military, to the highest values of sovereignty, to the integrity of our national heritage, territory and unity, within the comprehensive context of a democratic plenitude and absolute respect for our neighbors, with whom we sustain and will sustain a growingly solid relation of friendship and cooperation.

Respectfully,

NELSON A. JOBIM
Minister of Defense

ROBERTO MANGABEIRA UNGER
Minister Head of the Secretariat for
Strategic Affairs of the Presidency

Systematic Formulation

Introduction

Brazil is a peaceful country, by tradition and conviction. It lives in peace with its neighbors. It runs its international affairs, among other things, adopting the constitutional principles of non-intervention, defense of peace and peaceful resolution of conflicts. This pacifist trait is part of the national identity, and a value that should be preserved by the Brazilian people.

Brazil – a developing country – shall rise to the first stage in the world neither promoting hegemony nor domination. The Brazilian people are not willing to exert their power on other nations. They want Brazil to grow without reigning upon others.

This is perhaps the reason why Brazil has never conducted a wide discussion about its own defense affairs throughout its history. Periodically, governments used to authorize the acquisition or production of new defense products, and introduced specific reforms in the Armed Forces. However, a national strategy of defense has never been proposed to systematically guide the reorganization and reorientation of the Armed Forces; the organization of the defense industry in order to ensure the operational autonomy of the three service branches: the Navy, the Army and the Air Force; and the policies for the composition of their troops, moreover reconsidering the Mandatory Military Service.

However, if Brazil is willing to reach its deserved spot in the world, it will have to be prepared to defend itself not only from aggressions, but equally from threats. Intimidation overrides good faith in the world where we live. Nothing substitutes the engagement of the Brazilian people in the debate and construction of their own defense.

National Strategy of Defense and National Strategy of Development

1. The national strategy of defense is inseparable from the national strategy of development. The latter drives the former. The former provides shielding to the latter. Each one reinforces the other's reasons. In both cases, "nationality" emerges and the nation is built. Capable of defending itself, Brazil will be in a position to say no when it has to say no. It will be able to build its own development model.

2. It is difficult – and necessary – for a country that has dealt very little with war to convince itself about the need to defend in order to build itself. Although they

are fruitful and even indispensable, the arguments invoking the usefulness of both technology and defense knowledge for the development of a country are not enough. The resources demanded by defense require the transformation of consciences so that it becomes a defense strategy for Brazil.

3. It is difficult – and necessary – for the Armed Forces of such a peaceful country like Brazil to keep, amidst peace, the encouragement to be ready for combat and to develop the habit of transformation in favor of this state of readiness.

Will to change; this is what the nation currently requires from its sailors, soldiers and pilots. It is not only a matter of funding and equipping the Armed Forces. It has to do with having the Armed Forces transformed to better defend Brazil.

4. A strong defense project favors a strong development project. A strong development project is guided by the following principles, whatever its remaining guidelines are:

a) National independence achieved by the mobilization of physical, economic and human resources to invest in the country's production potential. Taking advantage of foreign savings without depending on them;

b) National independence achieved by an autonomous technological capacity building, including the spatial, cybernetic and nuclear strategic sectors. Whoever does not master critical technologies is neither independent for defense nor for development; and

c) National independence ensured by the democratization of educational and economic opportunities, and by the opportunities to extend public participation in the decision-making processes of the political and economic life of a country. Brazil will not be independent until part of the population lacks the appropriate conditions to learn, work and produce.

Nature and scope of the National Strategy of Defense

1. The National Strategy of Defense is the link between the concept and the national independence policy, on the one hand, and the Armed Forces to protect this independence, on the other hand. It deals with political and institutional issues that are decisive for the defense of the country, such as the objectives of its "great strategy" and the means to cause the nation to take part in the defense issues. It also discusses typical military problems derived from the influence of this "great strategy"

in the guidance and in the operational practices of the three service branches.

The National Strategy of Defense will be complemented by plans for peace and war, designed to cope with the different hypotheses of employment.

2. The National Strategy of Defense is organized around three structuring axes.

The first structuring axis deals with how the Armed Forces should be organized and guided to better perform their constitutional mandate and their assignments in situations of both peace and war. Strategic guidelines related to each one of the branches are listed, and the relations that should prevail among them are specified. The way of transforming such guidelines into operational practices and capacity building is described, and the technological timeline necessary to ensure their achievement is proposed.

The analysis of the hypotheses of employment of the Armed Forces – to protect the Brazilian air space, the territory and the jurisdictional waters – allows providing more precise focus to the strategic guidelines. No hypothesis of employment analysis should, however, disregard the future threats. This is exactly why the strategic guidelines and the operational capacity building should transcend the immediate horizon that current experience and knowledge enable us to unveil.

In addition to the constitutional mandate, the assignments, the culture, custums and competencies typical of each branch of the Armed Forces, and the way they should be organized into an integrated defense strategy, the role of the three decisive sectors for the national defense is discussed: cybernetics, space and nuclear. The way how the three service branches should operate networked – linked one to each other and to the surveillance of the Brazilian territory, air space and jurisdictional waters – is described.

The second restructuring axis refers to the reorganization of the defense industry, in order to ensure that the equipment needs of the Armed Forces are met and be based on technologies that are domestically mastered.

The third structuring axis discusses the composition of the Armed Forces's troops and, consequently, about the future of the Mandatory Military Service. Its purpose is to strive so that the Armed Forces may reflect the nation itself in their personnel, so that they do not become a part of the Nation that is paid to struggle on the account of and to the benefit of the other parties. The Mandatory Military Service should, therefore, operate as a republican space in which the Nation could stand above the social layers.

National Strategy of Defense's guidelines

The National Strategy of Defense is based on the following guidelines.

1. To dissuade the concentration of hostile forces in the terrestrial borders, in the limits of the Brazilian jurisdictional waters, and prevent them from using the national air space.

In order to dissuade, one needs to be prepared to combat. Technology will never be an alternative to combat, no matter how advanced it is. It will always be a combat tool.

2. To organize the Armed Forces under the aegis of the monitoring/control, mobility and presence trinomial.

This triple imperative is applicable to each branch, as long as the suitable adjustments are made. From this trinomial results the definition of the operating capacity of each branch.

3. To develop the ability to monitor and control the Brazilian air space, the territory and the jurisdictional waters.

This development will happen from the adoption of land, sea, air and space monitoring technologies that shall be fully and unconditionally mastered domestically.

4. To develop the capacity of promptly responding to any threat or aggression backed by the capacity to monitor/control: the strategic mobility.

The strategic mobility – seen as the skill to quickly reach the operation theater – reinforced by the tactical mobility – seen as the skill to move within this theater – is the priority complement to monitoring/control, and one of the bases of combat power, requiring the Armed Forces to act more than jointly, rather in a unified manner.

The mobility requirement is of utmost importance, given the vastness of the space to be defended, and the shortness of means to do it. The effort of being present, especially along the terrestrial borders and in the most strategic stretches of the coastline, has intrinsic limitations. It is mobility that will allow overcoming the harmful effects of these limitations.

5. To deepen the link between technological and operational aspects of mobility, under the discipline of well-defined objectives.

Mobility depends on the appropriate land, sea and aerial means and on the ways to combine them. It also depends on the operational capacity building that shall allows taking the most out of the potential of mobility technologies.

The link between the technological and operational aspects of mobility has to be carried out in order to reach well-defined objectives. There is one objective, among these, that keeps an especially close relationship to mobility: the capacity to alternate the concentration and deconcentration of forces aiming to dissuade and combat the threat.

6. To strengthen three strategically important sectors: cybernetics, space and nuclear.

This process of strengthening will ensure the fulfillment of the concept of flexibility.

As a result of their own nature, these sectors transcend the border line between development and defense, between the civilian and the military.

Both space and cybernetics sectors will, together, enable that the capacity to see one's own country do not depend on foreign technology, and that the Armed Forces, together, can network supported by a monitoring system also space-based.

Brazil is committed – as per the Federal Constitution and the Treaty on the Non-Proliferation of Nuclear Weapons – to the strictly peaceful use of nuclear energy. However, Brazil also asserts its strategic need to develop and master nuclear technology. The country needs to ensure the balance and the versatility of its energy matrix and advance in areas such as agriculture and health, which may benefit from nuclear energy technology. And carry out, among other initiatives that require technological independence in terms of nuclear energy, the nuclear-propelled submarine project.

7. To unify the operations of the three branches of the Armed Forces, far beyond the limits imposed by joint exercise protocols.

The main instruments of this unification will be the Ministry of Defense and the Defense Staff, to be reorganized into a Joint Staff. They should gain broader dimension and more comprehensive responsibilities.

The Minister of Defense will fully perform all the direction of the Armed Forces, those the Constitution and the Laws do not explicitly assign to the President.

The subordination of the Armed Forces to the constitutional political power is a basic premise of the republican regime and a guarantee of the Nation's integrity.

The Secretaries of the Ministry of Defense will be freely chosen by the Minister among Brazilian citizens, military officers of the three service branches and civilians, observing the peculiarities and functions of each Secretariat. The initiatives to compose staffs of civilian specialists in defense will promote a future increase in the access of civilians to top positions in the Ministry of Defense. All contrary legal provisions will be revoked.

The Joint Staff will be headed by a top ranked general officer, and will include the Chiefs of Staff of each branche of the Armed Forces. It will be directly subordinate to the Minister of Defense. It will build initiatives that will materialize the thesis of doctrinaire, strategic and operational unification, and will count on a permanent structure that will allow it to accomplish this task.

The Navy, the Army and the Air Force will have each one a Commander appointed by the Minister of Defense and nominated by the President. Each service branch's Commander, within the scope of their assignments, shall perform the direction and management tasks of the respective branch, shall propose its policies and doctrines and prepare its operational and support means to fulfill their constitutional mandates.

The Staffs of each service branch, subordinated to their Commanders, will be the strategic formulation agents of in each of them, under the guidance of their respective Commander.

8. Reposition the personnel of the Armed Forces.

The main Army units are deployed in Southeast and South Brazil. The Navy fleet concentrates in the Rio de Janeiro city. Almost all of the Air Force technological premises are located in São José dos Campos, São Paulo. The most critical defense concerns are, however, in the North, West and in the South Atlantic regions.

Without ignoring the need to defend the largest demographical concentrations and the largest industrial centers of the country, the Navy shall be more intensely present in the region of the Amazon River mouth, and in the large Amazon and Paraguai-Paraná river basins. The Army shall deploy its strategic reserves at the central region of the country, from where troops can be moved towards any direction. The Army shall also concentrate their regional reserves in the respective areas, in order to make it possible to provide an immediate response to either a crisis or an armed conflict situation.

For the same reasons that require the creation of the Joint Staff, Naval Districts or Regional Commands of each service branch will have common jurisdiction areas, except in case of impeding specific or local circumstances. General Officers commanding, due to their respective branch a Naval District or a Regional Command shall gather regularly, along with their main advisors, in order to ensure the operational unity of the Armed Forces in that specific area. In each area shall be structured a Regional Joint Staff, which will be activated to carry out and to update the operational planning for the area, starting during peacetime.

9. To enhance the presence of Army, Navy and Air Force units in the border areas.

It should be made clear that, given the continental dimensions of the national territory, presence may not mean omnipresence. A presence gains effectiveness thanks to its relation with monitoring/control and mobility.

In the terrestrial borders and in Brazilian jurisdictional waters, the Army, the Navy and the Air Force units perform, above all, vigilance tasks. While fulfilling these tasks, the units just gain their full meaningfulness as they make up the integrated monitoring/control system, also done from space. At the same time, these units reinforce themselves as instruments of defense by means of their links with the tactical and strategic reserves. The sentinels alert. The reserves forces respond and operate. And the efficacy in employing regional tactical and strategic reserve forces is proportional to their ability to meet the mobility requirements.

10. Prioritize the Amazon region.

The Amazon region represents one of the most important points of focus for defense purposes. The defense of the Amazon region requires the progress of a sustainable development project and also involves the trinomial of monitoring/control, mobility and presence.

