**Ministry of Defence of Georgia**

**Minister’s Vision 2020**

# Foreword by the Minister

The government’s fundamental responsibility is protection of our national values and beliefs – the defence of our freedom. Because of continued occupation of our territories, every day we solemnly face the challenge of ensuring the defence of our Nation from the ominous threats to our territorial integrity, sovereignty, and well-being.

The state of National defence preparedness is remarkably better than at any time in the past, and our vigilance is at an all-time high. However, we are always mindful that 20% of our country remains occupied. That painful recognition reminds us that we cannot divert from our fundamental responsibility for our fellow countrymen.

We, the total defence family, give our citizens confidence to feel safe and secure in their homes and in their villages with the understanding that their basic rights are protected and they will enjoy the freedoms they cherish. Our duty is to always keep that promise. To do so we must provide the most capable and lethal Defence Force possible today and tomorrow. It is my commitment to ensure we recognize and choose the course necessary today, while keeping an eye on the horizon in order to set the proper azimuth for the future.

The Ministry will continue steadfast adherence to the Total Defence concept. Under that concept with an operational approach that meets our defence objectives, we must take a calculated and thoughtful approach to the demands of our interconnected activities, while targeting the NATO benchmarks with around 2% of the GDP spending on defence. Knowing our Defence Force is a complex apparatus with interdependent parts, we must always pay attention to fundamentals to ensure defence preparedness.

The fundamental activities we must take care of include: people - our total force family; the Georgian Defence Forces capability; sustainment operations - logistics and infrastructure; institutional enabling support; and international cooperation. With the combination of these activities, there is a delicate balance necessary to ensure the demands of these interdependent efforts are met. We need to pull efforts together in the near term, build towards that proper balance, and then maintain equilibrium in the future. After thoughtful consideration, I recognize that in the near term we must first rebalance and refocus attention on our people and on modernization of infrastructure.

Georgia is fortunate to have many partners and supporters to whom it is bound with common values and interests. We will solicit and count on their support while we provide for our National Defence and building up modern, interoperable, lethal defence forces. At the same time we are actively engaged with them in strengthening international security and protecting common values.

It is an immense honor to serve as a Minister of Defence. With that, it is my responsibility to make strenuous efforts to guide us to successfully accomplish this duty. The gravest responsibility we assume is to deter war and to defend against aggression. With this in mind, we will make the best possible use of all available resources to provide the most capable defence our Nation can imagine. It is to this effect that I present my 2020 guidance – a vision for the future with direction for today. The follow-on implementation plan is to allow us to monitor the progress and provide steerage along the path.

**Irakli Garibashvili**

**Minister of Defence of Georgia**

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# Total Force Family Care

There is no greater sacrifice than that of our men and women in uniform and their families. Our soldiers, their families, and our civilian workforce deserve our focused attention. Those who will put their lives on the line for the good of their fellow countrymen cannot be left to worry about basic necessities and caring for their families or their own well-being. We, and the Nation, need to ensure that sacrifice is recognized and adequately rewarded.

As such, we will approach this not in a piecemeal fashion but in a comprehensive manner. Grouping significant efforts together, we will look towards the actions necessary to take care of our people (active forces, reservists, conscripts, families, and civilians). Our attention to people will require a multi-year approach, which starts with major emphasis in 2020 on areas that support military service appreciation, improved soldier compensation, support facility improvement, and web-based all-time connection.

## Recruitment and Retention

Recruitment and retention will succeed as attractiveness to serve the Nation increases. To this end, in 2020 we will use our own resources, while concurrently engaging at the National level and with local and/or city government bodies, to launch projects to create conditions that would increase military service desirability.

We seek to develop incentive benefits packages for those who serve that include such options as free internet service, free public transportation, the establishment of a web-site/social media-site for soldier and family awareness and interaction and so one.

In 2020, we will fully implement the recruitment effort initiated as a pilot project with the National Guard. Our goal is to achieve and maintain high level of a personnel manning in foreseeable future as it is defined by the table of organization. Special attention will be paid to the development of individual qualifications and skills to ensure recruitment and retention of highly-skilled individuals.

