

BUILDING RESILIENCE: ADVANCING DEFENSE ACQUISITION CAPABILITIES IN GEORGIA

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This comprehensive article explores the global trends in defense acquisition processes, examining key practices in the United States, Canada, Australia, New Zealand, France, Germany, and the United Kingdom. Highlighting the diverse organizational structures and decision-making support systems, the article delves into challenges faced by each nation and strategies implemented for improvement. Drawing insights from the U.S. strategic planning and flexibility, Canada's multi-departmental approach, France's emphasis on innovation, the UK's integrated procurement and support, Germany's technological advancements, New Zealand's collaborative framework, and Australia's adaptability, the article presents a comparative analysis. It underscores the importance of joint capability management, strategic planning, flexibility, and international collaboration. In the context of Georgia, the article provides a glimpse into the current landscape of defense acquisition, focusing on key entities within the Ministry of Defense and their roles in shaping the country's defense acquisition capabilities. The findings underscore opportunities for fostering inter-departmental collaboration, leveraging innovation, optimizing logistical processes, strengthening international partnerships, enhancing personnel training, and fortifying legislative frameworks. Additionally, the study advocates for a structured defense acquisition framework inspired by international best practices, incorporating decision-making support systems, delineating clear acquisition phases, and implementing robust monitoring and evaluation mechanisms. The proposed recommendations aim to guide Georgia towards a more resilient, adaptive, and forward-looking defense posture in the dynamic global security landscape.

Key words: *Defense Acquisition, Strategic Vision, Capability Planning, Inter-Departmental Collaboration, Innovation in Defense, Logistical Efficiency, International Partnership, Risk Mitigation*

1. INTRODUCTION

In an era marked by dynamic geopolitical shifts and evolving

security challenges, the importance of robust defense acquisition capabilities cannot be overstated. Defense acquisition capabilities refer

to the capacity and proficiency of a military organization in obtaining, developing, and sustaining the necessary equipment, technology, and resources to meet its defense and security objectives. These capabilities encompass the entire process, from identifying needs and setting requirements to procurement, testing, and maintenance of military assets. Effective defense acquisition capabilities are crucial for ensuring a military's readiness, effectiveness, and ability to address evolving threats and challenges.

Nations worldwide are continually adapting to global trends, leveraging international best practices, and optimizing their defense acquisition models to ensure preparedness in the face of emerging threats. This article delves into the crucial realm of defense acquisition, with a specific focus on Georgia's endeavors to enhance its capabilities and build resilience.

As we navigate the intricate landscape of defense acquisition, it becomes imperative to explore global trends and best practices that shape the strategies of leading nations. A comparative analysis of defense acquisition models provides valuable insights into organizational structures, decision-making support systems, governance mechanisms, challenges faced, and strategies employed by nations at the forefront of defense preparedness.

Against this backdrop, we turn our attention to the current landscape of defense acquisition in Georgia. To comprehend the contemporary state of defense acquisition in Georgia, a retrospective glance into its historical context becomes imperative. Georgia's history of acquiring defense assets has been shaped by a myriad of factors, including geopolitical shifts, regional conflicts, and internal developments. In the early years of independence, Georgia faced difficulties after the Soviet Union's breakup, relying on old equipment and struggling with economic changes. Conflicts like those in Abkhazia and South Ossetia highlighted the need for a strong defense system. Despite efforts to modernize the armed forces in the 21st century, challenges persisted, including budget limits, technology gaps, and changing regional threats.

A comprehensive assessment of existing capabilities sets the foundation for identifying key areas that warrant improvement. By understanding the strengths and limitations of the current framework, Georgia can strategically enhance its defense acquisition capabilities to meet the demands of the contemporary security environment.

Drawing inspiration from international best practices, this article examines the lessons learned from other nations and evaluates their applicability to Georgia's unique

context. By distilling the experiences of leading defense forces, Georgia can glean valuable insights and tailor its approach to align with the nation's specific needs and challenges.