Brazil will be watchful to the unconditional reaffirmation of its sovereignty upon the Brazilian Amazon region. It will repudiate, by means of actions of development and defense, any attempt of external imposition on its decisions regarding the preservation, development and defense of the Amazon region. It will not allow organizations or individuals to serve as instruments for alien interests – political or economic – willing to weaken the Brazilian sovereignty. It is Brazil that takes care of the Brazilian Amazon region, at the service of mankind and at its own service.

11. To develop logistic capacity, in order to strengthen mobility, moreover in the Amazon region.

This is so important to have transport, command and control structures capable of operating under a wide variety of circumstances, including the exceptional conditions imposed by an armed conflict.

12. To develop the concept of flexibility in combat to meet the requirements of monitoring/control, mobility and presence.

This will require – especially from the Ground Force – that the conventional forces develop some of the attributes assigned to non-conventional forces.

The Armed Forces with such attributes will be the only ones capable of operating in the vast spectrum of circumstances that the future might bring.

The convenience of ensuring that conventional forces do acquire attributes usually associated to non-conventional forces may sound more evident in the Amazon forest environment. These equally apply, however, to other areas of the country. This is not an adaptation to localized geographical specificities. This is a response to a general strategic vocation.

13. To develop the repertoire of practices and operational qualification of combatants to meet the requirements of monitoring/control, mobility and presence.

Each man or woman serving the Armed Forces has to have three sets of means and skills.

Firstly, each combatant should have the means and skills to operate in networks, not only with other combatants and troops of his own branch, but also with combatants and troops of the other branches. Communication technologies, including vehicles that monitor the surface of the earth and the sea from space should be seen as reinforcement instruments for defense and combat initiatives. This is the meaning of the monitoring and control requirement and its relationship with the requirements of mobility and presence.

Secondly, each combatant should have for use technologies and knowledge that allows the radicalization, in any theater of operations – terrestrial or naval – of the imperative of mobility. It is to this imperative – combined with the capacity of combat – that should serve the platforms and weapon systems available to combatants.

Thirdly, each combatant should be trained to approach combat in a way to attenuate the traditional and rigid forms of control and command, on behalf of flexibility, adaptability, audacity and surprise in the battle field. This combatant will be, at the same time, a commanded individual who knows how to obey, to take the initiative in the absence of specific orders, and to guide himself amidst the uncertainties and

startles during the combat, as well as a source of initiatives, capable of adapting his orders to the reality of the dynamic situation he is dealing with.

The world sees a rise in the style of industrial production marked by the attenuation of contrasts between the planning and running activities, and by the growing relative importance of strict expertise in the activities to be performed. This style finds a counterpart in the way of making war, more and more characterized by extreme flexibility. The ultimate consequence of this trajectory is the minimization of the existing contrast between conventional and non-conventional forces, not in terms of the weapons each force might use, but in terms of the radical approach adopted by both in terms of the concept of flexibility.

14. To promote, on Brazilian militaries, the joining of the attributes and skills required by the concept of flexibility.

The Brazilian military needs skills and roughness. They need to master the technologies and the operational practices required by the concept of flexibility. They should identify themselves with the country's demanding or extreme geographical peculiarities and characteristics. This is the only way the concept of flexibility will be carried out in practice taking into account the characteristics of the national territory and the geographical and geopolitical situation of Brazil.

15. To review the troop composition of the three service branches, from the perspective of a human resource employment optimization policy, in order to properly design them to meet the provisions of the National Strategy of Defense.

16. To structure the strategic potential in terms of capacities.

It is important to organize the Armed Forces in terms of capacities, and not specific enemies. Presently, Brazil does not have any enemies. In order not to have them in the future, it is necessary to keep peace and be prepared for war.

17. To prepare troops to fulfill law and order enforcement missions, under the terms of the Federal Constitution.

The country watches to prevent the Armed Forces from performing police functions. Performing internal law and order enforcement operations is part of the constitutional responsibilities of the Armed Forces, but only when the constituted powers do not manage to preserve the homeland peace, and when it is required by one of the Heads of the three Constitutional Powers. Legitimating these responsibilities presumes, therefore, a legislation to rule and backs the specific conditions and the federative proceedings that should trigger out these operations, safeguarding their participants.

18. To encourage the integration of South America.

This integration not only will contribute to the defense of Brazil, but it will also allow the country to promote regional military cooperation and the integration of the defense industrial bases. It will dissipate the spectrum of possible conflict situations in the region. Along with all the other countries, a move is being made towards the construction of a South-American unit. The South American Defense Council, under discussion in the region, will establish a consultative mechanism that will allow preventing conflict situations and promoting regional military cooperation and the integration of the defense industrial bases, in which no country external to the region should participate.

19. To prepare the Armed Forces to perform growing responsibilities in peacekeeping operations.

In such operations, the Armed Forces will act under the guidance of the United Nations, or in support to the initiative of multilateral organizations from the region, since the strengthening of a collective security system is beneficial to world peace and to the national defense.

20. To expand the country's capacity to meet international commitments in terms of search and rescue.

It is a priority task to the country the improvement of the existing means and training of the staff involved in search and rescue activities in the national territory, Brazilian jurisdictional waters, the areas that Brazil is accountable for, as a result of international commitments.

21. To develop the potential of military and national mobilization to assure the dissuasive and operational capacity of the Armed Forces.

By facing an occasional degeneration of the international scenario, Brazil and its Armed Forces should be ready to take measures to protect the territory, the sea lanes of trade, oil platforms, and the national air space. The Armed Forces should also be able to quickly increase the human and material resources available for defense. The imperative of elasticity is expressed in terms of the national and military mobilization capacity.

When stating the national mobilization, the Executive Power will delimit the area in which this will take place and will also specify the necessary measures to be carried out, such as the power to take control of material resources, including the means of transport that are necessary for defense actions, in accordance with the National

Mobilization Law. Military mobilization demands the organization of a reserve force, which can be mobilized under such circumstances. It then reports back to the issue of the future of the Mandatory Military Service.

The dissuasive and defensive power of the Armed Forces will be compromised if elasticity is not ensured.

22. To qualify the national defense industry so that it conquers the necessary autonomy in indispensable technologies to defense purposes.

A special legal, regulatory and taxation regime will protect the national private enterprises of defense products from the risks of the mercantile immediacy and will assure the continuity of government procurement. However, the counterpart of such special regime will be the strategic power that the State will exercise over these companies, to be assured by a set of instruments of private or public Law.

The mission of the State sector that takes care of defense products will be to operate at high-tech level, developing the technologies that cannot be profitably achieved or obtained by the companies, in the short or in the medium term timeline.

The formulation and execution of the purchase policy of defense products will be centralized at the Ministry of Defense, under the responsibility of a secretariat of defense products, the execution of which can be assigned to third parties.

The national defense industry will be encouraged to compete with the external markets in order to increase their production scale. The consolidation of the South American Nations Union may lessen the tension between the requirement of independence in terms of defense production and the need to offset costs with scale of acquisitions, enabling the development of defense production together with other countries of the region.

Partnerships with other countries will be attempted, aiming at developing the technological capacity and the making of national defense products to gradually rule out the need to purchase imported services and products.

Whenever possible, these partnerships will be built as an expression of a more comprehensive strategic association between Brazil and the partner country. This association will stand out in defense and development collaborations, and it will be ruled by two orders of basic motivation: international and national.

The motivation of international order will be that of working with the partner-country on behalf of broader pluralism of power and of worldwide vision. This joint work

goes through two stages. On the first stage, the objective is to have emerging countries, including Brazil, best represented in the established international organizations – the political and economical ones. On the second stage, the objective is to restructure the international organizations, including the one that takes care of the international trade regime, so that they become more open to divergence, to innovation and to experiments, than the institutions born at the end of World War II.

The motivation of national order will be that of contributing to the expansion of the institutions that may democratize the market economy and deepen democracy, organizing a socially inclusive process of economic growth. Bi-national experimenting is the preferred method for this effort: the initiatives developed together with the partner-countries.

23. To maintain the Mandatory Military Service.

A Mandatory Military Service is a basic condition for Brazilians to be mobilized in defense of the national sovereignty. It is also an instrument to affirm the unity of the Nation, above any social layer division.

The objective to be gradually pursued is to make Military Service really mandatory. As the annual number of applied individuals is much higher than the number of enlisted ones needed by the Armed Forces, they should be selected according to their physical stamina, their aptitudes and their intellectual capacity, instead of allowing them to self-select, taking care so that all social layers are represented.

In the future, it will be appropriate that those who are exempted from the mandatory military service be encouraged to render civilian services, preferably in a region of the country that is different from their region of origin. They would render the service according to their educational background and would also receive additional training. At the same time, therefore, the service would be an opportunity for learning, for expressing solidarity, and an instrument of national unity. Those to render the service would receive basic military training to be prepared for any future mobilization. And they would then compose the reserve force capable to be mobilized.

The officer schools of the three service branches should continue to bring in candidates of all social layers. It is great that a growingly larger number of them come from working class. It is necessary, however, that troops of the Armed Force be composed by citizens coming from all social layers. This is one of the reasons why an increase in the value of the career – including in terms of wages – represents a national security demand.

Brazilian Navy: the hierarchy of the strategic and tactical objectives

1. In terms of designing the relationship among the strategic tasks of "sea denial", "sea control" and "power projection", the Brazilian Navy will be ruled by an unequal and joint development. If the Navy accepted to provide the same weight to all three objectives, there would be a big risk of being mediocre in all of them. Although all of them deserve to be developed, this will happen in a certain order and sequence.

The priority is to ensure the means to deny the use of the sea to any concentration of enemy forces approaching Brazil from the sea. "Sea denial" is the one that organizes Brazil's maritime defense strategy, before fulfilling any other strategic objectives. This priority has implications in the rearrangement of the naval forces.

While ensuring its power to deny the enemy the use of the sea, Brazil needs to maintain its focused capacity of power projection and establish conditions to control – at the necessary degree for defense and within the limits of the international Law – the maritime areas and the interior waters of political-strategic, economic and military importance, and also their sea lanes of communication. Despite this consideration, "power projection" is hierarchically subordinate to "sea denial".

"Sea denial", "sea control" and "power projection" should focus, without defining any hierarchy for the objectives, and according to the circumstances, on the following:

a) Proactive defense of the oil platforms;

b) Proactive defense of naval and port facilities, archipelagos and oceanic islands located within the Brazilian jurisdictional waters;

c) Promptness to respond to any threat against sea lanes of trade, by States, or by non-conventional or criminal forces;

d) Capacity to join international peacekeeping operations outside of the territory and the Brazilian jurisdictional waters, under the aegis of the United Nations or other multilateral organizations in the region;

The construction of means to control maritime areas will focus on the strategic areas of maritime access to Brazil. Two coastal areas will continue to deserve special attention from the perspective of the need to control the maritime access to Brazil: the strip that goes from Santos to Vitória, and the area around the mouth of the Amazon River.

2. The doctrine of unequal and joint development has implications in the rearrangement of the naval forces. The most important implication is that the Navy will rebuilt itself, in stages, as a weapon balanced among the underwater, the surface, and the aerospace components.

3. To ensure the sea denial objective, Brazil will count on a powerful underwater naval force consisting of conventional and nuclear-propelled submarines. Brazil will maintain and develop its ability to design and manufacture both conventional and nuclear-propelled submarines. It will speed up investments and the necessary partnerships to run the nuclear-propelled submarine project. It will arm conventional and nuclear-propelled submarines with missiles and will develop the capacity to design and manufacture them. It will seek to gain autonomy in cyber-technologies that guide submarines and their weapon systems, making possible for them to network with other naval, ground and air forces.

4. To ensure its power projection capacity, the Navy will also have Marines available and permanently ready for employment. The existence of these means is also essential for the defense of naval and port facilities, archipelagos and oceanic islands within The Brazilian jurisdictional waters, to perform in international peacekeeping operations and humanitarian operations anywhere in the world. In the waterways, these means will be fundamental to ensure the control of the banks during riverine operations. The Marine Corps will consolidate itself as the force of expeditionary character par excellence.

5. The naval surface force will count both on big ships, capable of operating and remaining on the high sea for a long time, and smaller vessels used to patrol the coastline and the main Brazilian navigable rivers. A requirement for the maintenance of this fleet will be the capacity of the Air Force to work along with Naval Aviation to guarantee local air superiority in case of an armed conflict.