## Women, Peace and Security in Georgian Defence Forces

The Georgian Defence Forces (GDF) share gender equality perspective in all aspects of the military service. In the framework of the North Atlantic Treaty Organization (NATO) partnership and implementation of the United Nations (UN) Security Council Resolutions on Women, Peace and Security, we will continue our efforts in three main directions: integration, inclusiveness, and integrity.

To enhance *integration*, we will ensure that gender equality is considered as an integral part of the Georgian Defence Ministry (MoD) policies **and projects guided by effective gender mainstreaming practices;** to ensure *inclusiveness*, we will promote and increase women representation within the Georgian Defence Forces and provide for their career development. To strengthen *integrity*, we intend to enhance accountability and raise awareness while implementing the WPS agenda in accordance with national and international legislation.

With a huge support from UK and UN Women organizations, the MoD will focus on Sexual harassment issues by raising awareness about sexual discrimination on a workplace; elaborating sexual harassment protocol; and using victim-oriented approach during investigation process.

The role of women in our forces, and particularly within the National Guard, is essential. Although significant progress has been made, in 2020 appropriate steps will be taken to attract more women to serve in the National Guard.

## Remuneration

One of the most important components of the social security policy is the provision of decent remuneration to military personnel. It is not only a moral responsibility the Ministry must pursue in 2020, but it will positively affect motivation, career growth interest, and ultimately contribute to steadfast development of the GDF.

In 2019, we began the effort of balancing compensation by gradually increasing military personnel salaries for certain units by rank with monthly additions of GEL 100-510. In 2020, we will continue this effort to ensure the overall remuneration system is equitably balanced across the force. In addition, the salaries of the employees of the Ministry civil office will be reviewed with an appropriate follow-on action to promote a remuneration system in line with principles of equality and transparency.

## Improving Soldier Individual Clothing Items

In 2020, we will introduce major changes to rebrand and improve military uniform quality. Defence Forces service members will be issued high-quality, modern uniforms with renewed design. The MoD will allocate GEL 21 million to provide uniforms and footwear for our militaries.

Supporting the effort, the Ministry will develop specific technical specifications and standards for procurement. The establishment and codification of these guidelines is essential to ensure that the fundamental requirement for quality clothing and footwear for our soldiers is not hampered by bureaucracy.

## Improving Living Conditions

Provision of the housing for military personnel is one of the key challenges. Creating a decent living environment is a prerequisite for respectable military service. The Ministry’s efforts are an expression of the special care and high social responsibility for soldiers and their families.

The process of handing over apartments to military servicemen started in 2013. Since then, 1371 apartments have been transferred from the MoD to military servicemen by contract. By the end of 2020, all eligible military personnel in both Gori and Tbilisi will be provided with appropriate housing.

It is important to establish a building society partnership to construct multi-block apartments. A supporting project was launched in 2019 which, with beneficial changes, will be implemented in two phases and involve 30% more service members than initially planned. We shall also explore opportunities with city authorities to enhance the living environment around multi-block apartments for the family members and children of our militaries.

On-base housing will be improved as part of the military base infrastructure improvement plan to be initiated in 2020. Planned efforts include the renovation and equipping of approximately 197 barracks, 52 dining facilities, 23 multifunctional, multi-purpose outdoor recreation fields, and indoor gymnasiums with sports courts and well-equipped fitness rooms across the GDF facilities.

## Health Care, Insurance and Well-being

The MoD cares not only for the members of a military service but also for their families. One of the most important components in this regard is the creation of appropriate health insurance and quality medical services. The Ministry has been providing health insurance since 2006. The provision of medical services, coverage, number of clinics and limits for these services has improved, yet serious challenges remain with regards to dispensary, stationary, medication, and dental services.

In 2020, the MoD will allocate approximately GEL 22 million for improvements. The Ministry will improve dispensary, stationary, medication and dental services in both Tbilisi and in the regions. The number of family physicians in the city will increase to ensure better coverage, and the number of family physicians in the regions will increase based on existing needs.

In 2020, healthcare insurance provisions will be enhanced substantially. The number of free preventive examinations will increase, while the list of limited medical services will be reduced. For the first time, the basic package of insurance for the MoD employees will include dental services. Together with these enhancements, effort will also be made to ensure the Ministry staff is able to access the medical reimbursement system electronically.

