



STRATEGIC DEFENCE REVIEW 2017-2020



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1. INTRODUCTION

The Strategic Defence Review (SDR) determines the structure and directions for the development of institutional and operational capabilities of the Ministry of Defence (MoD) and the Georgian Armed Forces (GAF). The document also describes the current security environment, reviews the threats and challenges facing Georgia and serves the purpose of creating a reliable, capable, NATO interoperable and task-oriented Armed Forces. The SDR takes the limited resources into the account and provides a set of time-phased and incremental development recommendations.

In view of the volatile security environment, Russia's aggressive foreign policy agenda represents a major threat to Georgia's national security. The SDR 2017-2020 provides recommendations for transforming the GAF and determines how the GAF structure will be reshaped by 2020 (Objective Force 2020).

Given existing threats and limited resources, the MoD focuses on coordinated management of resources and deepening of interagency cooperation to ensure effective organisation of national defence. Effective defence planning must be based on the "Total Defence" approach, which implies ensuring the defence of the entire territory with full national efforts, using both military and civilian resources. This approach takes into account both conventional and unconventional methods of warfare. The successful implementation of this approach will require the formation of civil defence system, development of relevant infrastructure and creation of effective Reserve and Mobilisation System. Following measures must be taken within the framework of the "Total Defence" approach:

- Enhanced coordination and cooperation within interagency processes to consolidate national capabilities in times of crisis and war;
- Development of a more mobile, lethal and capable Armed Forces based on the balance of active and reserve forces for ensuring national defence;
- In case of relevant resource allocation, the MoD will provide the Basic Combat Training for conscripts called up by different agencies;
- Formation of the new Reserve and Mobilisation System, which will be directed at preparing reservists, improving their level of Command and Control and increasing population's wider engagement in ensuring national defence. The cooperation with partner countries and sharing their experience is important for the development of Reserve and Mobilisation System;
- Mobilisation of the reserve force in times of war, including the use of conscripts to augment the combat capabilities of the Armed Forces;
- Sustainment of an unwavering commitment to international missions for ensuring international security and stability, which also aims at developing the GAF and its military interoperability with NATO;
- Supporting the Substantial NATO-Georgia Package (SNGP) through consolidation of bilateral and multilateral security assistance programmes for the purpose of Georgia's integration into NATO.

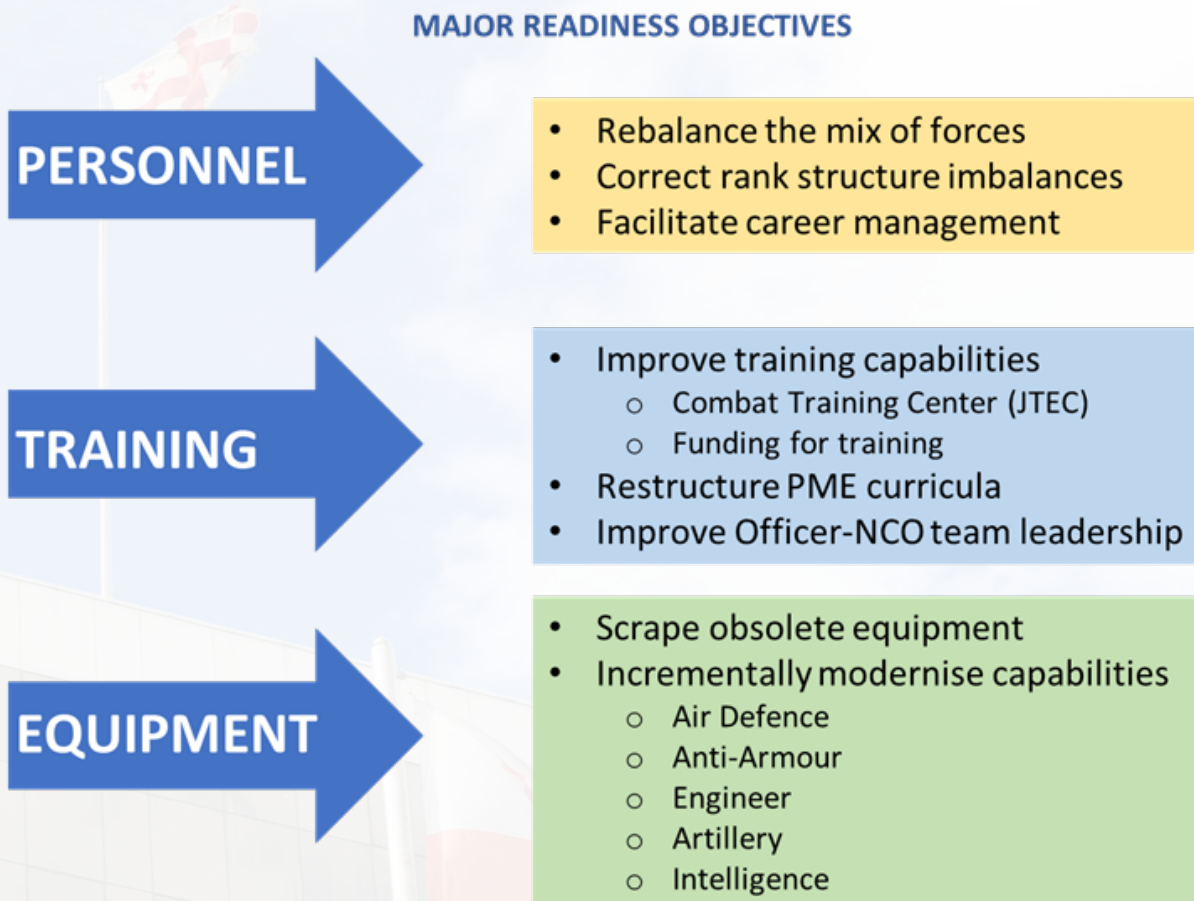
The GAF is an important component for deterrence and defence. In case of aggression against Georgia, the GAF must be ready for using trained reserve to support professional combat units. Sustaining a pool of trained reservists and conscription system are key components of the "Total Defence" approach. The Ministry of Defence introduced the new conscription system within the framework of the "Total Defence" approach. Further sustainment of the use of conscripts also allows better utilisation of professional personnel in critical warfighting



positions. Continued use of conscripts requires changes in legacy practices. In the future, all conscripts will attend the Basic Combat Training, be treated more equitably and receive increased financial and social compensation.

The GAF transformation, modernisation and enhancement of its combat readiness level are the basis for the development of a comprehensive defence system. Improving the GAF's combat readiness level (see the diagram N1) requires the allocation of additional recourses and renewal of existing policy and practice.

Diagram N1



The Ministry of Defence is continuing the development of effective resource and force management systems and improvement/modernisation of operational capabilities and equipment, the main challenge of which remains limited defence resources. In order to respond to these challenges, it is important to elaborate a long-term strategic plan for the development of defence capabilities with the relevant financial estimates, supporting the development of the country's defence industry and improvement of existing bilateral and multilateral cooperation. To assess the force structure, the Ministry of Defence, is elaborating its third Strategic Defence Review, which is taking into account the previous experience into account.

An initial SDR was completed in 2007, using a capabilities-based methodology that addressed a wide range of potential threats. Due to the 2008 August War, few of these recommendations were implemented. Following this conflict, Georgia's national security environment has radically changed and a SDR 2013-2016 was completed in 2012, which followed a threat-based methodology, focusing primarily on the threats posed by Russia's occupation of Abkhazia and Tskhinvali region.



Since Georgia now faces an emboldened Russian foreign policy, the SDR 2017-2020 also follows a similar threat-based approach. Georgia must now be prepared for responding to the full spectrum of threats, including hybrid conflict scenarios.

Throughout the next four years, the implementation of SDR recommendations will represent the top priority for the Ministry of Defence. The implementation of these recommendations will ensure the formation of mobile, adequately equipped, capable, NATO interoperable Armed Forces, with effective management and structure, which will also be capable of defending Georgia's independence, sovereignty and territorial integrity, will take part in international missions and provide help to the government during natural and manmade disasters.

Within the framework of the "Total Defence" approach, the MoD recognises the importance of actively participating in all efforts to improve interagency coordination and cooperation with the President and the Prime Minister's offices to enhance the whole-of-government approach to defence planning. The MoD will elaborate specific measures to energise the interagency process.

According to the "Law of Georgia on National Security Policy Planning and Coordination", a wider SDR working group was created, that included representatives from different state agencies, international experts and partners. The draft copy of the SDR was introduced to the Permanent Coordinating Interagency Commission for the Implementation of Georgia's National-level Conceptual Documents operating within the Council for State Security and Crisis Management. Following the specific procedures, the document was approved.



2. DEFENCE PLANNING SYSTEM

2.1. Strategic Planning Documents

The Constitution and legislation of Georgia represent the foundation for defence system management and determine the key principles and mechanisms for defence planning. Collectively, the Constitution and laws provide the foundation for civilian and military leaders to Command and Control the force, and establish specific principles, policies and procedures that must be followed in planning and managing defence institution. The MoD is an active participant in the interagency working group process that collaboratively produces key strategic guidance, prescribed by the Law of Georgia on National Security Policy Planning and Coordination. According to the Law, national security policy planning is implemented by means of national and agency-level conceptual and organisational documents.