Among the high sea vessels, the Navy will dedicate special attention to the design and manufacturing of multiple-purpose vessels that can also be used as aircraft carriers. Preference will be given to conventional and exclusive aircraft carriers.

The Navy will also count on combat, transport and oceanic, coastal and river patrol vessels. These vessels will be designed and manufactured according to the same concerns in terms of the functional versatility that will guide the construction of high sea warships. The Navy will increase its presence in the navigable waterways of the two large river basins – the Amazon and Paraguai-Paraná rivers – using both patrol boats and transport ships, both provided with helicopters and adapted to the water regime.

The presence of the Navy in the river basins will be facilitated by the country's dedication to the establishment of a multimodal transportation paradigm. This paradigm will include the construction of the Paraná-Tietê, Madeira, Tocantins-Araguaia and Tapajós-Teles Pires waterways. Whenever possible, the dams will be provided with locks in order to ensure free navigability along the waterways.

6. The monitoring, from space, of the surface of the sea shall integrate the repertoire of practices and operational training programs of the Navy.

From this monitoring, underwater and surface naval forces will strengthen their capacity to network with ground and air forces.

7. The organization of a naval force and maritime strategy underwater, surface and aerial components will allow the enhancement of the flexibility with which the main objective of the maritime security strategy is protected: dissuasion as a result of sea denial to the enemy approaching Brazil from the sea. In a broad spectrum of combat circumstances, moreover when the enemy force is much more powerful, the surface force will be designed and operated as a tactical or strategic reserve. Preferentially, and whenever the tactical situation allows, the surface force will be engaged in the conflict after the initial employment of the underwater force, which will operate in coordination with space vehicles (for monitoring purposes) and with aerial means (for focused fire purposes).

This combat unfolding in successive stages under the responsibility of different contingents will allow, in a naval war setting, the speed up of the swift rotation between the concentration and deconcentration of forces and the enhancement of flexibility at the service of surprise.

8. Naval Aviation, embarked in ships, will be one of the links between the preliminary stage of combat, under the responsibility of the underwater force and of its space and air counterparts, and the subsequent stage, conducted with the full engagement of the naval surface force. The Navy will work along with the national defense industry to develop a versatile defense and attack aircraft, which could maximizes the defensive and offensive air potential of the Naval Force.

9. The Navy will start studies and will get ready to establish, at the relevant venue, as near as possible to the mouth of the Amazon River, a multiple-use naval base that is comparable, in terms of scope and density of its means, to the Naval Base of Rio de Janeiro.

10. The Navy will speed up the construction work of its conventional and nuclear-propelled submarine bases.

Brazilian Army: the imperatives of flexibility and elasticity

1. The Brazilian Army will fulfill its constitutional mandate and will perform its attributions, during peace and war, under the guidance of the strategic concepts of flexibility and elasticity. Flexibility, on its turn, includes the strategic requirements of monitoring/control and mobility.

Flexibility is the capacity of using military forces with minimum pre-established rigidity and maximum adaptability to the circumstances when the employment of force is needed. During peace time, it means the versatility with which presence – or omnipresence – is replaced with the capacity to be present (mobility) under the light of information (monitoring/control). During war time, it requires the ability to maintain the enemies permanently imbalanced, surprising them by means of the dialectics of concentration and deconcentration of forces, and of the audacity with which the unexpected blow is fired.

Flexibility reduces the importance of the contrast between conventional conflict and non-conventional conflict: it demands for the conventional forces some of the attributes of non-conventional forces, and ratifies the supremacy of intelligence and imagination upon the mere accumulation of material and human resources. For this reason, it refuses the temptation of seeing high technology as an alternative to combat, assuming it as an element of reinforcement to the operational capacity. It insists in the role of surprise. It transforms uncertainty into solution, instead of facing it as a problem. It combines meditated defenses with devastating attacks.

Elasticity is the capacity to rapidly increase the dimensions of the military forces when the circumstances do require, mobilizing the country's human and material resources in large-scale. Elasticity demands, therefore, the construction of a reserve force, which can be mobilized according to the circumstances. The last foundation of elasticity is the integration between the Armed Forces and the Nation. The unfolding of elasticity reports back to the section of this National Strategy of Defense that concerns the future of the Mandatory Military Service and of the national mobilization.

In order to be fully asserted, flexibility depends on elasticity. The potential of flexibility, for dissuasion and defense, would be severely limited if it were not possible, in case of need, to multiply the human and material resources of the Armed Forces. On the other hand, the way of interpreting and effectuating the imperative of elasticity unveils the more radical unfolding of flexibility. Elasticity is flexibility translated into the engagement of the whole Nation for its own defense.

2. Although the Army is used in a progressive way in crises and armed conflicts, it must consist of modern means and very well trained troops. The Army will not have a vanguard in itself. The Army, as a whole, will be the vanguard itself. The main practical expression of the concept of the Army as a vanguard is its own reorganization based on a brigade module, which is the basic combat module of the Ground Force. In the current composition of the Army, the Rapid Reaction Strategic Force brigades are those that better express the ideal of flexibility.

The composition model of the Rapid Reaction Strategic Forces does not need or have to be strictly followed, without taking into account the typical operational problems of the different theater of operations. However, all Army brigades should adopt, in principle, the following elements so that the absorption of the concept of flexibility can be generalized:

a) Highly motivated and with effective operational training human resources, typical of the Special Operations Brigade, which makes up the strategic reserve of the Army today;

b) Communication and monitoring equipments that allow them to network with other Army, Navy and Air Force units and be supplied with information resulting from the land monitoring from air and space;

c) Mobility equipments allowing them to move quickly by land, water and air – to and within the theater of operations. By air and water, the mobility will usually proceed through joint operations with the Navy and the Air Force;

d) Logistic resources capable of supplying the brigade, even in isolated and inhospitable regions, during several weeks.

The qualification of the brigade module as a vanguard requires a wide spectrum of technological means, from the least sophisticated – such as portable radars and night vision instruments – to the most advanced forms of communication between ground operations and space monitoring.

The knowledge on mobility has impacts on the evolution of armored vehicles, mechanized resources and artillery. One implications of this knowledge is harmonizing protection and movement technical characteristics while designing armored vehicles and mechanized resources. Another implication – in armored vehicles, mechanized resources and artillery – is to prioritize the development of technologies capable of ensuring shot accuracy.

3. The transformation of the whole Army with vanguard focus, based on the brigade module, will take precedence over the strategy of presence. In the course of this transformation, priority will be given to the equipment based on the completeness and modernization of the operational systems of the brigades, providing them with the capacity to being rapidly present.

The transformation, however, will be compatible with the strategy of presence, especially in the Amazon region due to the obstacles to both movement and force concentration. In all circumstances, the military units deployed at the borders will function as advanced military detachments of surveillance and dissuasion.

In the strategic centers of the country – political, industrial, technological and military –, the strategy of presence of the Army will also contribute to the objective of ensuring the antiaircraft defense capacity at both quantity and quality, especially using medium altitude antiaircraft artillery.

4. The Army will continue to maintain regional and strategic reserves coordinated on standby. The strategic reserves – including parachutists and special operation troops – will be established at the central region of the country, in order to contribute to the capacity of rapidly concentrating forces.

5. Monitoring/control, as an important component of the imperative of flexibility, will require the existence of a vector under full national domain, among the space resources, despite the participation of foreign partners in its design and implementation, including:

a) The production of satellite-launching vehicles;

b) The production of low and high orbit satellites, especially multiple-use geostationary satellites;

c) The development of national alternatives to the positioning and locating systems, of which Brazil depends, going through the necessary internal stages of evolution of these technologies;

d) Air and ground means for high-resolution focused monitoring;

e) The necessary qualifications and cybernetic instruments to ensure communication between air and space monitoring systems, and the ground forces.

6. Mobility, as a component of the flexibility imperative requires the development

of ground vehicles and air means for combat and transport. It will also require the rearrangement of the relations with the Navy and the Air Force, in order to ensure the capacity to act as a unified force, both at the summit level of the Armed Forces Staffs and at the base of the operational contingents.

7. Within the brigade module, monitoring/control and mobility are complemented by measures aiming to ensure the achievement of effective combat power. Some of these are technological measures: the development of weapon and guidance systems to allow shot of accuracy, and the development of the capacity to produce all kinds of non-nuclear ammunitions. Other measures are operational: the consolidation of a repertoire of practices and training activities that provide the Ground Force with knowledge and skills for both conventional and non-conventional combat, in order to make it capable of acting adaptively under the widely varied conditions of the national territory. Other measures – even more important – are educational: a military training that brings together qualification and roughness.

8. In the current phase of the History, the defense of the Amazon region will be considered the concentration focus of the guidelines summarized under the label of the monitoring/control and mobility imperatives. It does not require any exception to those guidelines; it just reinforces the reasons to follow them. The necessary adaptations will be those required by the nature of that specific theater of operations: the intensification of technologies and of space, air and ground monitoring devices; the priority to transform the brigade into a force with technological and operational attributes; the logistical and air means to provide support to border units isolated in remote demanding and vulnerable areas; and the training of combatants holding the qualification and roughness that are necessary for the proficiency of a jungle combatant.

The sustainable development of the Amazon region will, from now on, be also seen as an instrument of national defense: it is the only thing that may consolidate the conditions to ensure national sovereignty in that area. Among the sustainable development plans for the Amazon region, land tenure legalization will play a major role. In order to defend the Amazon region, it will be necessary to take it out from the legal insecurity and widespread conflict conditions it has had to face due to the lack of solutions for the land problems.

9. Meeting the imperative of elasticity will be an Army's special concern, as it is the Ground Force that will have to multiply itself in case of armed conflict.

10. The imperatives of flexibility and elasticity culminate in the preparation for an asymmetrical war, especially in the Amazon region, to be sustained against a military

enemy with a far superior power either by the action of a country, or coalition of countries, insisting to disregard the unconditional Brazilian sovereignty on its Amazon region, assuming alleged interests on behalf of mankind.

The preparation for such war does not consist only of helping prevent what today is a remote hypothesis: Brazil's involvement in a large-scale armed conflict. It also consists of taking advantage of the useful discipline for the formation of its military doctrine and its operational capacities. An army that has conquered the attributes of flexibility and elasticity is an army that knows how to coordinate conventional and non-conventional actions. The asymmetrical war, in the context of a national-resistance war, represents an effective possibility of the doctrine specified here.

For successfully leading a resistance war, each one of the following conditions should be interpreted as a guidance warning on how the Army's responsibilities should be performed:

a) See the Nation identified with the cause of the defense. The whole national strategy rests upon the awareness of the Brazilian people about the central role played by the problems of defense.

b) Bring together regular soldiers, strengthened by the attributes of the non-conventional soldiers, to the mobilized reserves according to the concept of elasticity.

c) Count on resistant soldiers that, in addition to their qualification and roughness tendencies, are also obstinate at the highest level. Their obstinacy will be inspired by the Nation's identification with the cause of defense.

d) Maintain the capacity of command and control of the fighting forces under adverse and extreme conditions.

e) Maintain and build the power of logistical support to the fighting forces, even under adverse and extreme conditions.

f) Learn how to take the most from the characteristics of the terrain.

Brazilian Air Force: guiding surveillance, air superiority, focused combat, air strategic combat

1. Four strategic objectives rule the mission of the Brazilian Air Force and define the place of its work within the National Strategy of Defense. These objectives are concatenated in a specific order: each one of them conditions the definition and the execution of the subsequent objectives.

a) The priority of air surveillance.

Exercising air space surveillance of the national territory and of the Brazilian jurisdictional waters from the air, supported by space, ground and maritime means, is the first responsibility of the Air Force, and the essential condition to inhibit the enemy from flying freely over the national air space. The strategy of the Air Force will be that of surrounding Brazil with successive and complementary visualization layers, conditioning factors for its readiness to respond. A practical implication of this task is that the Air Force will need to count on its own platforms and systems to monitor, and not only to combat and transport, particularly in the Amazon region.

The Brazilian Aerospace Defense System (SISDABRA), one of these layers, will have in place a monitoring complex, including launch vehicles, geostationary and monitoring satellites, intelligence aircrafts and their respective observation and communication systems, all under full national domain.