Another essential part of soldier well-being and health is a quality food service. This implies taking proper care and improving kitchen facilities, food preparation, food taste, and nutrition. Steps we have recently taken to improve the food service quality of our troops caused a 25% increase in funding. This initiative will continue in 2020.

## Care for Wounded and Injured Warriors and their Re-socialization

Ongoing and future support to our Wounded Warrior Program will continue to be vitally important for the Ministry and the Nation. We will carry on focusing on warrior care that restores the physical and mental well-being of our wounded soldiers and their sense of self-worth as productive members of society. This responsibility will be carried out with the dignity and respect these heroes deserve. In 2020, we will demonstrate our commitment to care for wounded servicemen and their families with the opening of the Maro Makashvili Tserovani Rehabilitation Centre, after a multi-year effort to provide a world-class care facility.

# Sustainment Operations, Logistics and Infrastructure Modernization

Work will continue to organize our logistics capabilities in peacetime in accordance with the requirements of war to sustain independent operations in East and West Georgia that will enable the Nation to sustain resistance in any aggression. This implies having effective logistical support of the military with necessary supplies, transportation, maintenance, medical, and other services. In 2020, we will begin a significant five-year effort to improve the state of our MoD infrastructure. Work in this area has languished over the years, necessitating focused attention and resources to bring it to a decent state.

## Logistics Support

The ongoing transformation of our logistics system started in 2018 envisages a flexible and responsive structure to enable independent sustained operations throughout Georgia. Fundamental to this is ongoing revision of requisition and reporting processes, with codification of new and revised policies. It also includes revised standards for unit basic loads and operational stocks levels to meet operational demands.

Delivering timely logistics support to units is a key measurement of the effectiveness of our sustainment system. The improved GDF Material Management Center and Logistics Operating Centers will be operationalized in 2020 to support this effort. Additionally, initial efforts of the Integrated Resource Management System (IRMS) providing the designed enabling capability are to be on-line in 2020, with across-the-force total asset visibility for all classes of supply. This will facilitate more precise, timely, and responsive support.

## Security of Combat Munitions

We will place significant effort on improving Physical Security and Stockpile Management (PSSM) of munitions to become fully compliant with the UN International Ammunition Technical Guidelines (IATG). We will continue cooperation with our partners to establish comprehensive training and facility development programs to meet this requirement. Emphasis will be put to ensure appropriate safety of combat munitions depots. The main goal for this effort is to ensure all munitions depots are safe and secure, and that loading and transportation of munitions and other cargo liable to explode is conducted in accordance with IATG standards. In 2020, an automation-supported munitions management system will be developed with the help of American partners for total asset visibility of all munitions stocks.

## Medical Provision

Appropriate attention will be paid to development of GDF medical capabilities. Our Role-2 Medical Treatment Facilities (MTF) successfully debuted in 2019 “Agile Spirit” exercise. This activity validated the structure and composition of the treatment facilities, but also identified shortcomings related to specific technical equipment. In 2020, plans will be developed to address identified shortfalls, enhance MTF mobility and create mobile surgical teams on a brigade level.

## Divestiture, Demilitarization and Disposal of Military Items

In 2020, the GDF will continue divestiture of excess or obsolete Soviet legacy military equipment, munitions and other supplies. Retaining these properties, equipment items and supplies is a costly burden that must be eliminated and replaced by necessary NATO-standard military equipment.

## Infrastructure Modernization

An assessment of our infrastructure highlighted the urgent need to apply significant financial resources. In 2020 in addition to other relevant activities, we shall spend GEL 100 million to upgrade facilities and address shortcomings related to living conditions, health, safety, security and environmental remediation. We will develop a plan to create the Infrastructure Management Office (IMO) within the MoD in order to provide institutional solution to this shortcoming. An initial operating capability of the IMO will be established by mid-year to provide Ministerial oversight for infrastructure efforts. This office will institute appropriate norms for our facilities consistent with the UN, European Union (EU) and NATO standards. It will be responsible for overseeing the development and execution of a five-year plan to restore our military facilities based on approved, well-designed master plans. In this regard, we will also increase the financial resources and legal authority of our commanders allowing them to carry out minor infrastructure repair and improvement projects independently.