In conclusion, this article aims to provide a holistic view of the evolving landscape of defense acquisition, emphasizing the imperative for Georgia to fortify its capabilities. By synthesizing global trends, assessing domestic strengths and weaknesses, and drawing on international lessons, Georgia can position itself to navigate the complexities of the modern security landscape with resilience and adaptability.

2. GLOBAL TRENDS IN DEFENSE ACQUISITION PROCESSES

2.1 Overview of International Best Practices

2.1.1 The U.S. Department of Defense

The United States' Defense Acquisition process is intricately managed by the Department of Defense (DOD), involving various organizations within the DOD. The Office of the Under Secretary of Defense for Acquisition and Sustainment oversees procurement activities, playing a pivotal role in matters related to acquisition, contract administration, logistics, and more (OUSD A&S, n.d.).

2.1.1.1. Armed Services and Procurement Offices

Each armed service (Army, Navy, Marine Corps, Air Force, and Coast Guard) is supported by its respective procurement office, specializing in different aspects such as research and development, weapon systems acquisition, military equipment procurement, infrastructure development, and the acquisition of commercial products and support services.

Additional DOD Agencies Involved: Over 30 DOD agencies actively engage in defense procurement, including the Defense Logistics Agency, Defense Contract Management Agency, Defense Advanced Research Projects Agency (DARPA), Missile Defense Agency, and the National Security Agency (Auger, 2020a).

2.1.1.2. Decision-Making Support Systems

The Department of Defense operates three principal decision-making support systems:

- *Planning, Programming, Budgeting, and Execution (PPBE) Process*: Used for strategic planning, program development, and resource determination to align plans with the National Security Strategy within resource constraints.

- *Joint Capabilities Integration and Development System (JCIDS)*: Identifies, assesses, and prioritizes gaps in joint warfighting capabilities and recommends potential solution approaches.
- *Defense Acquisition System*: Manages the acquisition of weapon systems, automated information systems, and services. It allows for decentralized execution with a focus on flexibility, innovation, discipline, and accountability (DAG, 2013).

The DoD Acquisition Process comprises several phases, each subject to specific DoD regulations and federal statutes (**Fig. 1**). The phases are:

- Materiel Solution Analysis (MSA)
- Technology Maturation & Risk Reduction (TMRR)
- Engineering & Manufacturing Development (EMD)
- Production & Deployment (PD)
- Operations & Support (O&S)

After each phase, a Milestone Review (A, B, C) assesses compliance with regulations and statutes before progressing to the next phase (DAE, n.d.).

2.1.1.3. Defense Acquisition Phases

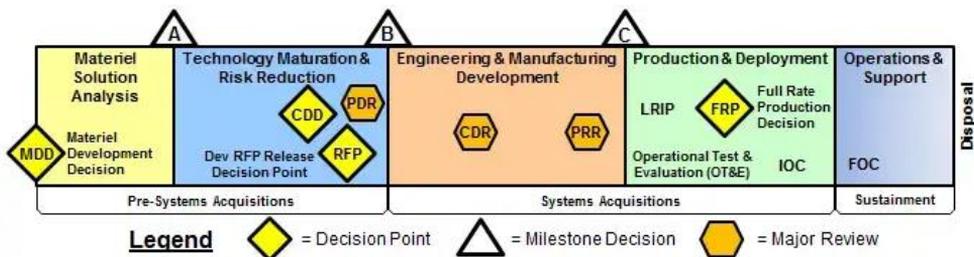


Fig. 1 Major Capability Acquisition Process

Source: The defense Acquisition Encyclopedia

<https://acqnotes.com/acqnote/acquisitions/acquisition-process-overview>

2.1.1.4. Defense Acquisition Categories

Acquisition programs are categorized based on funding and importance. Oversight is determined by the Acquisition Category (ACAT), with the Milestone Decision

Authority (MDA) appointed by DoD senior leadership. Major Defense Acquisition Programs (MDAPs) and Major Automated Information Systems (MAIS) have rigorous reporting requirements. ACAT levels are:

- ACAT I: R&D > \$524M, total procurement > \$3.065B
- ACAT II: R&D > \$200M, total procurement > \$920M
- ACAT III: Less than ACAT II (DAE, n. d.).