The Brazilian Aerospace Defense Command (COMDABRA) will be strengthened as the core of the aerospace defense, responsible for leading and integrating all of the country's means of aerospace monitoring. The national defense industry will be instructed to give the highest priority to the development of the necessary technologies, including those that promote independence from the GPS system, or from any other alien positioning system. The potential to contribute to this technological independence will be important in the selection of the partnerships with other countries in terms of defense technologies.

b) The power to ensure local air superiority.

In any hypothesis of employment, the Air Force will be responsible for ensuring local air superiority. The feasibility of the naval and inland ground force operations will mostly depend on the fulfillment of that responsibility. The requirement of the potential to ensure local air superiority will be the first step to affirm air

superiority over the territory and the Brazilian jurisdictional waters.

As a result, it is of utmost importance to avoid any gaps of aerial protection in the period 2015-2025, during which the current fleet of fighter aircrafts will have to be substituted, as well as the bundled weapon and intelligent weapon systems, including the inertial systems that allow directing the fire to the target with accuracy and "beyond visual reach."

c) The capacity to take combats to specific points of the national territory, together with the Army and the Navy, establishing a single fighting force under the discipline of the theater of operations.

The first implication is the need to have sufficient transport aircrafts to carry a brigade of the strategic reserve from the central region of the country to any point of the national territory within a few hours. The air transport units will be based at the central region of the country, near the Ground Force strategic reserves.

The second implication is the need to count on highly precise weapon systems, capable of allowing the appropriate discrimination of targets in situations in which the national forces could be intermixed with the enemy.

The third implication is the need to have sufficient and appropriate means of transport to support the adoption of the Army's strategy of presence in the Amazon and in the Mid-West regions, especially the operational and logistical activities being carried out by the Ground Force units deployed at the border.

d) The peaceful nature of Brazil does not eliminate the need to provide the Air Force with the domain of a strategic potential that organizes around a capacity, and not around an enemy. If the Air Force does not have full domain of this air strategic potential, it will not be in a position to defend Brazil, not even within the strictest limits of a defensive war. For such, it needs to count on all relevant means: platforms, weapon systems, cartographic information and intelligence resources.

2. In the Amazon region, the fulfillment of these objectives will require Air Force units holding the technical resources to ensure the operation of the runways and flight protection facilities in surveillance and combat situations.

3. The technological and scientific complex based in São José dos Campos will continue to be the support of the Air Force and of its future. The following strategic imperatives result from its key importance:

a) Prioritize the training of technical-scientific, military and civilian personnel, in Brazil and overseas, in order to reach technological independence;

b) Develop technological projects that stand out for their technological fecundity (analog applications to other areas) and for their transformational meaning (revolutionary modifications of the fighting conditions), and not only for their immediate application;

c) Narrow the links between the Research Institutes of the Air Force Technological Center (CTA) and private companies, always protecting the State's interests as far as the protection of patents and of industrial property is concerned;

d) Promote the development of appropriate test and evaluation conditions in São José dos Campos and in other locations;

e) Face the problem of the strategic vulnerability caused by the concentration of initiatives in the technological and business complex of São José dos Campos. Prepare the progressive geographical deconcentration of some of the most critical areas of the complex.

4. Amidst all the concerns to deal with, in Air Force development, the item that inspires more active and pressing efforts is the way to substitute the current fighter aircrafts in the period 2015-2025, as to extend their life by modernizing their weapon systems, their avionics and parts of their structure and fuselage no longer exists.

Brazil, in that matter, faces the current dilemma all over the world: maintain the priority of future capacities over the current expenses, without tolerating air unprotection. It is necessary to invest in the capacities that ensure independent production potential of its air defense means. It cannot, however, accept the lack of an air shield while it gathers the conditions to gain such independence. The solution to be given to this problem is so important, and exerts so different effects on the country's strategic situation in South America and in the world, that it transcends a mere discussion on equipment acquisition and deserves to be understood as a part of the National Strategy of Defense.

The generic principle of the solution is that of refusing extreme solutions – either merely purchasing a "fifth generation" fighter aircraft in the international market, or sacrificing the purchase to invest in the modernization of the existing aircrafts, in unmanned aerial vehicle projects, in the joint development of a futurist manned jet fighter prototype along with another country, and in the massive training of the scientific and technical personnel. A hybrid solution seems to be convenient. A solution that provides fighter aircrafts within the necessary time period, but doing

this in a way to create the conditions for the national manufacturing of advanced manned jet fighters.

This hybrid solution may meet either of two models. Although these two models may theoretically co-exist, in practical terms one of them shall prevail upon the other. Both exceed by far the conventional limits of purchasing along with technology transfer, or "off-set", and involve a substantial initiative in terms of design and manufacturing in Brazil. They achieve the same goals via different pathways.

According to the first model, a partnership would be established, with one or more countries, to design and manufacture in Brazil the substitute for a fifth-generation jet fighter on sale in the international market, within the relevant timeframe. The substitute would be designed and made in a way to overcome the significant technical and operational limitations of the current version of that aircraft (its operation range, its limitations in terms of vectored thrust, its lack of low radar signature, for example). The solution in focus would provide simultaneous responses to both the problems of technical limitation and technological independence.

According to the second model, a fifth-generation jet fighter would be purchased in a negotiation involving the full transfer of technology, including the aircraft's design and manufacturing technologies, and their relevant "source-codes." The purchase would be made at the minimum necessary scale allowing the full transfer of these technologies. A Brazilian company starts producing a substitute for that purchased aircraft, under the guidance of the Brazilian State, authorized by prior negotiation with the selling country and company. The solution in focus would occur in a sequence, and not concurrently.

The choice of either model is a matter of circumstance and negotiation. Another point that might be decisive is the need of choosing an option that minimizes technological or political dependence related to any vendor that, by holding the aircraft components to be purchased or modernized, may intend, because of this participation, to inhibit or influence on defense initiatives unleashed by Brazil.

5. Three strategic guidelines will determine the evolution of the Air Force. Each one of these guidelines, rather than a task, represents a transformation opportunity.

The first guideline is about the development of the repertoire of technologies and capacities that will allows the Air Force to network not only with its own components, but also with the Army and the Navy.

The second guideline is about the progress of unmanned air vehicles programs, first for surveillance and then for fighting purposes. Unmanned vehicles may become core

means – and not merely accessories – for air fighting – in addition to allow a more demanding level of accuracy in terms of monitoring/control of the national territory. The Air Force will absorb the implications of this surveillance and fighting mean for its own tactical and strategic guidance. It will formulate a doctrine on the interaction between manned and unmanned vehicles, that take advantage of this new mean to radicalize the power of surprise, without exposing the lives of the pilots.

The third guideline is about the integration of space activities in the Air Force operations. Space monitoring will become an integral part and an essential condition for the fulfillment of the strategic tasks that will guide the Air Force: multiple and cumulative surveillance, local air superiority and focused fire in the context of joint operations. The development of launching-vehicle technologies will serve as a broad instrument, not only to support the space programs, but also to develop national missile design and manufacturing technologies.

The strategic sectors: cybernetics, space and nuclear

1. Three strategic sectors – space, cybernetics and nuclear – are essential for the national defense.

2. In these three sectors, partnerships with other countries and the purchasing of products and services abroad should be harmonized with the purpose of ensuring a wide range of capacities and technologies under the national domain.

3. In the space sector, the following priorities apply:

a) Design and manufacture satellite-launching vehicles and develop remote guiding technologies, especially inertial systems and liquid fuel propulsion technologies.

b) Design and manufacture satellites, especially the geostationary ones, the telecommunications ones and those used for high-resolution remote sensing, multi-spectral and develop satellite altitude control technologies.

c) Develop technologies of communication, command and control from satellites, along with ground, air, maritime and underwater forces so that they become capable of network operating and oriented by the information received from the satellites.

d) Develop technology to determine geographical coordinates from the satellites.

4. Capacity building on cybernetics will be focused on the widest spectrum of industrial, educational and military uses. As a priority, it will include the technologies of communication between to all contingents of the Armed Forces, in order to ensure their capacity to network. They will consider the power of communication between the contingents of the Armed Forces and space vehicles. As to cybernetics, an organization in charge of developing cybernetic capacities on the industrial and military themes will be established.

5. The nuclear sector is of strategic value. On its own nature, it transcends the limits between development and defense.

Due to a constitutional imperative and to an international treaty, Brazil was deprived from the option of employing nuclear power for any non-peaceful purposes. This was done under several premises, the most important of which was the progressive nuclear disarmament by the nuclear weapon States.

No other country is more active than Brazil when it comes to the nuclear disarmament cause. However, by forbidding itself from having access to nuclear weapons, Brazil should not renounce to using nuclear technology. On the contrary, it should be developed, including the following initiatives:

a) Regarding the nuclear-propelled submarine program, Brazil should complete the full nationalization and the development – at industrial scale – of the fuel cycle (including gasification and enrichment) and of the reactor construction technology for exclusive use of the country.

b) Speed up the mapping, ore searching and utilization of uranium deposits.

c) Develop the potential of designing and building nuclear thermo power plants with technology and capacities that may end up under the national domain, even if they are developed by means of partnerships with foreign companies and States. Use nuclear power with criteria and submit it to the strictest safety and environmental protection controls as a way to stabilize the national energy matrix, adjusting the variations in the supply of renewable energies, moreover in the case of hydroelectric power; and

d) Increase the capacity to use nuclear power for a broad range of activities.

Brazil will watch to keep open the access pathways to the development of its own nuclear power technologies. It will not adhere to amendments to the Treaty on the

Non-Proliferation of Nuclear Weapons extending the restrictions of the Treaty, until the nuclear weapon states advance in the central premise of the Treaty: their own nuclear disarmament.

6. The first priority of Brazil as to the policy of the three strategic sectors will be the qualification of human resources on the relevant sciences. For this purpose, it will support the funding of research and education programs in Brazilian universities and in national research centers, and will increase the offer of Doctorate and post-Doctorate scholarships in relevant international institutions. This support policy will not be limited to applied sciences of immediate technological use. It will also benefit speculative and fundamental sciences.

Reorganization of the national defense industry: independent technological development

1. Brazil's defense requires the reorganization of the national defense industry, according to the following guidelines:

a) Give priority to the development of independent technological capacities.

This goal will condition the partnerships with alien companies and countries to the progressive development of research and production in the country.

b) Subordinate commercial considerations to the strategic imperatives.

This means organizing the legal, regulatory and taxation regimes of the national defense industry, in order to reflect such subordination.

c) Prevent the national defense industry from biasing between advanced research and routine production.

Care should be taken so that vanguard research serves the vanguard production.

d) Use the development of defense technologies as a focus for the development of operational capacities.

This implies seeking permanent modernization of the platforms, either by their reassessment from the perspective of the operational experience, or by incorporating the improvements deriving from technological development.

2. A special legal, regulatory and taxation regime will be established for the national defense industry.

This regime will safeguard the private companies that manufacture defense products from the pressures of mercantile immediacy, by exempting them from the general bidding regime; they will be protected from the risk of budget restrictions, and the continuity of government procurement will be ensured. As a counterpart, the State will gain special power over these private companies, beyond the limits of its general regulatory authority. These powers will be exerted either by the instruments of private Law, such as the "golden share", or by the instruments of public Law, such as the regulatory licensing.

3. The state component of the defense industry will aim at producing what the private sector is not able to design or manufacture, in the medium and short term, profitably. It will, therefore, operate at the technological top, rather than at the technological bottom. It will keep strong ties with the advanced research centers of the Armed Forces and with Brazilian academic institutions.

4. The State will help to attract the foreign clientele for the national defense industry. However, the continuity of production should be organized so as not to depend on having to attract or retain such clientele. Therefore, the State will recognize that in many production lines, that specific industry will have to operate in a "cost plus margin" regime, thus, under strict regulatory regimen.

5. The future of national defense technological capacity building depends more on the qualification of human resources and less on the development of an industrial apparatus. Thence the preference for the policy of scientist qualifying on basic and applied sciences, already mentioned in the discussion on the space, cybernetics and nuclear sectors.