# Development of the Georgian Defence Forces

In view of the occupation of Georgian territories and Russia’s aggressive pattern along with continued military build-up in the Black Sea region, the GDF must adequately reform to address the threat. Based on the lessons learned and considering adversaries’ doctrines and tactics, the GDF will continue to transform into a leaner, more mobile force able to operate in urban and non-urban environments with appropriate protection and lethality. To achieve this, we will implement an operational approach that includes short-, mid-, and long-term objectives, applying lessons learned and best practices of other nations – for example the Baltic States – with similar operational environments, challenges, and resources. Continued fiscal austerity will define our effort and require tough, smart decisions, including the proper mix of regular and reserve forces.

## Strategic Framework for the Development of National Defence

The long-term development of the National Defence will be guided by the Total Defence concept, which involves a mobilized, whole-of-government approach. The drafted National Defence Strategy 2020-2030 (NDS) is the capstone document for operationalizing Total Defence. The strategy establishes a government-wide preparedness framework to mobilize national resources for defence. It outlines roles, responsibilities, and objectives for the GDF and other Government elements for a coordinated and integrated approach to meet overall defence goals and objectives.

The Military Defence component of the document spells out the long-term capability development roadmap for the GDF. With a forward-focused strategy, the NDS will provide strategic guidance for the development of the GDF until the year 2030.

To support the implementation of the Total Defence concept, the MoD will conduct the exercise “Didgori 2020”. This computer-assisted exercise is an interagency operational level exercise linking tactical and national-strategic levels. The primary goal of the exercise is to increase the effectiveness of interagency coordination by assessing the efficacy and the shortcomings of the inter- and intra-agency decision and response mechanisms at the strategic and operational levels during a state of emergency and a state of war. During the exercise East and West Operational Commands will refine operations planning, preparation, execution and evaluations processes and develop scenarios challenging Mission Command principles. Exercise planning process will be conducted following NATO Collective Training and Exercise Directive enabling the GDF officers and NCOs to be trained in accordance with the NATO procedures and standards.

## Georgian Defence Forces Development Plan (2020-2030)

In 2020, we will prepare the Georgian Defence Forces Development Plan 2020-2030 (GDFDP) to fulfill the NDS development objectives for Military Defence. Building on the general direction identified in the NDS, the GDFDP will set specific targets and a timetable for the near- to long-term development of defence capabilities. The plan will be supported by relevant cost estimates, with projected outlays distributed across the planning period, to ensure that the targets and the associated milestones are relevant and attainable.

Modernization of armament and equipment is a daunting task in the context of remaining committed to spending around 2% of GDP on defence. For 2020, the focus will be on enhancing anti-armor and air defence capability, ISTAR capability components, transportation and mobility, combat unit medical capabilities, C2 communication equipment, maneuver unit fire support, and SOF development.

Financial limitations mean that the GDF must achieve a more realistic balance between regular and reserve forces. Using the Baltic States as an example and in alignment with the NDS, we must gradually shift to greater reliance on active reserves and mobilized reserves, while ensuring their integration with the National Defence Plan. The uniqueness and diversity each of the distinct components brings can be exploited to enhance our defence force beyond a simple size increase. In 2020, the MoD will conduct a review to determine the appropriate GDF force management effort needed to achieve National Defence objectives.

## Reserve and Mobilization

In 2020, the National Guard will focus on further development of territorial reserve units, aligning with the Total Defence and the law on “Reserve of Military Forces and Military Reserve Service”. The designated National Guard units must be properly organized, equipped and supported with necessary infrastructure, commensurate with assigned missions. The implementation plan for this development will be completed in 2020.

Additionally, in 2020 we will develop the organizational and statutory basis for establishing and developing Defence Forces reserve and mobilization command structures; initiate efforts to create the “Electronic Management System”, a unified database of Defence Force reserves; and participate in developing mobilization plans in coordination with relevant governmental agencies. These efforts will focus on creating a significant force multiplier by increasing the efficient employment of the Mobilization Reserve through mechanisms for engaging the Georgian population between the ages of 18-60 to defend the country during the wartime.