2.1.1.5. Adaptive Acquisition Framework

The Adaptive Acquisition Framework (AAF), outlined in DoD Instruction 5000.85 (DODI, 2020), empowers acquisition program personnel to plan and manage programs. Major Capability Acquisition is one of the six pathways within the framework.

2.1.1.6. Defense Acquisition System Details

- *Event-Based Process*: Acquisition programs move through milestone reviews and decision points that authorize entry into significant program phases.
- *Acquisition Categories*: Programs are categorized based on dollar value and management interest, subject to increasing levels of oversight.
- *Milestone Decision Authority (MDA)*: The Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)) serves as the MDA, with a Defense Acquisition Board (DAB) providing advice on critical acquisition decisions.

- *Overarching Integrated Product Team (OIPT)*: Supports the DAB by facilitating communication, vetting issues, and providing integrated assessments during milestone decision reviews (DAG, 2013).

2.1.1.7. Challenges and Recommendations for Improvement

RAND research identifies challenges in the acquisition process, including responding to evolving missions, leveraging a changing defense industrial base, accommodating interoperability, building in cybersecurity, planning for technology refresh, rebuilding the acquisition workforce, managing acquisition costs, and aligning incentives, organization, and processes with acquisition goals.

To address these challenges, an integrated set of actions is proposed, emphasizing tailored acquisition strategies, inclusive planning for the defense industrial base, and a properly sized, trained, and incentivized acquisition workforce to enhance flexibility and productive collaboration with industry partners (Wong et al., 2022).

2.1.2 Canada

Canada's defense procurement process is a complex and multi-departmental undertaking, involving key federal entities such as the

Department of National Defense (DND), Public Services and Procurement Canada (PSPC), Innovation, Science and Economic Development Canada (ISED), and the Treasury Board of Canada Secretariat. This collaborative approach, where each department has a defined role, distinguishes Canada's procurement strategy (Auger, 2020a).

2.1.2.1. Department of National Defense and Public Services and Procurement Canada (PSPC)

The Defense Production Act grants PSPC exclusive authority to purchase defense products for DND (DPA, 2023). Despite this, both departments maintain a partnering relationship, dividing responsibilities for the acquisition of goods and services and quality assurance. While DND establishes operational requirements and provides technical expertise, PSPC takes the lead in developing procurement plans, soliciting bids, coordinating industry engagement, and managing contracts (PSPC, n. d).

2.1.2.2. Innovation, Science and Economic Development Canada (ISED)

ISED administers the Industrial and Technological Benefits (ITB) Policy, introduced in 2014 as part of the Defense Procurement Strategy. This policy focuses on leveraging industrial and economic benefits for

Canada through defense procurement contracts, with a shift from regional to technology-focused investments. Bidders are evaluated based on their value proposition, including investments in the defense industry, work for Canadian suppliers, research and development, exports from Canada, and skills development (Government of Canada ITB, n. d.).

2.1.2.3. Treasury Board of Canada Secretariat

The Secretariat is responsible for developing overall procurement policies, approving preliminary funding for major capital projects, and conducting financial oversight. It plays a crucial role in ensuring that major projects approved by the Cabinet align with the government's procurement directives and guidelines (Government of Canada TBCSO, n. d.).

2.1.2.4. Other Federal Departments and Agencies

Various federal departments, including Finance, Fisheries and Oceans, Foreign Affairs, Trade and Development, and the Privy Council Office, are involved at different stages of the defense procurement process (Auger, 2020a).

2.1.2.5. Governance and Accountability

No single department or minister holds responsibility for the entire

process. The Defense Procurement Secretariat, created within PSPC, oversees the defense procurement process and coordinates strategy implementation. Reporting to the Deputy Ministers Governance Committee (DMGC), the Secretariat ensures collaboration among deputy ministers from relevant departments. The Working Group of Ministers, chaired by the Minister of Public Services and Procurement, promotes shared accountability and serves as a forum for discussion and issue resolution in major procurement projects (Government of Canada DPS, n. d.).