- National Strategic Planning Documents:
 - o An Agency-Level Concept
 - o The Threat Assessment document of Georgia
 - o National security strategies¹
- Agency-Level Conceptual Documents:
 - o An Agency-level concept
 - o An Agency-level strategy
 - o A Doctrine
 - o A Programme

Diagram N2



1. National security strategies: National Military Strategy, Strategic Defence Review (SDR) and other strategic documents



2.2. Strategic Planning Process

The National Security Concept addresses the fundamental values and interests of the country. It also provides key directions for national security policy as well as its foreign, social and economic policy priorities. Considering the values and interests highlighted in the National Security Concept, Threat Assessment document identifies the threats and risks that threaten or may threaten state interests. In response to the threats and risks facing Georgia's national values and interests, the National Military Strategy provides the strategic military objectives for the GAF and required capabilities that are necessary to accomplish those objectives.

To achieve the goals and tasks set by the National Military Strategy, the SDR 2017-2020 determines four key directions for the development of the Ministry of Defence and Georgian Armed Forces, Objective Force structure, as well as means for enhancing GAF interoperability with NATO.

The SDR 2017-2020 provides the recommendations for the GAF transformation, modernisation and improvement of its combat readiness level and elimination of its capacity shortfalls.

Accomplishment of these objectives will adhere to several principles:

- Improving the integration of defence planning, management and internal coordination mechanisms;
- Implementing measurable policies, procedures and systems that directly contribute to substantially improving force readiness;
- Determining through the ongoing SDR 2017-2020 an affordable GAF structure that best optimises the balance of forces, resources and capabilities necessary for territorial defence;
- Developing programmes that improve the skills, knowledge and competencies of our military and civilian personnel that contribute to improving institutional stability, resilience and efficiency;
- Effective use of cooperation formats with NATO (ANP, PARP, SNGP etc.) for the development of defence capabilities and enhancing NATO interoperability;
- Integrating the Substantial NATO-Georgia Package (SNGP) initiatives within the development/reform process;
- Synchronising the cooperation mechanisms with NATO and bilateral formats.

The White Paper sets the key defence development strategic directions for the MoD and GAF and translates values, interests, threats and tasks from the key national strategic planning documents.

The White Paper's strategic directions are:

- Strategic Directions and Management – actions designed to increase the interagency cooperation and quality of integration of defence planning and management systems to effectively address and allocate resources on the basis of priorities;
- Force Optimisation – aims to create the optimal balance in military capabilities
- Force Readiness – initiatives designed to improve the systemic development of personnel, equipment, education/trainings and readiness functions;
- Institutional Foundation – actions related to improving MoD management mechanisms in order to ensure the effective support for the operational requirements of the Armed Forces;
- Multilateral/Bilateral Engagement – initiatives related to enhancing interoperability and cooperation with NATO and partner countries and accomplishment of Georgia's commitment to international missions.



The execution of many recommendations determined by the SDR 2017-2020 requires financial resources that must be planned, programmed and budgeted within the Defence Program Guidance (DPG) document. The following document provides guidance covering the upcoming budgetary year and three future programme years.

3. GEORGIA'S SECURITY ENVIRONMENT

For the development Force 2020 military capability requirements and assumptions are necessary to hypothesise the political and military environment, within which the GAF will have to operate. These assumptions are based on expert analysis and predict future political and military factors upon which force options and risks can be assessed. The assumptions addressed in this chapter are based on the National Threat Assessment 2015-2018 document. This process lays the foundation for military planners to develop the most dangerous and most likely threat scenarios facing Georgia's national security.

3.1. Security Environment

Georgia's security environment has become increasingly complex and dynamic and is therefore facing a number of direct and indirect challenges, impacting country's further development. In order to evaluate and determine the security environment, it is necessary to take into account current local, regional and global dimensions to security environment.

3.1.1. Local

In August 2008, military aggression by the Russian Federation, occupation of Abkhazia and Tskhinvali region and permanent deployment of the Russian troops and military infrastructure on Georgian territories, considerably worsened Georgia's security environment. Russia's recognition of Abkhazia and Tskhinvali region's independence, followed by the "creeping occupation" of Georgia, represents a violation of Georgia's sovereignty, international law and the fundamental rights of the local population.

Active cooperation between the de facto governments of occupied territories (Abkhazia and Tskhinvali region and the Russian Federation – including the growing militarisation, ratification of the so-called Alliance and Integration Treaties and absence of international peacekeeping forces – increases the risk of renewed military aggression. In addition to military threats, the current developments in the occupied territories create a fertile ground for the spread of transnational/organised crime.

Furthermore, the use of elements of "soft power" and economic tools by the Kremlin against Georgia's national security represents the challenge for its security environment.

3.1.2. Regional

The complex and unstable security environment in the Black Sea region, annexation of Crimea and developments in eastern Ukraine, instability in the North Caucasus and the unresolved conflict in Nagorno-Karabakh have a negative implication on regional and Georgian security environment. Instability created by these security challenges also impacts sustainable economic development of all states in the region.

3.1.3. Global

In the context of globalisation, climate change, migration, transnational terrorism and cyber threats have a negative impact on Georgia's security environment. Furthermore, Russia's growing international ambitions have fostered increasingly hostile confrontations with the West, including actions, which challenge both European and Georgia's national security.



3.2. Planning Assumptions

3.2.1. Georgia

Georgia will continue further development of democratic institutions and remain committed to its European and Euro-Atlantic aspirations.

The Georgian Government will continue to support the development and transformation of the GAF. Within the framework of the whole-of-government approach, the MoD will strengthen interagency cooperation to effectively manage country's defence capabilities.

The whole-of-government approach and ongoing reforms within the MoD is aimed at enhancing Given the key economic trends, no considerable changes in the defence budget are expected, with the budget assumed to be sustained at around 2% of the GDP. This may include national funding for selected financing of new acquisition projects (air defence, reserve and mobilisation, anti-armour systems, engineer etc.).

In response to present challenges, the MoD will continue its ongoing defence transformation process and elaboration of innovative approaches. As a result of structural optimisation, additional resources will be re-allocated to higher priority readiness and modernisation areas. Georgia's partner nations and international organisations will continue to support the country's defence transformation process.

3.2.2. The Russian Federation

Russia's willingness to disregard international law, violate the sovereignty of its neighbouring countries through open military aggression and the use of hybrid warfare, remain key challenges. Russia's growing militarisation, modernisation of its Armed Forces and attempts to strengthen its influence over the region will continue to create more favourable conditions for the continuation of the Kremlin's aggressive behaviour, as it has done in Crimea and eastern Ukraine.

Given the military presence of the Russian troops in the occupied territories and the violation of the ceasefire agreement signed on 12 August 2008, Russia continues its attempts to call Georgia's peace order into question, thus, the renewal of a large-scale aggression remains possible. In addition to the stationing of substantial military forces in the occupied territories, Russia continues its efforts to create a legal basis for its presence by violating the international law. Furthermore, there is a risk of occupation of territories around the occupation line, seizure of strategic infrastructure and escalation of other provocations by Russia. Instability on Georgia's occupied territories is fostering regional volatility and an environment that encourages terrorists, organised crime and traffickers to operate freely.

Russia will strengthen its efforts to undermine Georgia's national unity and attempt to initiate conflict among ethnic and religious groups to create managed destabilisation. The Kremlin will particularly focus on reinforcing the elements of its soft power to ensure the weakening of state institutions, strengthening of pro-Russian civil and political movements and discredit pro-Western foreign policy agenda.

Using political, economic and information tools, Russia continues its attempt to limit international political support for Georgia and weaken cooperation directed at strengthening Georgia's defence capabilities.



3.2.3. United States of America

Strategic partnership between the United States and Georgia and the firm political support of the U.S. will remain as a main deterrent to Russian aggression against Georgia's sovereignty and territorial integrity.

The U.S. will continue to support Georgia's independence, sovereignty, territorial integrity and inviolability of its borders within the framework of the U.S.-Georgia Charter on Strategic Partnership and Memorandum on Deepening the Defence and Security Partnership between the United States and Georgia. Continuous military cooperation with the U.S. will facilitate further development of Georgia's defence institutions. The successful implementation of the Georgian Defence Readiness Program (GDRP) will ensure the enhancement of GAF's combat capabilities and increase its combat readiness level.

3.2.4. NATO

Georgia obtains all practical tools to prepare for joining NATO and successfully continues its cooperation with the Alliance. Successful implementation of NATO-Georgia cooperation mechanisms (NATO-Georgia Commission, Annual National Programme, Substantial NATO-Georgia Package etc.) and strengthening of bilateral and multilateral relations with NATO member states will facilitate Georgia's integration into the Alliance. In case of reaching a political consensus, Georgia is preparing for its full NATO membership

Georgia will continue to actively participate in international missions, exercises and other activities led by NATO. In 2017-2018, the Georgian infantry company will continue its participation in NATO Response Force (NRF). This will contribute to the strengthening of GAF's defence capabilities and enhancing its interoperability with NATO and will demonstrate that Georgia is a reliable partner and an important contributor to international security.

As an enhanced opportunity partner of NATO, Georgia aims to continue to develop mutually beneficial partnership on a broad range of issues in the Black Sea region.









3.2.5. European Union

Further political-economic integration with the EU is positively reflected on Georgia's stable development. Georgia's participation in the EU missions and its close cooperation within the framework of EU's Common Security and Defence Policy (CSDP) will create additional preconditions for ensuring regional stability. Georgia will continue its active participation in international missions led by the EU (EUTM RCA, EUTM MALI), as well as the bilateral and multilateral cooperation with the EU within the framework of CSDP.