6. In the effort to reorganize the national defense industry, partnerships with other countries will be attempted, aiming to develop a national technological capacity in order to gradually reduce the need to purchase services and finished products from abroad. Brazil will always make clear to the foreign parties that it intends to be a partner, and not a client or buyer. The country is far more interested in partnerships to strengthen its independent capacity building, than in purchasing finished products and services. In principle, these partnerships should consider that substantial part of research and manufacturing should be done in Brazil, and will gain further importance when they are an expression of comprehensive strategic associations.

7. A Secretariat of Defense Products will be established in the Ministry of Defense. The Secretary will be appointed by the Minister of Defense and nominated by the President.

It will be up to the Secretary to perform the guidelines established by the Minister of Defense and, based on these, to design and direct the defense products purchasing policy, including weapons, ammunition, transport and communication means, uniforms, products for individual and collective use, all to be employed in operational activities. The Minister of Defense will assign, to the departments of the Armed Forces, the power to run the policy established by the Secretariat as to the orders and purchases of specific products for their branch, this all being subject to the permanent evaluation of the Ministry.

The objective will be to implement, as soon as possible, a centralized defense products purchasing policy that is able to:

a) Optimize expenditures;

b) Make sure that purchasing follows the guidelines of the National Strategy of Defense and of its design over the time; and

c) Ensure, in the purchasing decisions, the primacy of the commitment to the development of national technological capacity building in terms of defense products.

8. The Secretariat in charge of the area of Science and Technology in the Ministry of Defense, among other assignments, shall be responsible for coordinating advanced research on defense technology developed by Navy, Army, and Air Force research institutes, as well as by other organizations subordinated to the Armed Forces.

The purpose of this will be to implement an integrated technological policy that prevents doubling efforts; shares staff, ideas and resources; and does its best to build up links between research and production, without losing the progress of basic sciences from sight. In order to ensure the accomplishment of these objectives, the Secretariat will cause many research projects to be jointly conducted by the advanced technology institutions of the Armed Forces. Some of these joint projects could be organized under their own corporate entity, either as a company for specific purposes, or under any other legal arrangement.

The projects will be chosen and assessed not only by their direct production potential, but also by their technological fecundity: their usefulness as a source of inspiration and of capacity building for similar initiatives.

9. Joint initiatives of the Armed Forces research organizations, national academic institutions and Brazilian private companies will be encouraged, as long as the State security interests regarding information access are safeguarded. The objective will be to promote the development of a military-university-entrepreneurial complex capable of functioning at the technology frontier, which will almost always have a dual – military and civilian – usefulness.

Mandatory Military Service: republican leveling and national mobilization

1. The national defense basis is the identification of the Nation with the Armed Forces, and of the Armed Forces with the Nation. This identification requires that the Nation understands that the causes of development and defense are inseparable.

Therefore, the Mandatory Military Service will be maintained and reinforced. This is the most important guarantee of the national defense. It may also be the most effective republican leveling mean, allowing the Nation to stand above its social layers.

2. The Armed Forces will limit and reverse the tendency to diminish the proportion of recruits, and increase the proportion of professional soldiers. In the Army, setting aside the need for experts, most of the troops shall always be composed by recruits from the Mandatory Military Service. In the Navy and in the Air Force, the need to count on specialists trained over many years shall have, as a counterpart, the strategic importance of keeping open the recruitment channels.

The conflict between the advantages of professionalism and the values of recruitment should be attenuated by means of education – technical and general, but following an analytical and capacitating guidance – that will be delivered to recruits during their service period.

3. The Armed Forces will move towards making Military Service really mandatory. They will not be satisfied to let the lack of proportion between the higher number of those obliged to apply for the Military Service and the lower number of vacancies and needs of the Armed Forces to be solved by a self-selection criterion of those who are willing to be enlisted. The predominant use of this criterion – although affected by better financial appeals – limits the military service potential, and hinders its national defense and republican leveling objectives.

The recruit selection will be based on two main criteria. The first will be the combination of physical stamina and analytical capacity, measured apart of the recruit's educational

level or cultural background. The second criterion will be the representativeness of all social layers and regions of the country.

4. In addition to the Mandatory Military Service, a comprehensive Civilian Service will be established. This service may be progressively populated by the Brazilian youth who was not engage to the Military Service. In this civilian service – designed as a generalization of the Projeto Rondon's aspirations – the engaged individuals will receive training – according to their qualification and preferences – so that they could participate in a social work. This work will aim at meeting the needs of the Brazilian people and at reaffirming the unity of the Nation. It will also be given basic military training to the participants of the Civilian Service, allowing them to be a part of the reserve force, which can be mobilized if necessary. They will be registered, according to their skills, for an occasional mobilization.

When the resources allow, the Civilian Service youth will be encouraged to serve in a region of the country different from their original one.

Until the conditions to fully establish the Civilian Service are met, the Armed Forces will – along with municipal mayors – reestablish the tradition of the Tiros de Guerra [military training school for reserves]. In principle, all of the country's town halls should be able to take part in the renovation of the Tiros de Guerra, when the legal restrictions that still limit the list of qualified townships are eliminated.

5. The Military and Civilian Services will evolve together with the measures to ensure national mobilization in case of need, according to the National Mobilization Law. Brazil will understand, at all times, that its defense depends on the potential to mobilize large-scale human and material resources, far beyond the contingent of its Armed Forces during peacetime. It will never consider the technological evolution as an alternative to national mobilization; the former will be understood as an instrument of the latter. By ensuring the flexibility of its Armed Forces, it will also ensure their elasticity.

6. It is important for the national defense that all Brazilian society sectors be represented in the military officer personnel. It is good that workers' children join military academies. However, an imperative of national security is that all social layers are widely represented in the military academies. Two conditions are fundamental for this objective to be achieved. The first one is that the military career be remunerated with competitive wages compared to other valued State careers. The second condition is that the Nation embraces the cause of defense, and identifies in it the requirement for the aggrandizement of the Brazilian people.

7. A State strategic interest is the training of civilian personnel to become specialists in defense issues. In order to prepare them, the Federal Government should support, in the universities, a broad range of programs and courses on the topic of defense.

The Escola Superior de Guerra [National War College] should serve as one of the main instruments for this kind of training. It should also organize the permanent debate between civilian and military leaders about defense issues. In order to better fulfill these functions, the Escola Superior de Guerra shall be transferred to Brasília without decreasing its presence in Rio de Janeiro, and start to count on the direct engagement of the Joint Staff and of the Chiefs of Staff of the three service branches.

Conclusion

The National Strategy of Defense is inspired by two realities that ensure its feasibility and indicate the direction to follow.

The first reality is the ability to improvise and to adapt, the tendency to create solutions when no instruments are available, the disposition to face the hardships of the Nature and the society; at last the almost unlimited capacity to adapt that permeates the Brazilian culture. This is the fact that allows the consolidation of the concept of flexibility.

The second reality is the sense of national commitment in Brazil. The Brazilian nation was – and is – a project of the Brazilian people; it was them that have always embraced the idea of nationality and that have fought to convert the leading and erudite individuals into this idea. This fact is the deep guarantee of the identification of the Nation with the Armed Forces, and of the Armed Forces with the Nation.

The National Strategy of Defense's guidelines resulted from the meeting of these two realities.

Implementation Measures

Context

The second part of the National Strategy of Defense complements the systematic formulation contained in the first one.

It has three purposes. The first one is to contextualize it, listing the circumstances that help to precisely describe its objectives and to explain its methods. The second one is to apply the Strategy to a broad and representative spectrum of the problems currently faced by the Armed Forces, thus making even clearer doctrine and demands. The third one is to list the transitional measures that indicate the pathway that will take Brazil from where it is now to where it has to go, in terms of the organization of its own defense.

The following can be considered as the main positive aspects of the present national defense setting:

- Armed Forces identified with the Brazilian society and enjoying high reliability rates;

- adaptability of the Brazilian people to new or unprecedented situations, creating favorable conditions for a military culture based on the concept of flexibility; and

- education excellence in the Armed Forces, when it comes to the methodology and update in relation to the modern tactics and strategies for the employment of military means, including the use of internally-created concepts, compliant with the operational environments of possible employment.

On the other hand, the main vulnerabilities of the country's current structure of defense are:

- little involvement of the Brazilian society in discussions on defense issues, and lack of civilians specialists on these topics;

- lack and discontinuity in the allocation of budget resources for defense;

- obsolescence of most of the equipment of the Armed Forces; high degree of dependence on foreign defense products; and absence of an unified direction for the acquisition of these products;

- inadequate distribution of the Armed Forces throughout the national territory to reach an optimized coverage of the strategic needs;

- lack of coordination of the main Brazilian institute of highly strategic studies – the Escola Superior de Guerra – with the Federal Government and with the society in the development and consolidation of the knowledge necessary to the planning of defense, and to the assistance to the formulation of the relevant and strategies arising from it;

- insufficiency or little appeal and dissemination of qualification on defense issues courses for civilians; and lack of a career for civilians in the area of defense, despite the fact that this is a State function;

- limited resources invested in scientific and technology research for the development of materials for military use and defense products associated to the incipient level of integration between the military research organizations, and between the latter and the civilian research institutes;

- lack of national planning for the development of high-tech products with the coordinated participation of the research centers of the universities, Armed Forces and industry;

- absence in the government plans, of long-term defense products acquisition programs, based on pluriannual programs and on the equipment plans of the Armed Forces, prioritizing the national defense industry. This omission causes the acquisition of defense products abroad, sometimes based on opportunities, facing technological imbalances in relation to the “state-of-the-art” and generating undesirable external dependence;

- lack of clear rules of priority for the national industry, in the case of defense products manufactured in the country;

- duality of tax treatment between the defense products manufactured in the country and those purchased abroad, with an excessive tax burden incurring on the national products, which favors the choice of importing products;

- deficiencies in the financing programs to the national companies that supply defense products, impairing them in both domestic and international markets;

- lack of guarantees to support possible supply contracts with the national defense industry;

- technological blocks imposed by developed countries, delaying the strategic projects conceived by Brazil;

- lack of a commercial, industrial and technological off-set clause in some defense-product import contracts, or even the non-participation of the national industry in off-set programs; and

- deficient national mobilization and logistical systems.

The identification and analysis of the main positive aspects and vulnerabilities allow the anticipation of the following opportunities to be explored:

- greater involvement of the Brazilian society in defense issues, as well as greater integration of the different sectors of the three powers of the Brazilian State with private or public national institutes of strategic studies;

- regularity and continuity in the allocation of defense budget resources to increase investments and ensure the financing of the Armed Forces;

- equipment of the Armed Forces and professional qualification of its personnel, so to provide them the military means necessary to the integrated prompt employment with high tactical and strategic mobility;

- optimization of the efforts in Science, Technology and Innovation for Defense by means of the following measures, among others:

  a) Greater integration between scientific and technological institutions – civilian and military – and the national defense industry;

  b) Definition of dual-use research; and

  c) Stimulus to the research and development of products of interest to defense area;

- Greater integration between state-owned and private defense industries, with the definition of a model of participation in the national production of defense means;

- establishment of a special legal regime for the national defense industry that enables the continuity and the preferential characteristic in the public purchases;

- integration and centralized definition in the acquisition of defense products of common use, compatible with the established priorities;

- linking the purchasing of defense products overseas to the substantial technology

transfer, including through partnership arrangements for the research and manufacturing in Brazil of part of these products or their substitutes;

- organization and coordination of the Armed Forces, compatible with the strategic and training needs of the Operational Commands, both by each branch or jointly, capable of taking into consideration the requirements of each operational environment, specially the Amazon and the South Atlantic ones;

- stimulating the aerospace activity in order to provide the country with the necessary technological knowledge to the development of the design and production satellites and satellite-launching vehicles, as well as the development of an integrated system to monitor the air space, the territory and the Brazilian jurisdictional waters;

- development of the necessary maritime, ground and aerospace infrastructures to enable the defense strategies;

- promote State presence actions in the Amazon region, especially strengthening the Programa Calha Norte defense approach;

- strengthen the cooperation among the South American countries and, by extension, with those located at the Brazilian strategic interest surrounding area;

- valuation of the military profession in order to encourage personnel recruitment in all social layers;

- improvement of the Mandatory Military Service in an attempt of further identification of the Armed Forces with the Brazilian society, and development studies to enable the establishment of a Civilian Service, to be regulated via specific rules;

- expansion of the combat capacity of the Armed Forces via mobilization of personnel, materials and services to complement military logistics in case of the country gets involved in a conflict; and

- optimization of the control over non-governmental actors, especially in the Amazon region, aiming at the preservation of the national heritage, through a wide coordination of the Armed Forces with the Brazilian government organs responsible for authorizing the operation of these actors within the country, particularly those with foreign links.