2.1.2.6. Challenges and Reforms

Despite recent efforts to simplify and modernize the process, challenges persist, with some large projects facing scheduling delays and cost overruns. Observers suggest that additional reforms, increased resources, and addressing the multiple points of authority and accountability could enhance efficiency and reduce bureaucracy (Auger, 2020). The potential creation of Defense Procurement Canada, as indicated in recent mandate letters to key ministers, signals a significant shift toward centralized procurement after decades of a decentralized, multi-departmental approach (Auger, 2020b).

2.1.3 Australia

In Australia, the Capability Acquisition and Sustainment Group (CASG), a part of the Department of Defense, oversees the procurement, through-life support, and disposal of weapon systems and military equipment for the Australian Defense Force. Formed in 2015, the CASG replaced the Defense Materiel Organization (DMO) with the aim of improving efficiency and cost-effectiveness in the acquisition process (Australian Government CASG, n. d.). However, challenges persist, as highlighted by the Australian National Audit Office (ANAO, 2023).

2.1.3.1. Organizational Structure and Evolution

Led by the Deputy Secretary CASG, the CASG employs about 5,000 people as of 2019. The establishment of CASG followed a series of defense procurement reviews and reforms, with one crucial review in 2008 proposing the separation of the DMO from the Department of Defense to enhance control, accountability, and transparency. While most recommendations were accepted and implemented by 2012, the DMO did not become an executive agency, with concerns over potential inefficiencies and operational impacts.

A subsequent 2014 review led to the disbandment of the DMO and the creation of CASG in 2015. The new organizational design aimed at reducing management layers and addressing issues of being "top heavy, complex, and unnecessarily deep" (Auger, 2020a).

2.1.3.2. Reforms and Challenges

Post-2015, ongoing reforms have targeted various aspects of the defense procurement process. These include improving project management accountability, revising the capability life cycle and defense investment approval process, early identification of challenges, risk minimization, and enhancing the training and reskilling of the CASG workforce.

Despite these efforts, concerns persist, as highlighted by the 2021 ANAO report. The report revealed an average schedule slippage across projects of approximately 23 months on the 21 largest defense procurement projects in 2020–2021, amounting to a cumulative total budget increase of 31.5%, or A\$18.3 billion. These figures indicate challenges in project timelines and budgetary management within the defense procurement process (ANAO, 2023).

The defense acquisition process in Australia, managed by CASG, reflects ongoing efforts to address

historical issues and streamline operations. The reforms implemented post-2015 underscore a commitment to improving efficiency and effectiveness. However, challenges, as outlined by ANAO, indicate that continuous efforts are required to achieve optimal outcomes in defense procurement in Australia.

2.1.4 New Zealand

In New Zealand, the Ministry of Defense and the New Zealand Defense Force (NZDF) collaboratively manage the Defense Capability Management System, ensuring the delivery of personnel, equipment, platforms, and other materiel necessary for military operations. The system spans the entire capability project life cycle, emphasizing joint efforts from both entities to achieve optimal outcomes (NZMOD DDC, n. d.).

2.1.4.1. Ministry's Role in Managing Defense Capability

The Secretary of Defense and the Chief of Defense Force share responsibility for the Capability Management System. The Secretary oversees the strategic policy, capability development, and procurement phases, while the Chief of Defense Force handles the introduction into service, in-service, and disposal phases. Together, they co-chair the Capability Governance Board, offering strategic governance,

portfolio-level risk management, and decision-making throughout the military capability life cycle. The Capability Management Framework guides the collaborative processes, roles, and responsibilities of the Ministry and the NZDF, ensuring integrated end-to-end capability management (NZMOD DDC, n. d.).

2.1.4.2. Capability Delivery Division

The Capability Delivery Division within the Ministry of Defense plays a pivotal role in leading multi-disciplinary teams responsible for defining, developing, and delivering military capability aligned with the government's Defense policy objectives. This collaborative effort involves personnel from both the NZDF and the Ministry. The division oversees major Defense capability projects, including source selection, contract negotiation and management, project management, and industry liaison. With an estimated value of around NZ\$20 billion for ongoing and planned projects until 2030, the division manages projects with a whole-of-life cost exceeding \$15 million (NZMOD CD, n. d.).