The European Union Monitoring Mission (EUMM) continues to exercise its mandate in Georgia and will act as the only effective monitoring mechanism in the nearest future.

3.2.6. Regional Conditions

Russia's growing potential on NATO's Southern military flank and development of its naval capabilities in the Black Sea region will weaken the West's access to the Caucasian region, consequently reducing its ability to balance Russia.

Russia's key strategic objective remains to gain and maintain control over regional energy sources and distribution networks. Ensuring energy security and maintaining its transit function for energy supplies will remain the main challenge for Georgia. Therefore, Georgia is committed to deepening its cooperation with regional partners over energy, political, economic and military issues.

3.2.7. Transnational Threats

Cyber and international crime, transnational terrorism and natural and manmade disasters will remain a significant challenge to the international community, requiring close cooperation. The GAF will continue to have a supporting role in responding the above-mentioned threats on Georgian territories.

3.3. Threat Assessment

The development of the SDR 2017-2020 is based on a comprehensive analysis of Georgia's security threats. While Georgia cannot ignore the global threats potentially impacting the nation, the dangers posed by Russia must dominate Georgia's national security and defence planning.

Given the large-scale military aggression by the Russian Federation, during the August War of 2008 and developments in Ukraine, a threat-based approach was applied to the SDR 2017-2020.

During the elaboration of the Risk and Threat Assessment diagram, the Threat Assessment document 2015-2018 and above-mentioned military and political assumptions were taken into the consideration.

3.4. Planning Scenarios

To determine the necessary GAF capabilities for the provision of effective response to the existing threats and challenges, the GAF defence planners developed hypothetical planning scenarios for wargaming, based on existing doctrines. The wargaming was conducted following the two specific scenarios – the worst case scenario and most likely case scenario.

Based on the wargaming process, the GAF experts developed specific military capability requirements necessary to adequately respond to each contingency. As a result of this process, the analysis of required capabilities was used as the basis for the SDR document.



While this report focuses on the most dangerous (large-scale military operation) and most likely (limited military operation) threat scenarios, it is fully recognised that the development of other requirements need to be considered.

4. CAPABILITY ASSESSMENT

As a result of the wargaming process based on the planning scenarios, the GAF's required capabilities for the existing structure and the Objective Force 2020, were identified in detail.

During the wargaming process, results from the analysis were recorded using a template of doctrinal warfighting functions – Command and Control, intelligence, movement and manoeuvre, fire, force protection and sustainment. In addition to these warfighting functions, considerations related to institutional training and education implications were also analysed. As a result of the analysis conducted against both scenarios, specific capability requirements and shortfalls were identified for GAF's organisations – General Staff, Land Force Commands, Aviation and Air Defence Command, Special Forces, Logistic Support Command, Military Intelligence Department, Military Police Department and National Guard Department and the Training and Military Education Command.

4.1. Mission and Task Requirements

As a result of the analysis, critical tasks and requirements were identified that each organisation must fulfil in respect to each planning scenario. The following process provides the basis for further capability assessment.

4.2. Assessment of Current GAF Capabilities

Following the identification of required capabilities for the GAF's major organisational units, further analysis was conducted to determine whether each organisation had an acceptable capacity to perform the specified mission or task. Acceptable capability is defined as having an adequate number of qualified personnel with proper equipment and training.

4.3. Analysis of Current Capability Deficiencies

An integrated list of capability deficiencies was compiled following the assessment of GAF's major organisational units, missions, tasks and current capabilities

A comprehensive action plan will be needed for the Implementation of the necessary actions to address the identified deficiencies. Details concerning these implementation actions will require an analysis using the DOTLMPF framework (D – doctrine, O – organization, T – training, L – leadership, M – materiel, P – personnel, and F – facilities). Additional details on the above-mentioned actions will be addressed in Chapter 6: Implementation of SDR Recommendations.



5. FORCE OPTIMISATION

This chapter provides recommendations that collectively define Objective Force 2020. The SDR 2017-2020 provides the basis for the reorganisation of each component of the MoD's civilian office and the General Staff, which serves the purpose of optimal resource allocation and significant enhancement of GAF's force readiness. As the SDR recommendations are incrementally implemented, senior leadership will carefully monitor readiness impacts and adjust planning when required.

5.1. Force Optimisation Aims and Principles

In order to respond to the traditional threats and new challenges, the GAF must be adequately trained, well organised and possess a high readiness level. One of the main preconditions to accomplish the enhancement and maintenance of structural units' readiness level is transformation of existing forces into more mobile Armed Forces, capable of defending local population, ensuring territorial defence and providing help to the government during crisis.



Enhancement of GAF's combat capability, improvement of Command and Control, creation of personnel management system and logistic support, formation of Mobilisation and Reserve System, provision of adequate equipment and enhancement of NATO interoperability are necessary to accomplish the abovementioned requirements. Comprehensive allocation of limited resources remains the main challenge for meeting these requirements.

Principles and approaches were elaborated based on the analysis of the GAF's readiness level. Necessary actions for achieving optimisation within the framework of the SDR 2017-2020 and relevant recommendations for accomplishing GAF's transformation and forming future structure were identified, taking the principles and approaches into the consideration, that were elaborated based on the analysis of the GAF's readiness level.



The necessary principles and conditions that have to be taken into the consideration during the optimisation process are as follows:

- Similar structural organisation of the GAF in peacetime and war;
- Centralised planning with decentralised execution – delegation of authority to lower level commanders to increase flexibility and freedom of action;
- Enhance combat readiness of the Armed Forces with a mobile and more capable force and modern equipment capable of responding to regional threats;
- Optimise balance in the allocation of limited defence resources;
- GAF transformation for enhancing its effective response capability to existing threats and challenges;
- Sustain Georgia's commitment in Afghanistan and other international missions;
- Further enhancement of NATO interoperability and assistance offered through the Substantial NATO-Georgia Package (SNGP);
- Support GDRP objectives.

5.2. Resource Allocation Objectives and Budget Projection

In optimisation process, fulfilment of the aims related to reduction of the amount of defence budget resources allocated to personnel costs and reallocation of funds to Operations & Maintenance, the GAF modernisation and acquisition of major systems to increase its combat readiness level, represent a significant challenge.

The calculation of the defence budget projections adopted a conservative approach (see the diagram). Using data drawn from the annual Ministry of Finance Basis Direction and Data 2017-2020 document, defence experts determined the relative accuracy of future defence budget estimates and extrapolated a conservative growth rate for future defence budget growth. In addition, budget projections presented in the appendix of Georgian Law on 2017 fiscal year budget ("Main Economic and Financial Indicators") takes into the consideration the ratio of existing data on the nominal GDP with percentage indicators of defence expenditure. Should the defence budget exceed the projected conservative budget indicators, additional funds will be allocated for GAF modernisation.

Diagram N3

RESOURCE ALLOCATION OBJECTIVE

| YEAR | PROJECTED DEFENCE BUDGET | PERSONNEL COSTS | OPERATIONS & MAINTENANCE | MAJOR EQUIPMENT | CONSTRUCTION | RESEARCH & DEVELOPMENT |
|------|--------------------------|-----------------|--------------------------|--------------------------------|--------------|------------------------|
| 2016 | 670 M GEL | 62.4% | 27.4% | 2.6% (13.3%* NATIONAL FUNDING) | 2.6% | 5.0% |
| 2017 | 670 M GEL | 60.7% | 26.4% | 4.1% (14.1%* NATIONAL FUNDING) | 4.6% | 4.2% |
| 2018 | 680 M GEL | 59.3% | 26.5% | 5.4% (11.9%* NATIONAL FUNDING) | 4.7% | 4.1% |
| 2019 | 700 M GEL | 57.7% | 26.4% | 7.3% | 4.6% | 4.0% |
| 2020 | 720 M GEL | 56.8% | 26.4% | 8.5% | 4.4% | 3.9% |

* - % Increases If National Funding For French Air Defence Systems Included



5.3. Force Structure Options

Force readiness, NATO interoperability and security cooperation as well as interagency cooperation are required for the GAF to successfully accomplish its tasks. Force readiness can be achieved through developing capable, adequately manned, equipped and trained Armed Forces.

Land Forces represent the main component of the GAF, whereas Manoeuvre Brigades are the main combat elements that consist of 70% of total Armed Forces and main component of armament and equipment. Manoeuvre Units' requirements determine the Table of Organisation and equipment, personnel manning of all other combat support and combat service support units. Therefore, during the Strategic Defence Review, Table of Organisation of Manoeuvre brigades was emphasised, which determines the structure of Land Forces and the GAF.

The analysis below is based on the following criteria/indicators:

- Projected defence budget ceiling for 2020;
- Desired manning level of Combat Units, Combat Supporting Units and Other Supporting Elements;
- Appropriate reallocation of defence resources in accordance with resource allocation objectives – personnel, operations and maintenance, construction, equipment, research and development.

Three functional components of the Armed Forces have been analysed for the force optimisation assessment: Combat Units, Combat Support Units and other units. Unit manning is determined by different doctrinal requirements.

Budget allocation objective – personnel cost (no more than 50%) and equipment acquisition (no more than 20%) – meets with target set by NATO, which is non-binding. Taking the limited resources into consideration, meeting with these targets became a priority of force options assessment. It is worth mentioning that these realities are not isolated to Georgia; all NATO countries have suffered from significant cuts over the last decade and have dramatically reduced their overall capabilities, size and readiness. Only a few NATO countries are funding their defence budget at or above the 2% level desired by the Alliance.