## Enhancing Readiness

The United States of America (U.S.) is Georgia’s key strategic partner in building self-sustaining combat readiness and strengthened defence institutions. The Georgia Defence Readiness Program– Institutionalization (GDRP-I) element will continue to have primacy in our readiness efforts. In 2020, Georgia will lead in institutionalizing the relevant GDRP observations and lessons, so that by the end of the program, in May 2021, we will developed the capacity to man, train, equip, and sustain a force prepared to accomplish all national missions.

As a result of GDRP, the GDF is increasingly ready to assume more pre-deployment training functions. Together with the U.S. we will work to improve Georgia’s ability to prepare itself in support of Resolute Support Mission (RSM) and future foreign coalition operations.

In parallel with the GDRP, we will enhance our readiness capability with the continued bilateral development of the Combat Training Center (CTC) under the NATO-Georgia Joint Training and Evaluation Center. We will establish a world-class training environment, with interconnected training areas and facilities to support the GDF readiness development, facilitate the hosting of large-scale multinational exercises (e.g. Defender-Europe), and offer NATO Allies and partners the opportunity for force-on-force training events in Georgia. Key in this effort is the establishment of a permanent, professional Opposing Force (OPFOR) capability in 2020.

Readiness efforts will be supported using U.S. assistance to modernize the GDF with NATO-standard small arms and equipment. In 2020, the Georgia Special Operations Forces will be provided with modernized equipment and enhanced training. In 2020, we will be ready for deployment of Special Operations Tactical Units (SOTU) as a SOF element in an operational role.

It is important to continue the development of international military training and exercises in Georgia. Multinational support and the unprecedented level of engagement between Georgian units and international partners are essential for increased combat readiness and interoperability. We will build on the success of the biennial U.S.-led, high scale multinational exercises with execution of Noble Partner in 2020 and Agile Spirit in 2021.

## Mission Command

In 2020, we will continue to implement our Mission Command strategy to enhance trust-based leadership, promote initiative and innovation, and empower subordinate leaders and soldiers to take prudent risks while making timely decisions within the senior leader’s intent in both peacetime and in war. Mission Command is an intellectual and cultural shift for the GDF. It must be driven through education, training, and leader attention; it must permeate our entire organization. In 2020, obsolete laws, regulations, policies, and practices that inhibit Mission Command must be identified, revised or eliminated to fully support the Mission Command philosophy.

## Professional Military Education

Professional military education (PME) is an essential core to facilitate readiness across the Forces. Military education will be directed towards supporting the development of combat ready forces enabled by the Mission Command fundamental principles. Special emphasis will be placed on training leaders and commanders in tactical/operational skills and the capability for independent decision-making.

In 2020, new courses will be explored that promote learner-centric methods: interactive, engaging, challenging lessons that emphasize creative and critical thinking. This endeavor is relevant to all schools and courses in the GDF, from Basic Combat Training to the Command and General Staff Officer Course. Our institutional training system must evolve to generate tactically and technically proficient officers, NCOs, and soldiers.

Two new military training venues will be available to the GDF in 2020 as a catalyst to improve the quality of PME. In 2020 we will also begin to conduct bi-annual specialty-based teaching conferences where instructors from various schools share their expertise, ideas, and course materials.

## Information, Communication Capabilities, and Cyber-Security

Increased significance of cyber space and its inclusion among the main operational domains have driven an urgent need for developing a resilient and vibrant cyber component of National Defence that considers its effects, advantages, and vulnerabilities.

Defending cyber space is a priority for the MoD. It is part of Total Defence. Creating a powerful cyber system that consolidates information technology and cyber defence and security services is a National necessity.

The Security Operation Center (SOC) will be established to enhance Information Systems, Communications and Cyber Security. The aim of the center is to increase the quality of incident detection, analysis, and response within the MoD computer network. This organization will work closely with the Cyber Security Bureau, which will maintain strong partnerships with international cohorts to conduct an international cyber exercise in late 2020 or early 2021.

Providing resilient cyber defence of the country in isolation is impossible. The MoD, with tight cooperation with governmental cyber actors, will be actively engaged in national-level activities. This implies information exchange, coordinated actions, and participation in interagency and international exercises, in compliance with national cyber security strategies.

# Institutional Development

The MoD institutional reforms aim at improving planning and decision-making mechanisms, enhancing transparency and accountability, streamlining internal management and control systems, and increasing intra-agency coordination. These reforms entail developing strategic communications, refining internal procedures, reshaping organizational structures, and adopting new technologies.