2.1.4.3. Defense Procurement Process

The Ministry of Defense and the NZDF jointly manage defense procurement. The Capability

Delivery Division takes charge of the total life cycle of the procurement process, starting with the development of requirements in collaboration with the NZDF. Key responsibilities include obtaining government approvals for procurement projects, conducting tendering and evaluation processes, liaising with industry, selecting sources of supply, negotiating contracts, and overall project management.

2.1.4.4. Challenges and Governance

With billions invested in major Defense capability projects, effective planning, reliable policies, practices, and governance are essential. The collaborative approach between the Ministry and the NZDF aims to ensure the delivery of defense products and capabilities on time, within budget, and in line with the government's expectations. The ongoing commitment to best practices, joint governance structures, and comprehensive life cycle management reflects New Zealand's dedication to a robust and accountable defense acquisition process (NZMOD DDC, n. d.).

2.1.5 France

In France, the General Directorate of Armaments - Direction générale de l'armement (DGA) plays a crucial role in the defense acquisition

process. As the central procurement agency for the Ministry of the Armed Forces, the DGA has evolved over the years to address the complex needs of France's armed forces. Beyond its domestic responsibilities, the DGA actively engages in fostering international collaboration and export promotion for the French defense industry (MOAF France PGDA, n. d.).

2.1.5.1. Innovative Approaches

The DGA is known for its innovative approaches to defense procurement, often emphasizing collaboration with industry partners, research institutions, and international allies. This collaborative ethos extends to the development of cutting-edge technologies, ensuring that France maintains a competitive edge in the global defense market (MOAF France PGDA, n. d.).

2.1.5.2. Strategic Export Role

France has a robust defense industry, and the DGA plays a key role in promoting exports of French defense products. By leveraging its expertise and the capabilities of the national defense industry, the DGA contributes to France's position as a significant player in the international arms market (MOAF France PGDA, n. d.).

2.1.5.3. Continuous Adaptation

The DGA has demonstrated adaptability to evolving security challenges and technological advancements. Its procurement strategies reflect a balance between meeting the current needs of the armed forces and investing in future capabilities, ensuring a comprehensive and forward-looking defense posture.

2.1.6 Germany

Germany's Federal Office of Bundeswehr Equipment, Information Technology and In-Service Support (BAAINBw) has undergone significant transformations to streamline defense procurement processes. As a central purchasing agent, the BAAINBw focuses on efficiency, technological innovation, and collaboration (Bundeswehr BAAINBw, n. d.).

2.1.6.1. Technological Advancements

Germany places a strong emphasis on technological advancements in defense capabilities. The BAAINBw, in collaboration with research institutes and technical centers, ensures that the Bundeswehr has access to state-of-the-art equipment and systems, keeping the armed forces technologically competitive (Bundeswehr BAAINBw, n. d.).

2.1.6.2. Holistic Approach

The BAAINBw's responsibilities span the entire life cycle of defense products, from development to in-service support. This holistic approach enables effective coordination, minimizing disruptions, and optimizing the operational readiness of the Bundeswehr (Bundeswehr BAAINBw, n. d.).

2.1.6.3. International Collaboration

Germany recognizes the importance of international collaboration in defense procurement. The BAAINBw actively engages with NATO allies and European partners to enhance interoperability, share best practices, and jointly address common security challenges (Bundeswehr BAAINBw, n. d.).

2.1.7 United Kingdom

The United Kingdom's Defense Equipment and Support (DE&S) embodies the country's commitment to efficient, integrated, and accountable defense procurement. DE&S, as an independent entity under the Ministry of Defense, has evolved to meet the challenges of delivering cutting-edge capabilities

to the UK's armed forces. It oversees and manages defense contracts for the UK Armed Forces as well as ensures proper sourcing, storage, and maintenance, prioritizing value for money in every contract to benefit the taxpayer. Additionally, DE&S handles decommissioning and disposal when equipment reaches the end of its service life. Its critical services support operational needs, including Defense Munitions sites, the British Forces Post Office, and Salvage and Marine Operations (MOD UK DE&S, n. d.).