Three force structure options have been elaborated based on the abovementioned criteria/indicators, existing force structure and equipment status, brigade tasks, doctrinal requirements and directions from the General Staff.

Risk Assessment

Reliable Armed Forces are necessary to ensure deterrence and defence, as well as adequately respond to any aggression. Implementation of SDR 2017-2020 recommendations will result in formation of adequately trained and equipped Armed Forces, which will be ready to defend the country and prevent the enemy from reaching desired goals.

The expansion of major NATO and bilateral exercises to some extent will ensure the mitigation of the risks for every option. Exercises such as: Agile Spirit, Noble Partner and NATO-GEO EX16, highlights the readiness of Georgia's partners to place boots-on-the-ground while further contributing to Alliance interoperability.



5.4. Implementation of Recommendations

The successful implementation of the SDR recommendations relies on efficient functioning of two defence management systems - the force management system and the personnel management system.

The force management system includes the development of unit organisational structures and required equipment designed to optimise and prioritise the allocation of personnel and equipment reflected on Tables of Organisation (TO) and Tables of Equipment (TE).

The key measures taken to optimise TOs and TEs include the following:

- Improve mobility of infantry units by optimising elements and equipment;
- Eliminate obsolete equipment and replace with NATO compatible systems;
- Streamline headquarters, administrative staff and supporting structures;
- Define priorities for force modernisation (see paragraph 6.2) and provide with relevant resources (see paragraph 5.2);
- Optimise the allocation of current equipment.

Implementation of the SDR 2017-2020 recommendations will also depend on the effective functioning of the civilian and military **personnel management system** to recruit, develop and retain the most qualified individuals.

A number of steps were taken and will be taken till the end of 2020, to implement the requirements of personnel (military and civilian) management system:

- Optimise all TO to support and develop hierarchical management of officers and NCOs;
- Rebalance officer and NCO rank/grade structures to promote effective career management;
- Professional development of civilian personnel and merit-based career management;
- Optimise the number of civilian positions within the GAF and standardise management of GAF's civilian personnel (recruitment, career management and development);
- Prioritise manning of Combat Units, Combat Support Units and other supporting structural units at desired manning proportions;
- Elaborate new conscription approach to ensure cost effectiveness, the support of professional army with conscripts and availability of personnel for reserve force.

5.5. Objective Force 2020

This paragraph addresses specific recommendations concerning each component of the MoD and GAF. It provides the current structure, a brief rationale describing the recommended changes and proposed final organisational diagram.

5.5.1. MoD Civilian Office

Aiming to further develop the GAF and force readiness capabilities, the MoD is responsible for developing and supervising implementation of defence policies that provide democratic control over the Armed Forces. Furthermore, the MoD determines the strategic-operational organisation of the GAF and ensures the execution of military cooperation in accordance with international agreements signed by Georgia.

Rationale for Reorganisation

The structural reorganisation of the MoD was implemented aiming to achieve the elimination of functional duplication and increased structural effectiveness. Force optimisation, development of organisational and personnel management systems are required for the effective functioning of the MoD and accomplishment of its aims and objectives.

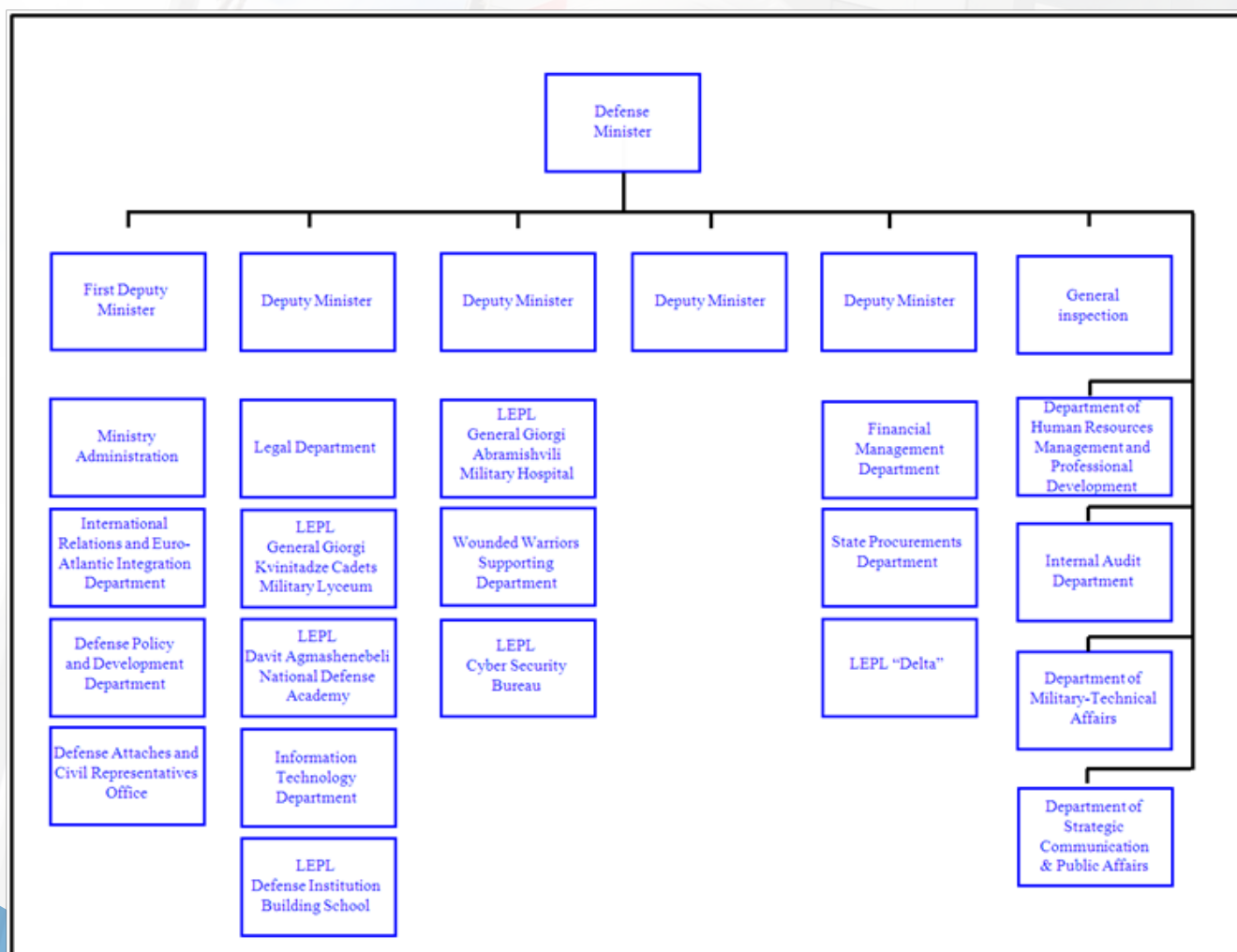


Implemented Actions:

- Merging of the MoD Wounded Warriors Supporting Department with General Staff's Psychological Selection and Monitoring Department, and creating Social Issues and Psychological Support Department;
- Merging of Public Affairs Division with Strategic Communications Department;
- Merging of Defence Policy and Planning Department, Analytical Department and Reforms Coordination and Monitoring Division and formation of a new Department of Defence Policy and Development;
- Merging of Quality Control Department with Financial Management Department;
- Integrating Legal Support Division of the Administration into the Legal Department;
- Integrating International Law Division into the International Relations and Euro-Atlantic Integration Department;
- Coordination and Monitoring of the Substantial NATO-Georgia Package Section was added to International Relations and Euro-Atlantic Integration Department;
- Creation of Public Information Division within the Administration
- Reform of star positions, as a result of functional analysis, a part of star positions were transformed into military positions, while another part into civilian positions;
- Transfer of administrative functions of civilian personnel into the Human Resources and Professional Development Department of the Ministry;
- Separation of technical and functional position