## Codification and Standardization

In December 2019, we established Standardization and Quality Control Department in the MoD responsible for developing NATO interoperable codification and standardization system within the GDF. The Department will ensure standardization, codification, identification, and classification of relevant equipment, stocks, infrastructure, meals, clothing, weapons and munitions. In addition, the Department will provide oversight of construction, renovation, installation and reconstruction works and will assure that all services meet technical and quality standards.

## Integrated Resource Management System

In 2020, we will begin to see a return on investment with the Integrated Resource Management System (IRMS). When fully implemented, this database will link organizational structures and requirements generated in the Tables of Organization and Equipment (TOEs) with personnel, logistics and infrastructure realities. This will enable planners to conduct the detailed analysis necessary to determine support requirements and significantly improve information sharing and awareness throughout the MoD. In 2020, we should see full implementation of the TOE, Human Resources (HR), Supply Classes V and VII, Infrastructure Management and Unit Readiness Reporting components. This tool will do much to enhance force-wide accountability and transparency. We must fully embrace and integrate IRMS with the expectation that the data it provides is current, correct, and authoritative.

In 2020, the MoD will also explore implementing of a strong internal control system. The activity must be capable of executing formalized risk management, fully compliant with NATO standards and practices.

## Military Industry and Scientific Research

The State Military Scientific-Technical Center (STC) Delta has a well-developed military and dual-use item production base coupled with technological and construction-engineering capabilities. The STC Delta also coordinates humanitarian de-mining activities and implements demilitarization programs to neutralize Soviet-era explosive devices on the territory of Georgia and to utilize degraded munitions.

The main area of ​​STC Delta’s activity is the design, creation and production of military and dual-use products. It focuses on the research and development of modern military technologies, creation of products tailored to existing trends, their testing and supply to the GDF and export abroad.

Meeting GDF requirements remains a major challenge for the Georgian military-industrial complex. In 2020, we will seek to increase the production of high-quality infantry combat vehicles and military equipment for our own forces. Production of certain equipment and materiel like DIDGORI communication, reconnaissance and infantry combat vehicles, as well as ammunition and self-propelled mortars, will be prioritized using appropriate business models.

This approach has a number of benefits, including efficiencies from a one-family-of-vehicle concept and readily-available logistics support. The MoD will continue to support this approach in 2020 and beyond. The focus will be on increasing STC Delta’s production capacity and improving its infrastructure while developing experimental models, producing ammunition, cartridges, and other consumables. Work will continue on refining DIDGORI multifunctional platform, as well as on developing new types of combat systems.

Supplying various caliber ammo cartridges to military and police units is strategically important. For this purpose, ammunitions production facility will be set up in Georgia. The enterprise will primarily serve the needs of the country’s law enforcement agencies and then export its products to international markets.

## Promoting Defence Forces and Strategic Communications

We attach great importance to developing strategic communications and improving the quality of our interactions with the public. In particular, communications with the public sector on military matters will be strengthened. This will entail development of Ministry Front Offices located in the regions of Georgia to provide defence-related services based on “one-stop-shop” principle. The purpose of these centers is to facilitate a build-up of a unified, resilient society committed to the National Defence. The effort aims at enhancing resilience and awareness of the society against hybrid threats, including anti-Western propaganda and will generally contribute to improving awareness and attractiveness of military service, increasing number of individuals interested to enroll. Namely, the centers will serve recruitment, reserve and mobilization purposes and will ensure information sharing among the MoD, GDF and wider public. The Front Offices will have information support function that will include enhanced social media component. The beneficiaries of the project will be youngsters, conscripts, reservists, contracted personnel, veterans, active and former servicemen and servicewomen, experts, etc.

It is noteworthy that in June 2019, we established a Reserve, Mobilization and Recruitment unit within the National Guard, and opened recruitment centers in Gori and Kutaisi. In 2020, recruitment centers will be opened in Tbilisi, Telavi, Rustavi, Zugdidi, and Batumi.