Hypotheses of Employment (HE)

"Hypothesis of Employment" is understood as the preview of a possible employment of the Armed Forces in a certain situation or area of strategic interest for national defense. It is designated by taking into account the high degree of indetermination and unpredictabily of threats against the country. Based on the hypothesis of employment, the pertinent operational and strategic plans will be designed and maintained updated, aiming to enable the continuous readiness of the Nation as a whole, and particularly of the Armed Forces, to employed in the country's defense.

Joint employment of the Armed forces Fulfilling the HE

The evolution of the Armed Forces' structure from peace to an armed conflict or war situation, will occur according to the peculiarities of the existing situation and in a sequentially way, which could be schematized as follows:

a) Peace time

The military organizations will be organized to harmonize the fulfillment of the Hypotheses of Employment with the need to optimize their maintenance costs and to provide training in specific operational environments.

Intelligence activities will be conducted permanently to follow up the situation and the actors who might represent a potential threat to the State, and to provide an early warning before in the possibility that these threats become real. The intelligence activities should observe safeguards and controls that protect the constitutional rights and guarantees.

b) Crisis time

The Supreme Commander of the Armed Forces, after consulting the National Defense Council, may activate a crisis management structure with the participation of representatives of the Ministry of Defense and the Navy, Army and Air Force Commands, as well as representatives from other Ministries, if necessary.

The employment of the Armed Forces will be by a single branch or jointly, and will happen in accordance with the issued guidelines.

Intelligence activities will be intensified.

Political measures inherent to the crisis management will continue to be adopted concurrently with military actions.

In the possibility that the crisis evolves to an armed conflict situation, the following measures can be unleashed, among others:

- the activation of the Operational Commands foreseen in the Military Defense Structure;

- the adjudication of forces belonging to the organizational structure of each service branch to the Operational Commands activated;

- the update and implementation, by the activated Operational Command, of the campaign plans designed during peace time;

- the replenishment of the structures;

- the activation of a Defense Zone – areas where active troops and reservists could be mobilized, including graduates from the Tiros de Guerra [military training school for reservists] – to defend the inland of the country in case of an armed conflict situation; and

- proclaim National Mobilization, if necessary.

c) During the armed conflict or war

The unleash of the military campaign established in the prepared Campaign Plan.

d) At the end of the armed conflict or war

The progressive demobilization of the unnecessary resources.

Fundamentals

The environments shown in the National Strategy of Defense do not allow envisaging clear and concrete military threats, represented by antagonist forces of potentially enemy countries or other non-state agents. Due to the uncertainty of threats against the State, the readiness of the Armed Forces should be oriented to act fulfilling varied missions, in different areas and scenarios, in order to provide the backing to the State's political actions.

The Hypotheses of Employment derive from the combination between the main trends of the national and international scenarios evolution, and the political-strategic orientations of the Country.

While developing the Hypotheses of Employment, the Military Strategy of Defense shall include de employment of the Armed Forces considering the following aspects, among others:

- the monitoring and control of the air space, the terrestrial borders, the territory, and the Brazilian jurisdictional waters during peace time;

- the threat of penetration into the terrestrial borders or of approaches into the Brazilian jurisdictional waters;

- the threat of far superior military forces in the Amazon region;

- the internal proceedings linked to the national defense resulting from a war in another world region, overcoming the limits of a controlled regional war, with the effective or potential employment of nuclear weapons;

- Brazil's participation in peace keeping and humanitarian operations, ruled by international organizations;

- the participation in homeland law and order enforcement operations, within the terms of the Federal Constitution, and in attendance to the Electoral Justice Courts requests;

- the threat of an armed conflict in the South Atlantic region.

The structuring of the Armed Forces

In order to move effectively fulfill the Hypotheses of Employment, the Armed Forces should be organized and coordinated so as to facilitate the accomplishment of joint or single operations, which should be adequate to the unique characteristics of the operations in each strategic area.

The main instrument, by means of which the Armed Forces will develop their tactical and strategic flexibility, will be the coordinated work between the service branches, in order to take advantage of the dialectics of concentration and deconcentration. Thence, the Armed Forces, as a rule, will jointly define their operational orientations,

privileginf this joint vision as a way to enhance their capacities, and they will reject any attempt of defining an isolated operational orientation.

The institutional agent for this unified work will be the cooperation between the Staff of each service branch with the Armed Forces Joint, in establishing and defining the front lines of joint action. In this sense, the educational system of each service branch will provide courses and will conduct projects of research and of joint formulation with the systems of the other branches, and with the Escola Superior de Guerra.

Likewise, the Armed Forces should be equipped, organized and trained, since during peacetime, according to the guidelines of the Ministry of Defense, performing single and joint exercises.

This way, based on the National Strategy of Defense and its resulting Military Strategy, the Armed Forces will submit their Equipment and Organization Plans to the Ministry of Defense, which should include a proposal of territorial distribution of the military facilities and the quantification of the necessary means to the effective fulfillment of the Hypotheses of Employment, in order to enable:

- the combat power to provide credibility to the dissuasion strategy;

- that the National Defense System has the means to allow the enhancement of the surveillance; the control of the air space, the terrestrial borders, the territory and the Brazilian jurisdictional waters; and the national strategic infrastructure;

- the increase of the military presence in strategic areas of the South Atlantic and of the Amazon regions;

- the increase in the participation of military and civilian government organizations in the plan to vivify and to develop the strip of the Amazon region border, employing the strategy of presence;

- the adoption of a process of organization that covers the aspects related to the concentration of means, the operational efficiency, the swiftness of employment and the optimization of costing during peacetime; and

- the existence of highly mobile and flexible strategic forces, endowed with technologically advanced means and capable of being immediately employed, organized in a way to best fulfill the Hypotheses of Employment.

The Plans of each service branch, consolidated in the Ministry of Defense, should

make reference to short-term (until 2014), medium-term (from 2015 to 2022) and long-term (from 2027 to 2030) goals.

Regarding equipment, the planning shall prioritize, with commercial, industrial and technological compensation:

- in the scope of the three service branches, conducted by the Ministry of the Defense, the acquisition of airlift, reconnaissance and attack helicopters;

- in the Navy, the design and production of conventional submarines, allowing its evolution towards the design and production, in the coutry, of nuclear-propelled submarines, as well as of surface and air means prioritized in this Strategy;

- in the Army, the necessary means to the operational systems of the brigades completion; the increase of the Ground Force's tactical and strategic mobility, especially of the Rapid Reaction Strategic Forces and of the forces based in the Amazon region; the so called "Cores of Modernity"; the new family of armored vehicles on wheels; the anti-aircraf missile and radars systems (air defense); the production of ammunition and the weapons, and the individual combatant's equipment, among others, bringing them closer to the needed technologies for the combatant of the future; and

- in the Air Force, the acquisition of fighter aircrafts that gradually replace the existing ones, aiming the possible standardization; the acquisition and development of weapons and sensors, seeking self-sufficiency in the integration of these items to the aircrafts; and the acquisition of troop transport aircrafts.

Regarding the distribution of the Armed Forces throughout the national territory, the planning consolidated in the Ministry of the Defense shall prioritize:

- in the Navy, the need to establish a Fleet in the north/northeast regions of the country;

- in the Army, a distribution process that meets the following conditioning factors:

  a) A flexible expectation system, due to the indefinite threats, which facilitates the progressive employment of the troops and the selective presence in case of a crisis escalation;

  b) The retention of troops at the central region of the country, particularly the strategic reserves, in a situation of operational readiness with mobility, allowing

them to rapidly move to any location of the national territory or abroad;

c) The retention of troops at the central-southern region of the country in order to ensure the defense of the main demographic, industrial and economic concentration areas, as well as the infrastructure, specially the power plant one; and

d) The concentration of the regional reserves in their respective areas; and

- in the Air Force, the adequate location of the troop transport units, in order to rapidly enable the transportation support to the strategic forces of employment. This presumes that they should be based close to the strategic reserves of the Army, at the center of the Country. In addition, their air defense and air space control units will be distributed in order to allow an effective meeting of the current needs, swiftly and promptly.

From the consolidation of the Equipment and Organization Plans prepared by the Armed Forces, the Ministry of the Defense will propose to the President a “National Defense Equipment and Organization Bill”, involving the Brazilian society in the search of the necessary solutions.

The special characteristics of the Amazon environment, with implications on the doctrine of employment of the Armed Forces, should demand special treatment, with the increase of actions to strengthen the strategy of presence in that operational environment.

As a result of these indefinite threats, the Armed Forces should dedicate to obtain guiding skills on the measures to be planned and adopted.

During peacetime, or while the resources are insufficient, some capacities will be temporarily maintained by means of expansion cores, consisting of flexible structures, capable of rapidly envolvement, in order to attain appropriate combat power in the operations.

The following capacities are desirable to the Armed Forces:

- permanent operational readiness to fulfill the Hypotheses of Employment, integrating joint forces or not;

- maintenance of units capable of making up Readiness Forces, ready to act in different operational environments;

- power projection in the areas of strategic interest;

- consolidated Command and Control, and Intelligence structures;

- continued action, provided by an appropriate logistical support, aiming at maximum logistical integration of the service branches;

- short-term increase of the combat power, by incorporating resources that can be mobilized, according to the Law; and

- interoperability in the joint operations.

Science, Technology and Innovation (ST&I)

The Science, Technology and Innovation for National Defense Policy is intended to encourage the scientific and technological development, and the innovation, in the interest of national defense.

This will happen by a national planning to the development of high-tech products, with the coordinate involvement of the military and civilian scientific and technological institutions (STI), the industry and the university, with the definition of priority areas and their respective technologies of interest, and the establishment of instruments to promote the research of materials, equipment and defense or dual use systems, in order to enable technological and operational vanguard based on the strategic mobility, on the flexibility and on the capacity to dissuade or to surprise.

In order to serve the purpose of this policy, the “Strategic Concept for Defense-Driven ST&I” shall also be considered; this document was prepared in 2003, resulting from a joint effort of the Ministry of Defense and the Ministry of Science and Technology, and revised in 2008.

The Ministry of Defense, in coordination with the Ministry of Science and Technology, will update the Science, Technology and Innovation for National Defense Policy, and its resulting normative instruments. In order to meet the objectives of this Policy, an adequacy of the existing organizational structures that operate in the fields of Science and Technology of Defense must take place. The aforementioned documents will include:

- measures to maximize and optimize research efforts in the civilian and military scientific and technological institutions, to the development of state-of-the-art technologies to the defense system, especially devoted to the priority areas and

their correspondent technologies of interest, based on the definitions of integrated efforts from the Armed Forces researchers;

- a defense-products research and development national plan, having as prior scope the search of mastering the strategic considered technologies and the measures for research funding;

- the integration of the military research centers' eforts, with the definition of the common employment materials research priorities to each center, and the participation of researchers of the three service branches in prior projects; and

- the establishment of strategic partnerships with countries that may contribute to the development of state-of-the-art technologies in the interest of defense.

Projects of common interest to more than one service branch shall have their research efforts integrated, and an integration "hub" for each one should be defined in the specified plan.

Regarding the use of the outer space as a defense activities support mean, the geostationary satellites used for communication, air traffic control and meteorology will play a fundamental role in the process of making viable several functions in command and control systems. The readiness, surveillance, monitoring and reconnaissance capacities may also be improved by the use of optical sensors and radars on board of satellites or unmanned aerial vehicles (UAVs).

In this context, developing platforms and space missions, for civilian purposes, such as environmental and scientific monitoring satellites, or meteorology and communication geostationary satellites will be taken into account, within the scope of the National Program for Space Activities - NPSA.

In any case, the concept, the project and the operation of space systems should follow the international law, the bilateral and multilateral treaties ratified by the country, as well as the international regimes signed by Brazil.