Diagram N4

Ministry of Defence



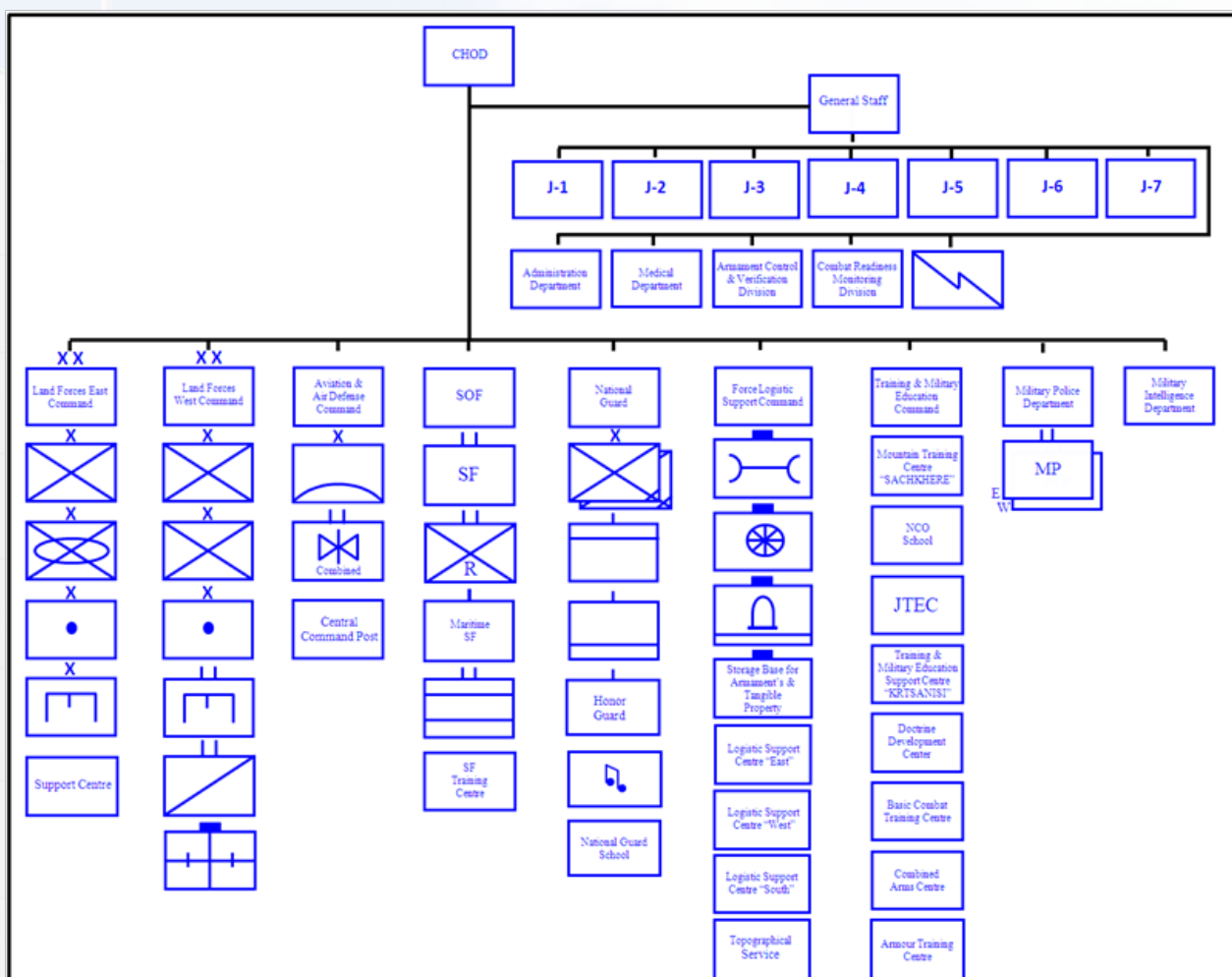


Recommendations:

- Regularly conduct and institutionalise organisational analysis to ensure the accomplishment of MoD's aims and objectives and increase its organisational effectiveness and efficiency;
- Standardise and institutionalise the research of organisational environment to improve MoD's functional efficiency;
- Use the decision making mechanisms of the Decision Making Board, Management Team and Permanent Working Groups to improve defence planning and management systems and institutionalise reforms;
- Use effective mechanisms for internal reporting to increase transparency and accountability at the MoD;
- Elaborate, implement and institutionalise the personnel management policy in accordance with the best international practices and in line with the Civil Service Bureau reform;
- Develop electronic data management systems to support defence management requirements - personnel, logistics, financial and training - in line with a long-term institutional requirements;
- Transfer operational and investigative functions from the Military Police to the designated MoD structure in conjunction with implementation of Military Police reforms.

Diagram N5

Georgian Armed Forces





5.5.2. Georgian Armed Forces

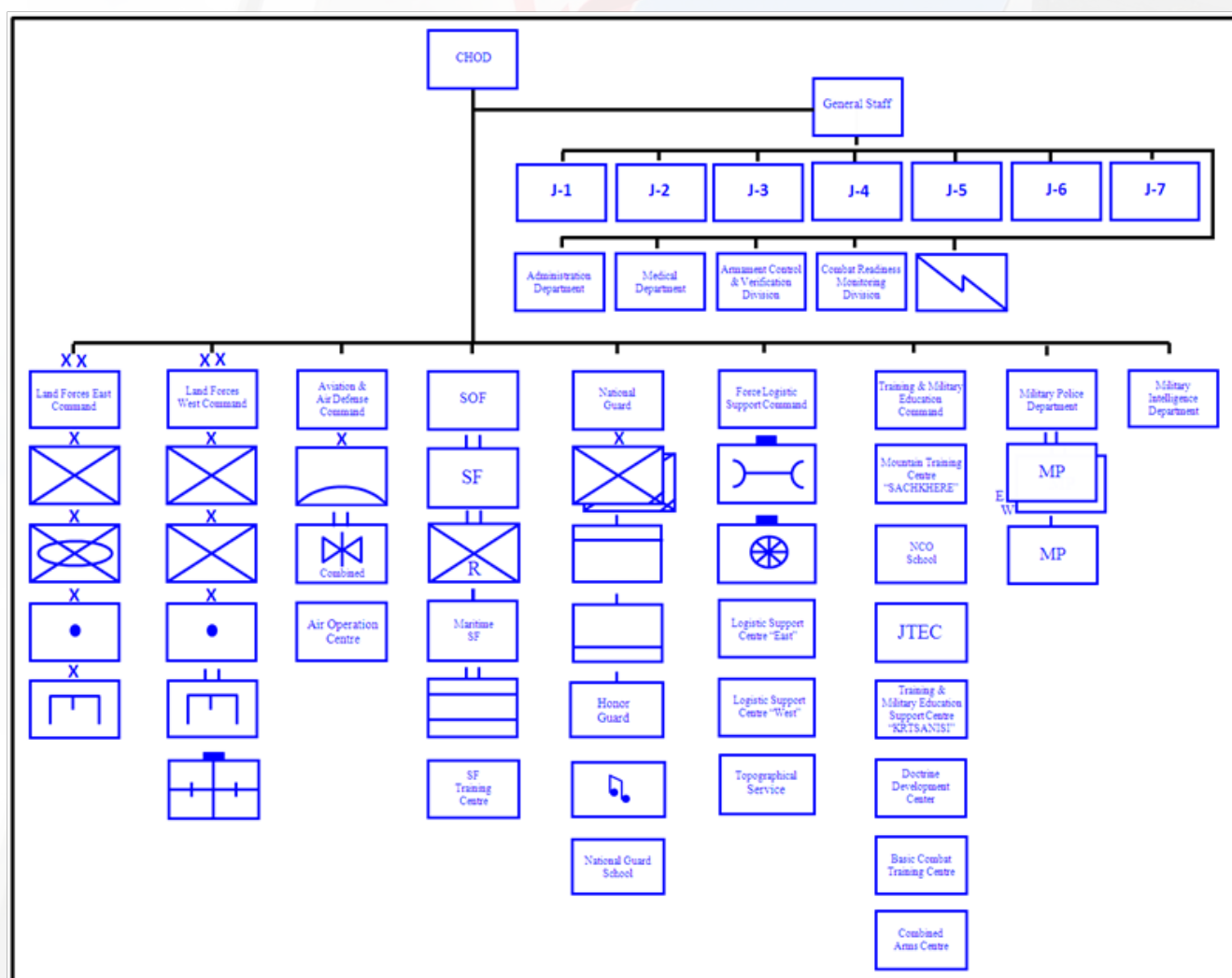
The key aims of the Georgian Armed Forces are: defending country's independence, sovereignty, territorial integrity and accomplishment of international obligations (including participation in the international peacekeeping missions), support of civilian government during natural disasters.

Rationale for Reorganisation

Within the framework of the Strategic Defence Review, the GAF's structural reorganisation was implemented. The aim of the reorganisation is the formation of flexible and combat capable structural units, enhancement of combat readiness and optimal resource allocation. In consequence of reorganisation, functional duplication was eliminated, the level of manning and equipment was increased, Command and Control was improved and structural reorganisation and elimination of unnecessary administrative units were implemented.

Diagram N6

Proposed Structure of GAF





Recommendations:

- Continue structural reorganisation for creating flexible, mobile and NATO interoperable and task-oriented Armed Forces ;
 - Ensure the support of GAF's critical force readiness requirements through General Staff's organisational structures;
 - Review and update the GAF Command and Control Concept;
 - Review and update the existing Reserve Concept;
- Create the Army Reserve, Territorial Reserve and Specialists Reserve for the support and enhancement of Armed Forces personnel;
- Following the approval of the Reserve Concept and allocation of relevant financial resources, the MoD will start executing relevant actions related to reserve training;
 - Improve Command and Control system in order to enhance operational command effectiveness;
 - Elaborate and develop doctrines and lessons learned system based on the GAF requirements;
 - Create and develop sustainable combat readiness enhancement training capabilities for GAF's Tactical Level Units;
 - Improve the GAF's logistic capabilities and develop Logistic Concept for enhancing the logistic operations.

5.5.3. General Staff

The tasks of the General Staff are: strategic-operational Command and Control of subordinate units; interagency coordination; planning; conducting and monitoring of the joint operations; determination of necessary demands for capability developments.

Rationale for Reorganization:

In ongoing process of the Strategic Defence Review, structural reorganisation of the General Staff was implemented. Objectives of the reorganisation are: staff optimisation, structural optimisation, elimination of functional duplications, reduction of high rank officer positions and enhancement of necessary capabilities for fulfilment of combat functions.