The implementation of the activities envisaged by the MoD Communication Strategy (2017-2020) will continue in cooperation with the NATO Riga Center of Excellence. In 2020, we shall continue developing a Public Affairs Officer at the brigade level within the GDF. It was first established in the General Staff, Eastern and Western Command, and National Guard. This function promotes proactive public awareness-raising on the MoD activities, NATO-Georgia relations, and GDF reforms.

During the exercise “Noble Response 2020”, journalists will be invited to observe, receive an understanding of hybrid defence challenges, and report through the public media. This effort is intended to improve the level of public awareness on security and defence issues.

The following projects will be implemented to raise the military-patriotic sentiments:

* **“Our Army”** lectures will be presented in public schools to focus on Georgian military history, Defence Forces, military service, and issues related to defence and security.
* **“The Award for Knowledge”** on-line contest will be conducted to raise public awareness by introducing challenging quizzes for interested individuals about military history, military services, modern challenges, and defence and security issues.
* **“Military History of Georgia”** is the MoD awareness program that will continue to introduce relevant information on the history of the Defence Forces and highlight famous military personnel and their deeds.

## Building Integrity and Strengthening Anti-Corruption Efforts

Building integrity and fighting corruption will remain one of the Ministry's most important objectives in the process of institutional change. In 2020, we will closely cooperate with our partners from the United Kingdom to aid our Building Integrity efforts and study and adopt best anti-corruption practices in the defence sector focused on increasing transparency and accountability, improving financial management and procurement procedures, and raising awareness of public servants and military servicemen working in the defence system. The MoD is one of the key members of the Interagency Coordination Council on Fighting Corruption, and it will continue implementing provisions of the National Anti-corruption Strategy 2019-2020 and Action Plan. At the same time, in 2020 special attention will be paid to elaboration of the Corruption Risk Assessment Methodology.

In terms of building integrity and anti-corruption efforts, Main Division for Analytical and Financial Monitoring was established within the MoD General Inspection office focused on prevention and control of financial crime and misconducts.

# Enhanced International Cooperation

In the world of transnational threats and challenges where the National Defence and security is tightly intertwined with the security far beyond of our borders, the Ministry of Defence alongside other agencies is well engaged in strengthening cooperation with partner nations and organizations for the best of national and common interests. The Ministry will conduct international relations based on the national-strategic direction, foreign policy priorities and interests, and identified country needs.

The MoD will continue efficient and results-oriented bilateral and multilateral cooperation with partner countries and organizations, which significantly reinforces and complements Georgia’s defence transformation efforts to strengthen defence capabilities, enhance resilience and deterrence, and deepen NATO interoperability: all contributing to achieving Georgia’s ultimate goal of membership in European and Euro-Atlantic structures.

## North Atlantic Treaty Organization

NATO membership remains a key foreign and security policy priority. It is enshrined in the Constitution, and thus is irreversible. The MoD will continue to strengthen efficient and results-oriented cooperation with the Alliance through the full use of all practical mechanisms necessary for membership. Active political dialogue and consultations will continue in the format of the NATO-Georgia Commission on defence issues, alongside successful execution of commitments within the Annual National Program, Substantial NATO-Georgia Package (SNGP), Planning and Review Process, Military Committee and Georgia Work Plan, as well as other NATO cooperation frameworks.

Joint NATO-Georgia efforts will be directed towards SNGP implementation by emphasizing an enhanced, whole-of-government approach through the SNGP Interagency Governing Board. This will ensure continued systematic, institutional, and rational implementation of the Package and assist Georgia’s NATO membership preparations. Reflecting on five years of success, in 2020 the SNGP will undergo a refresh process in line with the decision at the 2019 NAC visit in Georgia. The refresh will consider the accomplishment of initiatives, further reinforcement or change, and the possibility for new initiatives. The initial report on the SNGP Refresh will form the basis for discussions at the SNGP Conference in Georgia, to be hosted by the MoD in spring 2020 and envisioned to be approved in second half of November 2020.

As an indivisible part of the Black Sea security architecture, Georgia is committed to continued participation in strategic discussions with NATO and implementation of practical measures within the format of NATO-Georgia proposals on strengthening security and stability in the Black Sea region.

Georgia will continue contributing to NATO’s efforts to enhance international security and stability as a reliable, critical partner and future member of the Alliance. We will ensure Georgia’s participation in the NATO Resolute Support Mission with 870 military personnel in Afghanistan and to the NATO Response Force with a company-size unit.