2.1.7.1 .CADMID

CADMID, the initial acquisition model, follows the cycle of Concept, Assessment, Demonstration, Manufacture, In-Service, and Disposal (Fig. 2). An alternative version, CADMIT, replaces Disposal with Termination, acknowledging situations where there is nothing physically to dispose of. CADMID represents a comprehensive life-cycle value chain, emphasizing the need to consider all phases of capability throughout acquisition. It highlights that acquisition extends beyond mere purchase, emphasizing the importance of assessing the full lifespan of a capability (Richard, 2020).

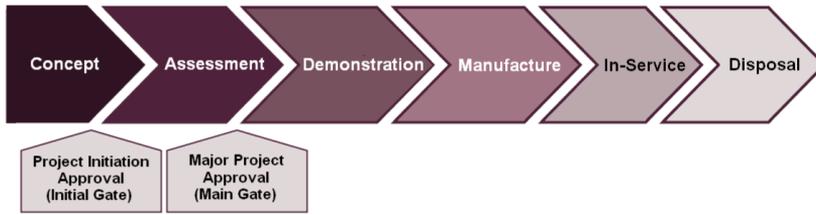


Fig. 2 The UK MoD’s CADMID cycle

Source: Richard, F. (2020). British Defense Acquisition – A Primer on the Process. DAILY NEWS, DEFENSE, EQUIPMENT, UK
<http://tinyurl.com/ysctc4zb>

2.1.7.2. Integrated Procurement and Support

DE&S was created through the integration of the Defense Procurement Agency and the Defense Logistics Organization. This integration aimed to create a seamless and integrated approach to procurement and support, ensuring a more coordinated and effective process (Auger, 2020a).

2.1.7.3. Strategic Oversight

The Minister for Defense Procurement provides strategic oversight, emphasizing a balance between meeting immediate defense needs and planning for future requirements. This governance structure ensures that the UK maintains a responsive and forward-looking defense posture (GOV UK MDP, n. d.).

2.1.7.4. Investment in Workforce

With a significant workforce of approximately 12,500 people,

including both civil servants and military personnel and stationed in over 150 locations globally (as of 2023), DE&S recognizes the importance of a skilled and motivated workforce. Continuous investment in training and development ensures that the organization can navigate the complexities of defense procurement and deliver high-quality outcomes (MOD UK DE&S, n. d.).

2.1.7.5. Adapting to Technological Changes

DE&S has adapted to rapid technological changes, incorporating innovation and agility into its procurement processes. This adaptability is crucial for responding to emerging threats and opportunities in the evolving landscape of defense capabilities (MOD UK DE&S, n. d.).

2.2 Comparative Analysis of Defense Acquisition Models

2.2.1 Evaluating Key Elements

As we delve into the global landscape of defense acquisition, it

becomes imperative to conduct a comparative analysis of key elements that define the efficiency and effectiveness of various models. These elements include organizational structure, decision-making support systems, governance mechanisms, challenges faced, and strategies for improvement.

2.2.1.1. Organizational Structure

The organizational structures of the defense acquisition agencies in the United States, Canada, Australia, New Zealand, France, Germany, and the United Kingdom exhibit diverse approaches. While the U.S. Department of Defense operates through a decentralized structure with multiple agencies involved, Canada follows a collaborative multi-departmental model. Australia, after a series of reviews, established the Capability Acquisition and Sustainment Group (CASG) to streamline processes. New Zealand employs a joint effort between the Ministry of Defense and the New Zealand Defense Force. France's Direction générale de l'armement (DGA) emphasizes collaboration and innovation, Germany centralizes through the Federal Office of Bundeswehr Equipment, and the UK's Defense Equipment and Support (DE&S) integrates procurement and support functions.

2.2.1.2. Decision-Making Support Systems

The decision-making support systems vary across nations. The U.S. employs the Planning, Programming, Budgeting, and Execution (PPBE) Process, Joint Capabilities Integration and Development System (JCIDS), and Defense Acquisition System. Canada focuses on collaboration between the Department of National Defense and Public Services and Procurement Canada, with emphasis on the Industrial and Technological Benefits (ITB) Policy. Australia, through CASG, emphasizes ongoing reforms to address challenges. New Zealand employs the Capability Management Framework. France's DGA is known for innovation, and Germany's BAAINBw emphasizes technological advancements. The UK's DE&S integrates procurement and support functions, adapting to technological changes.