Implemented Actions

- Eliminate Board of advisers at the General Staff;
- Eliminate the Naval Planning Department and create a naval capability planning cell within the J-3 Planning Department;
- Eliminate the Psychological Recruitment and Monitoring Department and distribute its functions among other MoD and GAF structural units;
- Logistic Support Centre - Provision of logistic support and planning of Sports activities, distribution between Logistical Support Command and Administrative Department of the General Staff;
- Reshape J-5/9 Strategic Planning, Military Policy and CIMIC Department as J-5 Strategic Planning Department. CIMIC functions were transferred to J-3 Operative Planning Department;
- Transform J-4/8 Logistic and Resources Planning Department into J-4 Logistical Planning Department;
- Eliminate Medical Supply Base and create Medical Supply Service within the Medical Department;
- Establish standardised Table of Organisations of departments and divisions at the General Staff.



Recommendations:

- Continue structural reorganisation of the General Staff in accordance with doctrinal and operational requirements to ensure formation of effective and flexible organisational structure that will provide effective Command and Control of the armed forces during crisis and war;
- Enhance the General Staff's capabilities in unit formation, supply and maintenance system institutionalisation and capability development;
- Structural reorganisation of existing military police battalions.

5.5.4. Land Force East and West Commands

The tasks of Land Forces East and West Commands are: conducting a full spectrum of defence operations in their respective areas of responsibilities; Command and Control of the subordinate units; sustainment of combat readiness high level; training of own reserve.

Rationale of Reorganisation

During the Strategic Defence Review process, the number of infantry brigades was reduced from five to four and their internal structures were modified. Armour and mechanised infantry assets were also realigned. Standardised battalion and company structures were implemented. These changes have collectively optimised the Land Force Commands' capability to execute their General Defence Plan requirements. As a result of structural changes, equally manned, equipped, and task-oriented combat, combat support and combat service support units were created.

Recommendations:

- Eliminate the Support Centre and integrate Guard Company into Military Police force structure;
- Create a plan for infrastructure development in line with operational requirements;
- Elaborate vision for enhancement of intelligence, mobility, fire support and logistic capabilities in East and West Commands;
- Implement structural optimisation of artillery units and maintenance/modernisation of the existing equipment;
- Equip manoeuvre units with modern engineering (counter-mobility) equipment.

5.5.5. Special Operation Forces

This unit provides the GAF with unique strategic reconnaissance and direct action capabilities needed for defence operations as well as for the threats posed by hybrid warfare. SOF can also provide support to various military units, government bodies and international partners in military and civilian formats. SOF combat personnel require special skills and intensive trainings for sustainment experience and capabilities that are needed for adequate actions in various circumstances.

SOF should be developed based on the "Special Operation Forces Development Strategy 2015-2020". This targets substantial capability enhancement of SOF in the unified system of the Georgian Armed Forces, hence to enable fulfilment of tasks in the full spectrum environment by 2020. SOF development is also important for enhancement of interoperability with NATO and successful participation in the international operations.

Rational for Reorganisation

During the Strategic Defence Review process, the recommendations were determined for SOF's structural optimisation. The aim of recommendations: SOF optimisation to better allocate financial resources in accordance with operational requirements. Structural changes considerably decreased the costs for successful execution of tasks, required manning, training and equipment.

Implemented Actions:

- Structural optimisation;
- Eliminate Administration of SOF;
- Transfer of TMEC Sniper and Ranger School to SOF Training Center.

Recommendations:

- Optimise and standardise SOF Command and Control system in accordance with GAF and NATO requirements;
- Personnel reorganisation of SOF combat units' (special operations battalion, special naval operations group);
- Personnel reorganisation of SOF Combat Support unit (Ranger Battalion) to support the execution of special missions operations and tasks;
- Organise SOF support elements of manoeuvre units within the structural unit of the support battalion;
- Personnel and structural reorganisation of Special Operations Training Centre to develop special schools and courses.

5.5.6. Aviation and Air Defence Command

This aim of the Aviation and Air Defence Command is to ensure Command and Control of airspace, air defence of strategic units, provide close air support of Manoeuvre Brigades, Combat Service support, MEDEVAC, search and rescue and reconnaissance.





Rationale for Reorganisation

The importance of having an adequate air defence system was underscored during the August 2008 War. Georgian Armed forces do not obtain Air Defence systems, capable of adequate response to the existing challenges; its air support cannot meet operational requirements in case of a large-scale aggression.

Therefore, acquisition of the new air defence systems will significantly improve Georgia's air surveillance and short-range and mid-range Air Defence systems.

Implemented Actions:

- Structural reorganisation;
- Eliminate Aviation Brigade;
- Eliminate Guard and support battalion;
- Reorganisation of Mixed Aviation Squadron.

Recommendations:

Air Defence:

- Unify Radar Battery/company under division/battalion level unit for Command and Control enhancement;
- Effective exploitation of NATO interoperable complex to be ensured through new air defence capabilities;
- Ensure the preparation of required personnel and infrastructure for arrival of the new air defence systems;
- Establish NATO interoperable Air Operation Centre as a result of Central Command Post's reorganisation;
- Allocation of resources for trainings to ensure the maintenance of high level force readiness and adoption of new combat skills within GAF's Air Defence units.

Aviation:

- Detailed assessment of Rotary and Fixed Wing's life cycle and modernisation of aerial vehicles, which are needed for Armed Forces to complete tasks set by the General Defence Plan;
- Retrain personnel after the reorganisation of Aviation Brigade;
- Elaboration of UAVs capability development concept and initiation of new systems acquisition;
- Elaboration of combat helicopters' capability development vision and concept.

5.5.7. The National Guard

This National Guard has a number of tasks including participation in military operations and supporting active force during crisis/war, coordination of military support to civil authorities during manmade or natural disaster preparation of the population for civil defence and execution of various ceremonies. In peacetime, the National Guard is training its own reserve. Rationale for Reorganisation

Restructuring of the National Guard Department will be based on an approved Reserve Concept that stipulates rational, affordable and realistic operational tasks.

During the Strategic Defence Review process, structural optimisation of the National Guard was executed. However, further effective reorganisation of existing structure is necessary to transform NG as a Combat and Combat Support capable unit.

Implemented Actions:

- Eliminate National Guard's administration;
- Eliminate G-2 section and transfer of its functions to G-3 section;
- Establish the Civil Defence section as a result of Civil Defence Service reorganisation;
- Training centre "Bazaleti" joined the NG school.

Recommendations:

- Establish NG as a key supporting element for government during natural and man-made disasters;
- Support the Government in ensuring civil defence during emergency situations and war;
- Perform structural reorganisation of NG; refine Administration, Command and Control system;
- Gradual formation of NG's reserve units for structural reorganisation and creation of material and technical base;
- Following the approval of Reserve and Mobilisation Concept, plan and implement relevant activities for formation, training and use of Army Reserve.



5.5.8. Force Logistic Support Command

This organisation provides logistic support to the GAF during peace, crisis and war by providing supply, services, transportation, maintenance and topography and polygraph capabilities. It also supports peacetime training, exercises and professional military education requirements.

Rationale for Reorganisation

During the Strategic Defence Review process, structural reorganisation of the Logistic Support Command was executed, that resulted in reduction of bureaucracy and increase of structural unit. It is recommended to continue the following process to create effective and flexible organisation that will ensure support of GAF's Combat Units in peacetime and war.



Implemented Actions:

- Eliminate Planning, Programming and Budgeting division;
- Eliminate Construction Projects Bureau;
- Create G-4 at the General Staff.

Recommendations:

- Relevant structure of the Logistic Support Command must be based on doctrinal and operative requirements, that will provide support to the Land Forces Commands during war and crisis;
- Establish effective logistic support system and improve logistic support capabilities;
- Optimise administrative management by merging structural units;
- Establish logistic data tracking system (electronic database).



5.5.9. Training and Military Education Command

The mission of the Training and Military Education Command is to develop professional military education courses; provide training and re-training to Georgian personnel/units; training and evaluation of Georgian and partner countries' units; pre-deployment training/retraining of units participating in international missions within the framework of Partnership for Peace (PfP) programme and bilateral and multilateral cooperation; elaboration of operation and tactical level field manuals, Basic Combat Training; and support to planned GAF trainings and exercises with technical and simulation facilities and equipment.



Rationale for Reorganisation

During the Strategic Defence Review process, internal structural optimisation was conducted, as a result of which, current structure was refined and human and technical resources were distributed in an optimal way among subordinate structural elements.

Implemented Actions:

- Eliminate training and Military Education Command's Administration;
- Eliminate Special Training Centre;
- Merge existing courses at the Armour Training Centre with course at Combined Armed Training Centre's Manoeuvre school.

Recommendations:

- Consolidation of professional development courses for officers at the Combined Arms Training Centre to achieve greater synergy and reduce overhead expenses;
- Continue transformation of all programmes of instruction based on ADDIE principles to meet SNGP standards;
- Leverage the use of the Doctrine Development Centre to produce critical, GAF tailored readiness doctrine;
- Develop necessary combat training capabilities (personnel, infrastructure and manning) at JTEC for successful implementation of GDRP;
- Eliminate Armour Training Centre.

6. IMPLEMENTATION OF SDR RECOMMENDATIONS

The implementation of SDR recommendations will require:

- SDR Implementation Plan;
- Clearly identified execution priorities;
- Institutionalised decision-making process;
- Integrated execution methodology;
- Institutional reforms

6.1. SDR Implementation Plan

The development of the SDR IP will include specific responsibilities, milestones and anticipated outcomes for each recommendation. The MoD Defence Policy and Development Department will be responsible for monitoring overall execution of the IP and providing periodic reports to senior MoD and General Staff leadership. The development of this document is scheduled for approval by the end of March 2017. Development of this IP will be coordinated with SNGP experts, foreign advisors and NATO.