The described measures are backed by the partnership between the Ministry of Defense and the Ministry of Science and Technology, dating back to the "Concept for Defense-Driven ST&I", a document that was jointly prepared in 2003 and revised in 2008. This partnership was strengthened with the release of the Science, Technology and Innovation Action Plan (PACTI/MCT – Inter-Ministerial Agreement MCT/MD no. 750, November 20, 2007), which has the purpose of making viable scientific-technological solutions and innovations to meet the needs of the country, concerning national defense and development.

Defense Industry

The relation between Science, Technology and Innovation when it comes to defense is strengthened with the Productive Development Policy (PDP), released in May, 2008. Under the general coordination of the Ministry of Development, Industry and Foreign Trade, the PDP reaches 32 areas. The structuring program of the Defense Industrial Complex runs under the management of the Ministry of Defense and under the coordination of the Ministry of Science and Technology.

The goal of this program is to "recover and stimulate installed industrial base growth, expanding its supply to the Brazilian Armed Forces and for export purposes." It poses four challenges for the achievement of the goal:

- to increase investment in Research, Development and Innovation;

- to promote tax equity regarding imported products/materials;

- to expand the share in both internal and foreign markets; and

- to strengthen supplier chain in Brazil.

The PDP also suggests a set of actions to overcome the identified challenges:

- to increase national purchases;

- to expand and adjust funding;

- to promote the sales and the capacity building of the Brazilian companies; and

- to strengthen the research, development an innovation base.

Based on these goals, challenges and actions, the PDP seeks to strengthen the bonds between the development of the Science and Technology and of the production. It aims to take advantage of the potential of the technologies employed in the country and transform them into final goods, stimulating the national industry.

The projects to be supported will be selected and assessed according to the following described strategic actions, and to the characteristics that consider the public demand potential, the possibility of common use by the service branches, the dual use - military and civilian - of the technologies, the technological by-products of civilian use, the nationalization rate, the exporting potential, the presence of critical raw materials that depend on imports, and the international embargo potential.

The Ministry of Defense, in coordination with the Ministry of Science and Technology and with the Ministry of Development, Industry and Foreign Trade will conduct the analysis of the aforementioned characteristics, selecting in a coordinated way projects and products that combine the defense activity needs and the technological and productive potentials existing in Brazil.

In order to meet the new challenges of the country's defense industry, the National Policy for the Defense Industry must be updated.

Defense Intelligence

Accuracy is the fundamental principle of Military Intelligence. Through Intelligence, we seek that all planning efforts – political, strategic, operational and tactical – and their execution should be developed based on facts that become reliable and opportune knowledge. Accurate information is an essential condition for the appropriate employment of military means.

Intelligence should be developed since peacetime, as it is responsible for the overcoming of uncertainties. Its best results proceeds from its prospective nature, allowing the outlining of possible courses of action and their ramifications. The identification of the threats is the first result of the Military Intelligence activity.

Strategic Actions

The strategic actions that will guide the implementation of the National Strategy of Defense are listed as follows:

Science and Technology

To promote the research of materials, equipment, and military and civilian systems that harmonizes scientific-technological priorities with the defense needs.

1. The Ministry of Defense, in coordination with the Ministries of Foreign Affairs, of Finance, of Development, Industry and Foreign Trade, of Planning, Budget and Management, of Science and Technology and the Secretariat of Strategic Affairs of the Presidency, will propose the establishment of strategic partnerships with countries that may contribute to the development of state-of-the-art technologies in the interest of defense.

2. The Ministry of Defense, in coordination with the Ministries of Finance, of Development, Industry and Foreign Trade, of Planning, Budget and Management, of Science and Technology and with the Armed Forces, shall establish a legal proceeding to guarantee the continuous allocation of specific financial resources to make viable the integrated development and the completion of national defense-related projects, each one with a clearly defined integration "hub"", emphasizing the development and production, among others, of:

- fighters and transport aircrafts;

- conventional and nuclear-propelled submarines;

- surface naval means;

- intelligent armaments, such as missiles, bombs and torpedoes, among others;

- unmanned aerial vehicles;

- command and control and information security systems;

- radars;

- electronic warfare equipment and platforms;

- individual equipment and communication systems of the combatant of the future;

- armored vehicles;

- airlift helicopters for the enhancement of tactical mobility, and reconnaissance and attack helicopters;

- ammunition; and

- optical and electro-optical sensors.

3. The Ministry of Science and Technology, by means of the Brazilian Space Agency, will promote the update of the Brazilian Space Program, in order to prioritize the development of the space systems needed to expand the communication, meteorology and environmental monitoring capacity, especially for the development of:

- a national geostationary satellite for meteorology and safe communications, among other applications; and

- remote sensing satellites for environmental monitoring, with optical sensors and synthetic aperture radar.

4. The Ministry of Defense and the Ministry of Science and Technology, by means of the Air Force Command's Institute of Aeronautics and Space and the Brazilian Space Agency, will promote measures aiming to ensure the autonomy to produce, launch, operate and replace space systems, through:

- the development of satellite-launching vehicles and ground systems in order to guarantee access to space in low and geostationary orbits;

- activities to promote and support the development of the industrial capacity in the space sector, with the participation of the Ministry of Development, Industry and Foreign Trade, in order to guarantee the supply and the prompt replacement of components, sub-systems and systems; and

- personnel qualification activities in the areas of creation, design, development and operation of space systems.

Human Resources

To value the military career, in compliance with its role in the Brazilian society, as well as to encourage enlistment, selection, development and retention of civilian personnel, in order to contribute to the defense efforts.

1. The enlistment of professional personnel for the Armed Forces shall be representative of all social layers. The military career will be valued by the creation of incentives compatible with the unique characteristics of the profession. In this sense, the Ministry of Defense, advised by the Commands of each service branch, will propose the necessary measures to the intended valuing of the career.

2. The enlistment of the temporary personnel of the Armed Forces should represent the Brazilian society, and also enable the availability of workmanship adequate to the new technological means of national defense. In this sense, the Ministry of Defense, advised by the Commands of each service branch, will propose the necessary changes to the Mandatory Military Service.

3. The Ministry of Defense and the Secretariat of Strategic Affairs of the Presidency will propose the creation and regulation of a Civilian Service, throughout the national territory, to be rendered by citizens not assigned to carry out the Mandatory Military Service.

4. The Ministry of Defense will conduct studies about the establishment of a corps of civillian specialists in Defense, in addition to the existing careers in the military and civilian administrations, in order to organize a workforce capable of acting in the management of defense public policies, in programs and projects in the defense area, as well as in the interaction with governmental organizations and with the society, integrating both technical and political points of view.

Education

To promote further integration and participation of the civilian governmental sectors in the debate about defense-related themes, as well as the effective participation of the Brazilian society, via the academia and the institutes and entities linked to defense strategic subjects.

1. The Ministry of Defense shall submit a plan to transfer the Escola Superior de Guerra to Brasília, in order to enhance the exchange between the members of the Federal Government and the aforementioned Institution, as well as to optimize the qualification of human resources in defense issues.

2. The Ministry of Defense and the Ministry of Planning, Budget and Management will propose a bill, changing the law that creates the Escola Superior de Guerra. This bill will aim at creating directorate and high advisory positions to organize a permanent corps, with renewing possibility to allow the exercise of academic activities by attracting individuals with notorious specialization or recognized lore in specific areas. This will allow an increase in the institutional capacity of the Escola Superior de Guerra to develop academic and administrative activities, as well as to enhance the exchange between the Federal Government members, the organized society and that Institution.

3. The Ministry of Defense and the Secretariat of Strategic Affairs of the Presidency will stimulate the organization of Meetings, Symposia and Seminars to debate strategic issues, which includes the National Defense subjects. It should be given a special attention to the participation of the society in these events.

4. The Ministry of Defense will intensify the publicity about defense activities, so that

they become more visible to the society, and will implement actions and programs to promote and disseminate research and the qualification of human resources, such as the Program of Support to Education, Scientific and Technological Research on National Defense (Pró-Defesa).

5. The Ministry of Defense will formulate an Education Policy with the following purposes:

- to expedite the interaction process of the military education, particularly at the level of High Studies, meeting the guidelines contained in the first section of this Strategy, and

- to prepare military and civilians to work in the Central Administration of the Ministry itself, and in other sectors of the Government, in the interest of Defense.

6. The education institutions of the three service branches will enlarge, in their military curricula, subjects related to the basics on Constitutional Law and on Human Rights, necessary to consolidate the identification of the Armed Forces with the Brazilian People.

Mobilization

To accomplish, integrate and coordinate the planning, preparation, implementation and control actions of the National Mobilization and Demobilization activities established in the National Mobilization System (SINAMOB).

1. Until the change in the legislation of the National Mobilization System is not approved, the Ministry of Defense will lead and coordinate the other ministries, secretariats and organizations linked to the SINAMOB, in the establishment of programs, rules and procedures related to the completions of the National Logistics, and in the adequacy of the governmental policies with the National Mobilization policy.

2. The Ministry of Defense, in coordination with the Secretariat of Strategic Affairs of the Presidency, will propose modifications in the Law no. 11.631, of December 27, 2007, which defines SINAMOB's central entity.

Logistics

To expedite the integration process between the three service branches, especially in the fields of basic industrial technology, logistics and mobilization, command and control and joint operations.

1. The Ministry of Defense will propose the modification its by-law structure, in order to create a subordinate entity in charge of formulating and guiding the defense products procurement policy.

2. The Ministry of Defense will propose the creation of a subordinate structure in charge of coordinating the processes of certification, metrology, standardization and industrial promotion.

Defense Industry

To harmonize the governmental effort to expedite the country's growth with the National Defense needs.

1. The Ministry of Defense, after consulting the Ministries of Finance, of Development, of Industry and Foreign Trade, of Planning, Budget and Management, of Science and Technology, and the Secretariat of Strategic Affairs of the Presidency, shall propose modifications in the legislation regarding the special legal and economic regime for the purchases of defense products in the national companies; with to modify Law no 8.666 of June, 1993.

2. The Ministry of Defense, in coordination with the Ministries of Finance, of Development, Industry and Foreign Trade, of Transport, of Planning, Budget and Management, of Science and Technology, and the Secretariat of Strategic Affairs of the Presidency, shall propose modifications in the legislation related to the taxation on the national defense industry, through the establishment of a special legal regime to allow incentives and tax exemption to the private initiative in the production of priority defense products for the Armed Forces and for export purposes.

3. The Ministry of Defense, in coordination with the Ministries of Finance, of Development, Industry and Foreign Trade, of Transport, of Planning, Budget and Management, of Science and Technology, and the Secretariat of Strategic Affairs of the Presidency, shall propose modifications in the legislation related to the special line of credit for defense products, by means of the National Bank for Economic and Social Development (BNDES), similar to the ones already granted to other activities.

4. The Ministry of Defense, in coordination with the Ministries of Finance, of Development, Industry and Foreign Trade, of Transport, of Planning, Budget and Management, of Science and Technology, and the Secretariat of Strategic Affairs of the Presidency, shall propose modifications in the legislation to making viable, by the Ministry of Finance guarantee proceedings to defense products export contract of great significance, in accordance with the Decree-Law no. 1.418, of September 03, 1975, and the Law of Fiscal Responsibility.

Command and Control

To consolidate the National Defense command and control system.

The Ministry of Defense will improve the Defense Command and Control System to include the use of Brazil's own telecommunications satellite.

As a result of its sensors of monitoring and control ling the Brazilian terrestrial, maritime and air spaces, the Defense Command and Control integrated system shall be able to make data of interest to the National Public Security System available, according to its specific constitutional attributes. Likewise, the National Public Security System shall make available, to the national defence system data of interest for border control, which is also performed by the Armed Forces, especially the ones related to those activities linked to transnational crimes through the borders.

Training

To update the operational planning and train joint staffs.

The Ministry of Defense will define cores of joint staffs, coordinated by the Joint Staff, to be activated, since peacetime, within the organizational structure of the Armed Forces, in order to allow the continuity and update of the operational planning and training that meet what was established in the strategic plans.

Defense Intelligence

To improve the Defense Intelligence System.