2.2.2 Challenges and Strategies for Improvement

2.2.2.1. Common Challenges

Despite differences in organizational structures and decision-making support systems, common challenges emerge. These challenges include scheduling delays, cost overruns, adapting to evolving security challenges, maintaining a skilled workforce, and addressing accountability issues. Each nation

faces unique obstacles within its defense acquisition process, underscoring the complexity of this global endeavor.

2.2.2.2. Strategies for Improvement

To address these challenges, nations employ various strategies. The U.S. emphasizes flexibility, innovation, discipline, and accountability through the Defense Acquisition System. Canada is considering the creation of Defense Procurement Canada for centralized procurement. Australia focuses on ongoing reforms, increased resources, and potential centralization. New Zealand emphasizes joint governance, comprehensive life cycle management, and adherence to best practices. France prioritizes innovation and international collaboration. Germany emphasizes technological advancements and international cooperation. The UK's DE&S invests in workforce development and adapts to technological changes.

2.3 International Best Practices: Lessons Learned and Applicability to Georgia's Context

Drawing lessons from global trends in defense acquisition, Georgia can tailor its approach by considering the strengths and challenges

experienced by other nations. A collaborative, transparent, and adaptable strategy, coupled with strategic planning and international collaboration, can position Georgia for efficient and effective defense acquisition aligned with its unique geopolitical and security considerations.

The global trends in defense acquisition, as demonstrated by the diverse approaches of the U.S., Canada, Australia, New Zealand, France, Germany, and the United Kingdom, provide valuable insights and lessons that can be applied to Georgia's context. While each country has unique features and challenges, certain overarching principles can be drawn that are relevant to Georgia's defense acquisition efforts.

2.3.1 Decentralized vs. Centralized Acquisition Learning from Canada and Potential Reforms

- *Canada's Approach:* Canada's multi-departmental approach has its merits in collaboration and defined roles. However, ongoing challenges, including delays and cost overruns, underscore potential inefficiencies.

- *Applicability to Georgia:* Georgia should carefully evaluate whether a centralized or decentralized approach suits its unique circumstances. A transparent

and collaborative strategy that defines clear roles, responsibilities, and accountability could mitigate challenges experienced by Canada. Clearly define the roles and responsibilities of each department involved in defense acquisition to avoid duplication and enhance efficiency.

2.3.2 Innovation and Collaboration: Insights from France

- *France's Innovative Approaches:* France's DGA actively collaborates with industry partners and allies, emphasizing innovation to maintain a competitive edge.

- *Applicability to Georgia:* Encouraging innovation and collaboration with local industries and international allies can enhance Georgia's defense acquisition capabilities. Establishing partnerships with research institutions and industry players can foster technological advancements.

2.3.3 Efficiency and Accountability: Lessons from the United Kingdom

- *DE&S Integration in the UK:* The UK's DE&S integration showcases the benefits of a seamless and integrated approach to acquisition and support.

- *Applicability to Georgia:* Georgia can learn from the UK's emphasis on strategic oversight,

workforce investment, and adaptability to technological changes. A holistic approach that integrates acquisition and support functions can enhance efficiency and accountability.

2.3.4 International Collaboration: Insights from Germany

- *Germany's International Collaboration:* Germany actively engages with NATO allies and European partners to enhance interoperability and address common security challenges.

- *Applicability to Georgia:* Given Georgia's geopolitical location, fostering international collaboration is crucial. Building partnerships with neighboring countries and participating in regional defense initiatives can strengthen Georgia's defense acquisition capabilities.

2.3.5 Adaptability to Emerging Threats: Lessons from Australia

- *Australia's Post-2015 Reforms:* Despite ongoing challenges, Australia's commitment to reforms post-2015 reflects adaptability to address historical issues and streamline operations.