6.2. Execution Priorities

Due to financial constraints, execution of the SDR 2017-2020 recommendations will require a clear set of priorities. Criteria for establishing these priorities will be driven by each recommendation's contribution to improve the GAF readiness. The following set of priorities provides the basis for aligning defence funding and acquisition requirements for enhancing the following GAF capabilities:

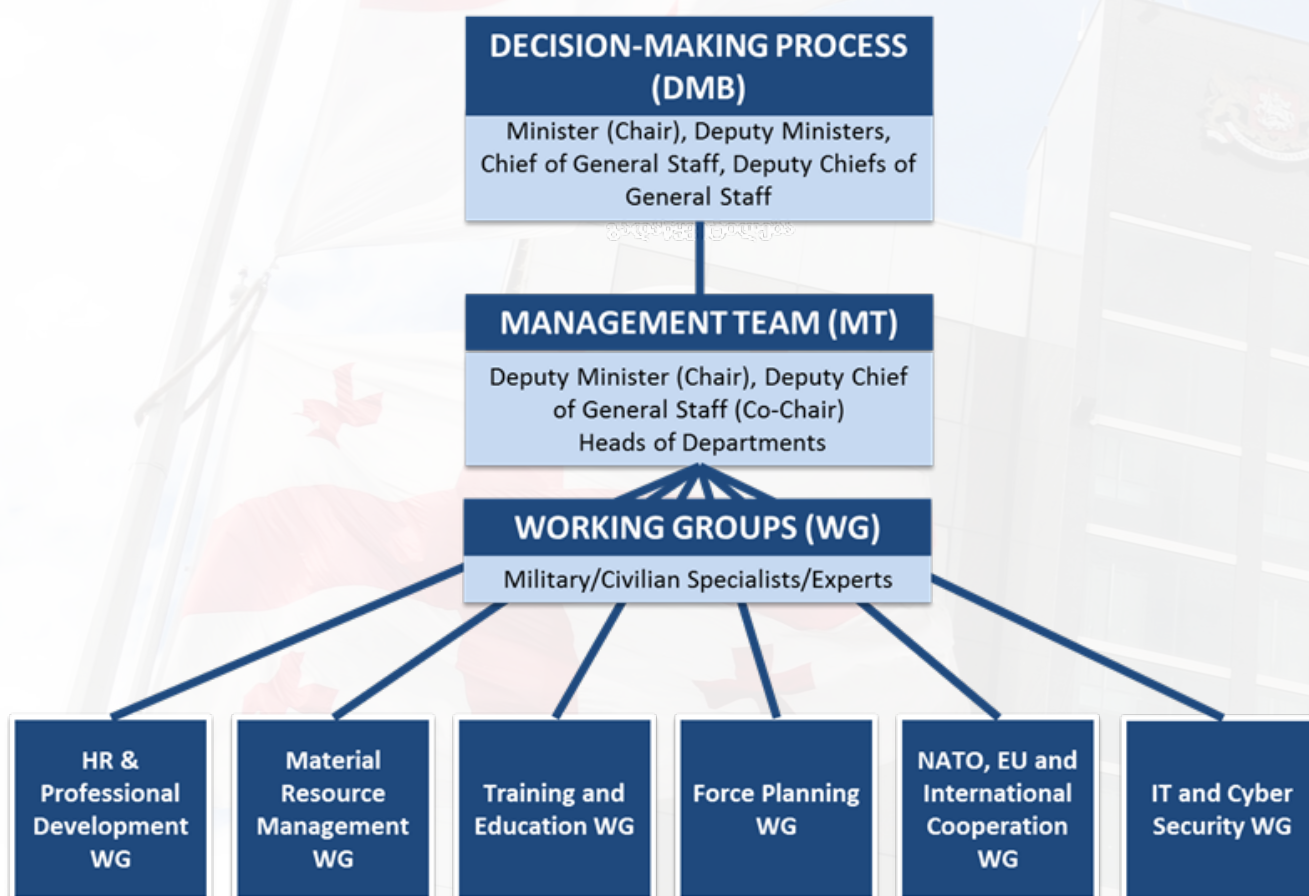


- Manoeuvre (infantry, mechanised infantry and armour) units;
- Air defence;
- Anti-armour;
- Engineer (counter-mobility);
- Artillery;
- Intelligence.

6.3. MoD Decision-Making Process

The accomplishment of the SDR objectives requires the monitoring of the implementation process of SDR Recommendations, strategic decisions for readjusting the plans if needed and better optimisation in the allocation of limited MoD resources – both personnel and financial. Managing this process is structured around a tiered decision-making mechanism as depicted in the diagram. The Decision Making Board (DMB) is chaired by the Minister of Defence and comprises all Deputy Ministers, the CHOD and all DCHODS.

Diagram N7



The Management Team (MT) is directly subordinated to the DMB, is chaired by a designated Deputy Minister and contains key senior management supervisors at the Head of Department level. The MT supervises six permanent Working Groups, responsible for reassessing proposals scheduled for review by the MT prior to submission to the DMB for approval.

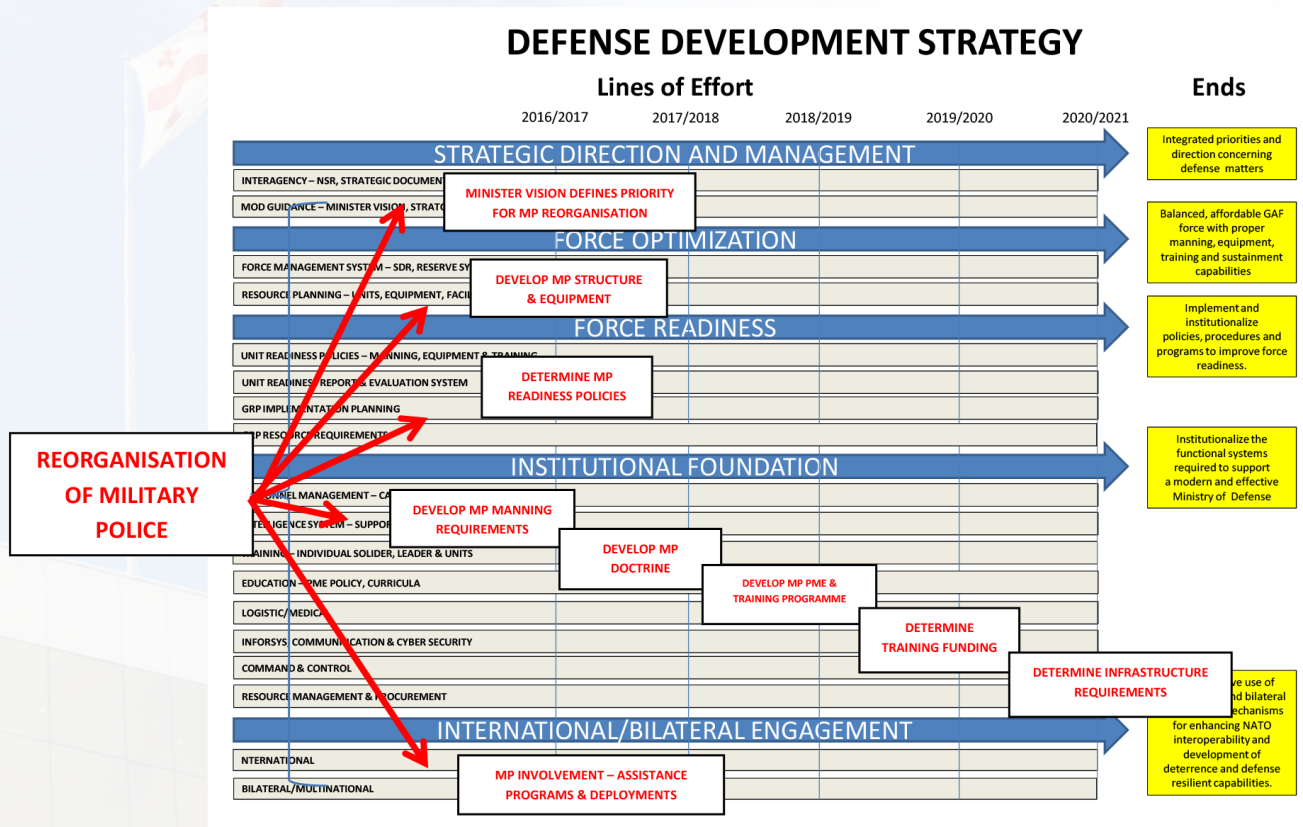


6.4. Standard Methodology for Analysis of SDR Recommendations

The execution of each recommendation will require a comprehensive analysis of all DOTLMPF-related requirements. The SNGP experts, foreign advisors and other relevant agencies will be engaged in the analysis process.

The diagram illustrates the actions that are based on the White Book's strategic directions. As an example of the actions necessary to implement SDR recommendations, the following diagram provides a few of the major DOTLMPF-related requirements to execute a reorganisation of the Military Police Department.

Diagram N8



6.5. Institutional reforms for implementing SDR 2017-2020 recommendations.

The following provides institutional foundation for an effective implementation of the SDR 2017-2020 recommendations. The implementation of this SDR recommendations will require considerable improvements in virtually all defence management systems to accomplish the objectives.

Significant improvement in the GAF readiness and increasing resources for modernisation will be achieved by improving personnel, equipment, training and sustainment processes that will facilitate the re-allocation of defence resources to more critical requirements and support the 'Total Defence' approach. Accomplishing these objectives will require unity of effort and sustained engagement of senior MoD and General Staff leadership over the next four years. Execution of this ambitious programme relies on leveraging the expertise of SNGP experts, external advisors and NATO agencies.