The System shall receive the necessary resources to formulate a conjunctural

diagnosis of the current scenarios, with a political-strategic prospective, considering the national and international environments.

The human resources will be trained on the analysis and techniques in the scientific, technological, cybernetic, space and nuclear fields, with emphasis on the monitoring/ control, on the strategic mobility and on the logistical capacity.

In the Ministry of Defense, a structure compatible with the military intelligence bodies' integration needs will be created.

Doctrine

To promote the improvement of the Doctrine of the Joint Operations Doctrine.

The Ministry of Defense will conduct studies related to the improvement of the Joint Operations Doctrine, mainly focusing the operational environment and the improvement of the defense means, the experience and the knowledge acquired from running joint operations and the guidelines of the National Strategy of Defense, regarding the assignments of the Armed Forces Joint Staff and the Staffs of each service branch.

Peacekeeping Operations

To promote the increase of the Armed Forces' training and participation in peacekeeping operations, taking part in UN's or regional multilateral organization's Peacekeeping Forces.

1. Brazil shall expand its participation in peacekeeping operations, under the aegis of the UN or of a regional multilateral organization, according to the national interests stated in international commitments.

2. The Ministry of Defense will promote actions aiming to increase the activities of a Peacekeeping Operations Instruction Center, in order to stimulate the training of civilian and military, or of Public Security contingents, as well as guests from friendly nations. For this purpose, the Ministry will provide the necessary support in order to make the Center a regional reference in the joint training for peacekeeping operations and for humanitarian demining.

Infrastructure

To harmonize the current governmental efforts to expedite the country's growth with the National Defense needs.

1. The Ministry of Defense, in coordination with the Secretariat of Strategic Affairs of the Presidency, will propose to the apropriate ministries the necessary initiatives to the development energy, transport and communications infrastructures in the interest of defense, according to the strategic planning for the employment of the Armed Forces.

2. In the design of the Military Interest Aerodrome Development Plan (PDAIM), the Ministry of Defense will prioritize the deployment aerodromes established in the Amazon region's defense related planning.

3. The Ministry of Defense will submit to the Ministry of Transport, on an agreed date, a medium and long-term investment program, as well as its priorities linked to the transport routes needs, in order to meet the strategic planning resulting from the Hypotheses of Employment. The Ministry of Transport, on its turn, will include the aforementioned priorities in the National Plan of Logistics and Transport (PNLT).

4. The Ministry of Transport, in coordination with the Ministry of Defense, will install – at the Supreme Commander Operation Center (COCS) – a terminal of the Georeferenced Transport Data Base to make the information related to the transport infrastructure, from that system, available for the planning and strategic management of crises and conflict situations.

5. The Ministry of Defense and the Ministry of National Integration will develop joint studies aiming to make the Programa Calha Norte and the Border Strip Development Promotion Program (PDFF) compatible, and to assess the feasibility of structuring Local Productive Arrangements (APL) with social and economic infrastructural actions to meet the occasional needs to vivify and develop the border region, identified in the strategic planning resulting from the Hypotheses of Employment.

6. The Ministry of Communications, in the context of the Electronic Government Program – Citizen Care Service (GESAC), shall plan the installation of community telecenters with broadband connection at the existing military border facilities, as well as the ones to be implemented as a result of the Decree no. 4.412, of October 7, 2002, amended by the Decree no. 6.513, of July 22, 2008.

7. The Ministry of Defense, with the support of the Armed Forces on whatever is deemed pertinent, and the Ministry of Communications will promote studies aiming to coordinate incentive actions to the licensing of community radio stations in the townships of the border areas, in order to lessen the effects of undesirable radio emissions.

Law and Order Enforcement

To harmonize the legislation and train the specific means of the Armed Forces for an occasional employment in the Law and Order Enforcement under the terms of the Federal Constitution.

1. The Ministry of Defense will propose modifications in the Complementary Law no. 97 of June 09, 1999, amended by the Complementary Law no. 117 of September 02, 2004; and to the Law no. 9.299, of August 07, 1996, which enable the employment of the Armed Forces in the Law and Order Enforcement under the terms of Federal Constitution, efficiently and safeguarding its members.

2. The training of the Armed Forces shall include the qualification of the troops to fulfill the Law and Order Enforcement missions, under the terms of the Federal Constitution.

Regional Stability

To contribute to the regional stability maintenance.

1. The Ministry of Defense and the Ministry of Foreign Affairs will promote the increase of the activities regarding the regional stability maintenance and the cooperation in the border areas of the country.

2. The Ministry of Defense and the Armed Forces will strengthen their strategic partnerships in the cybernetics, space and nuclear areas and the military exchange with the Armed Forces of friendly nations, particularly with those within the Brazilian strategic interest surroundings area and those of the Portuguese-speaking Country Communities.

3. The Ministry of Defense, the Ministry of Foreign Affairs and the Armed Forces will seek to actively contribute towards the strengthening, the expansion and the consolidation of the regional integration, emphasizing research and development of common projects on defense products.

International Participation

To increase the support to the Brazilian participation in the Antarctic activities.

1. The Ministry of Defense, other involved ministries, and the Armed Forces should increase the necessary support to the Brazilian's participation in the decision-making processes regarding the Antarctic Region's destiny.

National Security

To contribute to the rise of the National Security level.

All State's instances should contribute to the rise of the National Security level, particularly emphasizing:

- the improvement of crisis management processes;

- the integration of all National Intelligence System (SISBIN) bodies;

- the prevention of terrorist acts and of massive attacks against the Human Rights, as well as the guiding of counter-terrorist operations, under the responsability of the Ministries of Defense and of Justice, and the Institutional Security Cabinet of the Presidency (GSI/PR);

- the security measures for the critical infrastructure areas – including services – especially regarding energy, transportation, water and telecommunications, under the responsability of the Ministries of Defense, of Mines and Energy, of Transport, of National Integration and of Communications, and the coordination, assessment, monitoring and risk mitigation works performed by the Institutional Security Cabinet of the Presidency (GSI/PR);

- the measures of chemical, biological and nuclear defense, under the responsibility of the Presidential Staff Office, the Ministries of Defense, of Health, of National Integration, of Mines and Energy, of Science and Technology and the GSI-PR, to the protection of the population and the national territory facilities, from the possible effects resulting from the employment of these kinds of weapons.

- the actions of civil defense, under the responsibility of the Ministry of National Integration;

- the actions of public security, under the responsibility of the Ministry of Justice and of the public security states bodies;

- the improvement of the security devices and procedures that reduce the vulnerability of the systems related to the National Defense against cybernetic attacks and, in case that occurs to allow their immediate reestablishment, under the responsibility of the Presidential Staff Office, the Ministries of Defense, of Communications, of Science and Technology, and the GSI-PR;

- the execution of studies to enable the establishment of a tropical disease research center for the Amazon region, under the responsibility of the Ministries of Defense, of Science and Technology, of Health, and states and townships health agencies;

- defense measures against pandemics; and

- the fulfillment of international commitments related to the protection of human life in the sea, and to the international air traffic, under the responsibility of the Ministry of Defense, through the Commands of the Navy and Air Force, respectively, and the Ministry of Foreign Affairs;

Final Provisions

The complementary documents and the ones resulting from the current National Strategy of Defense, whose needs in terms of design or update meet the requirements of this Strategy, should be prepared according to the table given below:

DEADLINE dd/mm/yyyy	TASK TO PERFORM	RESPONSIBLE
31/12/2010	Strategic Plans that will serve as the basis for the Campaign Plans of the Joint Commands, for each HE.	MD
30/06/2009	Equipment and Organization Plans of the Armed Forces (2009-2030)	MD and Armed Forces
30/09/2009	Proposed Law on Equipment and Organization of the National Defense to be submitted to the President.	CC and MD
31/03/2009	Update of the Science, Technology and Innovation Policy for National Defense and resulting normative instruments.	MD and MCT
31/03/2009	Update of the National Policy for the Defense Industry.	MD, MF, MDIC, MPOG,
31/03/2009	Proposal for the establishment of strategic partnerships with countries that may contribute to the development of state-of-the-art defense technologies in the interest of defense.	MD, MRE and SAE
31/03/2009	Proposal for the establishment of a legal act that guarantees the continuous allocation of specific financial resources to enable the integrated development and the completion of national defense-related projects.	CC, MF, MD, MPOG and SAE

DEADLINE dd/mm/yyyy	TASK TO PERFORM	RESPONSIBLE
30/06/2009	Proposal for the necessary devices to enable investiments in the Armed Forces from the revenues occasionally generated by State's properties, managed by the service branches.	CC, MD, MF and MPOG
30/06/2009	Proposal of specific legislation to allow the investment in the Armed Forces of financial resources resulting from the collection of fees and charges.	CC, MD, MF and MPOG
30/06/2009	Proposed Law with the new Defense Military Structure including the structuring of a core of joint staffs linked to the Ministry of Defense.	CC and MD
30/06/2009	Submission of a feasibility study to create and regulate a Civilian Service, throughout the national territory, to be rendered by citizens who are not assigned to carry out the Mandatory Military Service.	CC, MD, MPOG and SAE, MEC and SAÚDE
30/06/2009	Proposed law on the creation of a specific corps of Defense Experts to be included in the Unified Career Plan of the defense area servants, complementing the existing careers in the civilian and in the military administration.	CC, MD and MPOG
30/06/2009	Plan to transfer the Escola Superior de Guerra (ESG) to Brasília, and proposal of the necessary complementary measures.	MD

DEADLINE dd/mm/yyyy	TASK TO PERFORM	RESPONSIBLE
31/03/2009	Proposed law changing the Law that created the ESG, and allowing the creation of directorate and advisory group (DAS) positions.	CC, MD and MPOG
30/06/2009	Proposal of an Education Policy for the Armed Forces, especially at the level of high studies.	MD and MEC
31/03/2009	Proposal to change the Law of the National Mobilization System.	CC, MD and SAE
30/06/2009	Proposed law with a new structure for the Ministry of Defense, with the creation of an entity in charge of the defense products procurement process, properly integrated to the material catalogation.	CC, MD and MPOG
31/03/2009	Proposal for the creation of a structure subordinated to the Ministry of Defense, responsible for coordinating the processes of certification, metrology, standardization and industrial promotion.	MD, MDIC and MPOG
31/03/2009	Proposal of modifications in the Law no. 8.666 and in complementary legislation, enabling a special legal and economic regime for the defense products purchase in national industries.	CC, MD, MDIC, MT, MPOG and SAE

DEADLINE dd/mm/yyyy	TASK TO PERFORM	RESPONSIBLE
31/03/2009	Proposal of modifications in the legislation regarding taxation on the national defense industry through the establishment of a legal regime that allows incentives and tax exemption to the private initiative in the manufacturing of priority defense products for the Armed Forces.	CC, MD, MDIC, MF, MT, MPOG and SAE
31/03/2009	Proposal of modifications in the legislation to making viable, by the Ministry of Finance, guarantees proceedings for considerable defense products export contracts of great significance.	CC, MD, MF, MT, MDIC and SAE
30/06/2009	Proposal of change to the Complimentary Law no. 97, Complimentary Law no.117 and Law no. 9.299, to adequate them with the National Strategy of Defense.	CC and MD

THE NATIONAL STRATEGY OF DEFENSE AND ITS RESULTING DOCUMENTS WILL BE COMPLEMENTED BY ATTACHMENTS.
THESE ATTACHMENTS WILL DESIGN PLANS FOR VARIOUS HYPOTHESES OF EMPLOYMENT OF THE ARMED FORCES.
THEY WILL BE PREPARED, BY THE ARMED FORCES JOINT STAFF, AND BY THE STAFFS OF THE THREE SERVICE BRANCHES UNDER THE DIRECTION OF THE MINISTER OF DEFENSE.

Abbreviations	
CC	Presidential Staff Office
MCT	Ministry of Science and Technology
MD	Ministry of Defense
MDIC	Ministry of Development, Industry and Foreign Trade
MEC	Ministry of Education
MF	Ministry of Finance
MPOG	Ministry of Planning, Budget and Management
MRE	Ministry of Foreign Affairs
MT	Ministry of Transports
SAE	Secretariat of Strategic Affairs of the Presidency
SAÚDE	Ministry of Health

Ministry
of Defense

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