## The U.S.-Georgia Strategic Bilateral Defence Cooperation

Georgia has special deep, durable, and mutually supportive security cooperation with the U.S. to enhance Georgia’s ability to defend its sovereignty and territorial integrity by improving its self-defence and resilience capabilities.

A multi-year “Security Cooperation Framework (SCF)” signed in November 2019 reaffirms the importance of our strategic relationship and identifies priority bilateral security cooperation opportunities to improve Georgia’s defence readiness and interoperability. The Georgia Defence Readiness Program, the development of the Combat Training Center, and the Georgia Deployment Program are highlighted as bilateral security cooperation efforts. The capabilities, institutional reforms, and readiness efforts addressed in the SCF all support different aspects of these programs. Each ultimately contributes to our overarching goal of building self-sustaining combat readiness in Georgia. Our partnership agreement is designed to build in the near term a substantial readiness capability and capacity, and it provides clear direction on which to focus our efforts.

U.S.-Georgia bilateral activities planned in 2020-2022 will ensure Georgia effectively transitions from the role of training recipient to a self-reliant readiness partner able of generating and sustaining readiness required for territorial defence, deter threats, and deploy alongside NATO and other international coalitions.

Just as important as the focus areas in the SCF is the enduring relationship we have with the U.S. European Command (EUCOM), U.S. State of Georgia, Defense and Security Cooperation Agency. This relationship is crucial for the long-term success of our defence and will remain central to our international actions.

## Bilateral and Multilateral Cooperation

The Ministry’s bilateral cooperation consists of engagement with 24 NATO members and partner countries.

Areas of cooperation with our partners are defined annually on the basis of priorities of defence reforms that derive from the requirements of the Defence Forces. During 2020, emphasis will be placed on institutional development, combat readiness, education, sustainability, and interoperability. Efforts will be directed towards developing multi-year cooperation frameworks with partner countries in order to guarantee consistency and continuity of reforms. In 2020, the Ministry will continue to explore opportunities to initiate bilateral cooperation with new partners.

The Ministry continues to develop relations with strategic partners in wider foreign and security cooperation formats. Balanced cooperation with regional countries and development of diverse multilateral partnership formats is a priority.

## The European Union

The MoD will continue its active contribution to Georgia’s EU integration process, concentrating on advancing cooperation in the defence and security field. Defence and security cooperation priorities are clearly reflected in the Association Agreement and Association Agenda, and both sides devote considerable efforts to implementing cooperation objectives successfully.

In 2020, the emphasis will be put to successfully implement commitments under Georgia’s European Integration Action Plan 2020. Particularity, we will focus on the development of capabilities against contemporary challenges, including hybrid threats, cyber security and strategic communication, as well as gender mainstreaming, wounded warrior support, and implementation of the EU-Georgia Work Plan in the Field of CSDP. The MoD will continue exploring opportunities to engage EU’s new initiatives aiming at strengthening security and stability in the region and beyond. Being one of the most important security partners of the EU, Georgia will remain in the EU-led CSDP missions in the Central African Republic (EUTM CAR) and the Republic of Mali (EUTM MALI) until the end of their current mandates in 2020.

Georgia will continue to hold open discussions with the EU on security and defence matters under the EU-Georgia High Level Strategic Security Dialogue. In 2020, the MoD will take part in the 4th meeting of the Dialogue addressing topics of common concern in the areas of security and defence.

The Ministry attributes significant importance to the Eastern Partnership format and pays particular attention to extending dialogue and cooperation among three associated countries (Georgia, Moldova, Ukraine) in the area of CSDP.

## European Union Monitoring Missions

The MoD will continue close cooperation with the European Union Monitoring Mission (EUMM) based on transparency and confidence aimed at facilitating the implementation of the mission’s mandate. In this respect, the MoD will continue adherence to the commitments taken under the provisional arrangement, and it will hold periodic meetings with the EUMM staff to address any issue of concern in the best interests of security and stability on the ground.

## Cooperation with other International Organizations

The MoD attributes significant importance to cooperation with global and regional international organizations including the UN, OSCE, and ICRC and others through rigorous implementation of the undertaken commitments aimed at strengthening peace, security and confidence internationally.