6.5.1. Strategic Directions and Management

- Interagency LoS
 - o Determining interagency cooperation mechanisms, as well as concrete actions during crisis (in peacetime and war);
 - o General Defence Plan Approval – provides the basis for improving interagency national defence coordination as well as internal MoD defence planning process and defence development directions;
 - o Intensification of Inter-agency exercises (Didgori, Info, Fari etc.) and elaboration of new formats for trainings and exercises.
- MoD Guidance LoS
 - o The review of the “Law of Georgia on the Defence of Georgia”;
 - o MoD Acquisition Strategy – development of a comprehensive strategy supports execution of priorities identified by the SDR and provides a basis for integrated defence planning and management systems support;
 - o Defence Program Guidance – provides clear, prioritised direction for the development of the Defence 2018 Budget and following three Years Program.

6.5.2. Force Optimisation

- Force Management LoS
 - o Force Management System (FMS) – ensures the implementation of SDR force optimisation recommendations in accordance with the policies and procedures of the system that disciplines GAF force structure management;
 - o Reserve and Mobilisation Concept – provides a basis for refining GAF force generation capabilities in the rapid call-up and deployment in support of operational requirements. The concept provides the reserve system with a flexible organisation tools and easy access to material, financial and human resources, as well as interoperability of reserve’s C2 with the GAF.
- Resource Requirements LoS
 - o SDR Personnel and Financial Reallocation Objectives – ensure sufficient financial resources are allocated to accomplish the goals reflected in paragraph 5.3;
 - o SDR IP Resource Requirements – ensure required financial resources are considered during all steps in the development of the MoD defence Budget;
 - o Program based budget elaboration and further development of the defence system.

6.5.3. Force Readiness

- Unit Status and Evaluation Reporting System (USERS) LoS
 - o USERS Regulation – refines/updates reporting criteria for personnel, maintenance and training;
 - o Special Georgia Defence Readiness Program (GDRP) Unit Reporting – identifies parameters for submission of special reports for units nominated for GDRP participation.
- Unit Readiness LoS
 - o Readiness Policies – identify policies relevant to units preparing to participate in the Georgian Readiness Program (GDRP);
 - o Readiness Policies – refine/update in accordance with lessons learned following initiation of the GDRP;
 - o SOF Unit Readiness – developing the capabilities of SOF Units for the accomplishment of special tasks.



- Georgia Readiness Program Implementation Planning LoS
 - GDRP Implementation Plan – provides a comprehensive set of policies, responsibilities, milestones and objectives for preparing GAF units for participation in GDRP;
 - GDRP Unit Reports – provide special reports for units nominated for participation in the programme designed to confirm the accomplishment of all precondition requirements.
- Georgia Defence Readiness Program Resource Requirements LoS
 - 2018 GDRP Budget Requirements – ensure the identification of adequate funds to support readiness training for GDRP designated units;
 - Budgeted GDRP Resources – validates that the necessary financial resources are considered during all steps in the development of the MoD defence Budget.

6.5.4. Institutional Reforms

- Personnel LoS
 - Military Personnel Management System – further development and improvement of the system, which includes a transparent and objective recruitment, selection, appointment, professional development, maintenance, reintegration into the civil sector after retirement and provision of social care;
 - Civilian Personnel Management System - further development and improvement of the system, which includes a transparent and objective recruitment and job execution management, as well as merit-based professional development and career management (elaboration of individual professional development plan based on job execution evaluation, regular professional development courses are available for civilian personnel);
 - GDRP Personnel Fill Plan – determines when units designated for participation in the GDRP should be filled in accordance with the GDRP Implementation Plan guidance;
 - Tables of Organization (TO) – following the approval of the SDR, virtually all TO will need to be updated, to include standardisation of rank structures at all levels of the GAF;
 - Conscription Concept – document that describes the new programme and objectives of the conscription system. The Concept will be based on three key changes: 1. Each conscript will attend Basic Combat Training; 2. Conscripts will have free weekend privilege; 3. The salary will increase;
The new conscription system will further contribute to the integration of ethnic and religious minorities. The concept will be elaborated within the framework of the inter-agency working group, which will become a part of SDR 2017-2020 IP and will take into consideration the requirements of all those state agencies, where Georgian citizens are undergoing compulsory military service.
- Intelligence LoS
 - Intelligence Transformation Plan – provides a DOTMLPF-based document as a foundation for improving intelligence capabilities;
 - Doctrine Development– supports the elaboration of two critical manuals – the Scout Platoon Manual and Reconnaissance Company Manual.
- Training LoS
 - Improving the quality of training, provision of relevant infrastructure, development of doctrines in accordance with the requirements of METL and GAF;
 - Standard Infantry METL –provides a basis for territorial defence-focused training as well as an initial proposal for structuring the GDRP;



- o JTEC – supports the integration of live, virtual and constructive training simulation technologies during training and exercises to enhance GAF readiness;
 - o Doctrine Development– supports the elaboration of three critical manuals – the Infantry Squad and Platoon Manual, Infantry Company and Battalion Manual, as well as the Direct Support Artillery Battalion Manual.
- Education LoS
 - o Professional Military Education Improvement Plan – provides initiatives and specific benchmarks for improving leadership training across the GAF. Ensures the development of professional and career development programmes for sergeants and officers in accordance with NATO standards;
 - o David Agmashenebeli National Defence Academy of Georgia (NDA)– in coordination with the MoD and the General Staff, NDA provides first level of higher education programmes, determines priority areas for officers' preliminary military education and provides planning and management of education process. It also provides further development of officers' intermediate and higher education programmes and ensures its interoperability with GAF requirements. NDA develops second cycle of higher education programmes and provides further optimisation of foreign languages training system in line with GAF requirements. NDA aims to create a foundation for research activities;
 - o Combined Arms Training Centre – facilitates the overall improvement and standardisation of educational curricula;





- o Defence Institution Building School – provides professional development courses for enhancing the skills and knowledge of our military and civilian personnel.
- Logistic & Medical LoS
 - o Doctrine Development - supports the elaboration of three critical documents – a Logistic Concept, GAF Joint Publication 4.0 Logistics as well as the Infantry Support Battalion Manual;
 - o SNGP Logistic Capability Development Project – provides the framework for improving Georgia's Host Nation Support capabilities and identifying future requirements to improve Reception, Staging and Onward Movement capacity;
 - o Infrastructure Master Plan – annually prioritises and directs financial resources to the garrisons and MOD facilities;
 - o Medical Care plan of the GAF – describes how all MOD and GAF capabilities will be integrated into the established and internationally proven medical care of civilian and military personnel, wounded warriors and their families.
- Information System, Communications and Cyber Security LoS
 - o MOD INFOSYS Enhancement Plan – provides a baseline for resource allocation to the highest priority requirements;
 - o Cyber-security – identifies important security hardware/software requirements for the procurement and installation throughout MOD and the GAF.





- Command and Control LoS
 - o Strategic Command and Control Concept;
 - o Command & Control Command Posts – identify requirements for General Staff command posts (primary and alternates) including redundant C3I communication capabilities.
- Resource Management LoS
 - o Defence Resource Management System (DRMS) – continues to mature current policies and procedures to further improve transparency and accountability for the allocation and use of defence resources;
 - o Budget Review – periodically assesses the accuracy of budget planning and actual execution to improve leader awareness and experience in dealing with resource issues.

6.5.5. Multinational and Bilateral Engagement

- International LoS
 - o International Operations – participation in NATO and EU-led missions, including continued participation in NATO Response Force (NRF);
 - o Partnership Goals – Fulfilling the specific requirements within the framework of NATO-Georgia cooperation mechanisms, including Partnership Goals and other commitments with partner countries to enhance interoperability;
 - o Improving GAF capabilities at strategic, tactical and operational levels through implementation of SNGP initiatives.





- Multinational/Bilateral Engagement
 - o Exercise Participation – balances the benefits of continued participation in multinational and bilateral exercises against competing SDR IP requirements to optimise the allocation of limited resources;
 - o Exercise Design – emphasises exercise objectives that contribute to territorial defence capacity building (annual field and command post exercises at tactical, strategic and operational levels);
 - o Bilateral Relations – deepening cooperation with partner and neighbouring states;
 - o Close cooperation with NATO allies and partner countries – to ensure security and stability in South Caucasus and the Black Sea region.





7. CONCLUSION

In order to respond to the security challenges, it is imperative to transform the defence system, which, together with economic, diplomatic and information deterrence factors, will develop military capabilities, as this will ensure that Georgia's vital interests are protected. The Georgian Armed Forces must represent the main component for deterrence against aggression and an important factor for the prevention of war to ensure Georgia's peaceful development and protect its sovereignty and independence.

The assessment of GAF's existing capabilities was conducted during the elaboration of the Strategic Defence Review 2017-2020 (SDR). Optimal and rational organisational structure of GAF's combat and supporting elements was formed based on the security environment and existing resources.

The leadership of the Ministry of Defence of Georgia is fully responsible for the abovementioned process and acknowledges the difficulties and challenges that accompany the transformation process of the defence system. The MoD expressed its readiness to implement SDR recommendations through close cooperation with the defence and security sector. The successful implementation of SDR recommendations will ensure the transformation of defence system, creation of modern, ready and affordable armed forces capable of adequately responding to country's security threats.