- *Applicability to Georgia:* Recognizing and addressing emerging threats promptly is essential. Georgia should establish

mechanisms for regular reviews and reforms to ensure its defense acquisition processes remain responsive and effective. Prioritize effective budgetary management to avoid schedule slippages and cost overruns in major defense projects.

2.3.6 Strategic Planning and Flexibility: Insights from the U.S.

- *U.S. PPBE Process:* The U.S. emphasizes strategic planning through the PPBE process, allowing flexibility within resource constraints.

- *Applicability to Georgia:* Georgia can benefit from a strategic planning process that aligns defense acquisition plans with national security objectives. Flexibility within budgetary constraints ensures a responsive and adaptable defense acquisition system. *Adopt an event-based process with milestone reviews*, enhancing transparency and accountability at each stage of acquisition programs.

2.3.7 Joint Capability Management: Collaboration Lessons from New Zealand

- *New Zealand's Collaborative Framework:* New Zealand's Defense Capability Management System emphasizes joint efforts between the Ministry of Defense and the New Zealand Defense Force (NZDF)

throughout the capability project life cycle.

- *Applicability to Georgia:* Adopting a collaborative approach, where the Ministry of Defense and the armed forces jointly manage defense acquisition, can enhance efficiency and effectiveness. Establishing joint governance structures, like New Zealand's Capability Governance Board, ensures strategic oversight, risk management, and integrated capability management.

3. CURRENT LANDSCAPE OF DEFENSE ACQUISITION IN GEORGIA

This part of the article will delve into the institutional frameworks that play a pivotal role in shaping and enhancing defense acquisition capabilities of Georgia. The focus will be on key entities such as the State Procurement Agency, the State Procurement Department of the Ministry of Defense (MOD), the Defense Policy and Development Department, the J-4 Logistics Planning Department, the J-5 Strategic Planning Department, the Command for Logistics Support of the Defense Forces, the State Military Scientific-Technical Center "Delta," and other structural units within the MOD.

3.1 Assessment of Existing Capabilities

3.1.1 State Procurement Agency (SPA): Facilitating Transparent and Effective Procurement

The State Procurement Agency serves as the linchpin in Georgia's defense acquisition landscape. Operating independently under the direct supervision of the Government of Georgia, the SPA plays a crucial role in managing funds from various sources. Its responsibilities span overseeing legality in public procurement procedures, promoting transparency, and ensuring the effectiveness of the Georgian Electronic Government Procurement System (Ge-GP). Through legislative initiatives, capacity building, and risk mitigation efforts, the SPA aims to foster good governance practices in defense acquisition (SPA, n.d.).

Furthermore, the SPA's collaboration with international partners, such as the EU-funded Twinning Project, has significantly contributed to aligning Georgia's public procurement practices with EU principles. The achievements in legislation development, remedy system improvement, and capacity building underscore the SPA's commitment to elevating defense acquisition standards (SPA, n.d.).

3.1.2 State Procurement Department of MOD: Orchestrating Defense Procurement Efforts

The State Procurement Department of the Ministry of Defense functions as a key player in orchestrating defense procurement processes. With tasks ranging from organizing procurement based on the state procurement plan to legal assessments, the department ensures the proper implementation of procedures. Its competencies extend to coordinating procurement processes, conducting electronic tender procedures, drafting procurement agreements, and managing customs procedures.

In essence, the department's role is pivotal in streamlining the acquisition of goods, services, and works for the Ministry of Defense. By participating in the annual plan drafting, providing legal assessments, and ensuring compliance with legislation, the State Procurement Department contributes to the efficiency and transparency of defense procurement (MOD, 2015).

3.1.3 Defense Policy and Development Department of MOD: Formulating Strategic Vision

The Defense Policy and Development Department assumes a strategic role in shaping defense

acquisition capabilities. Tasked with challenges and threat analysis, security environment assessment, and policy and planning document development, the department provides the foundational framework for defense policies. Its competencies span from assessing the efficiency of defense-wide systems to participating in budget coordination and interagency cooperation.

By engaging in strategic analysis, international cooperation, and legislative renewal, the Defense Policy and Development Department contributes to the formulation of a comprehensive and forward-looking defense acquisition strategy. The department's involvement in transparency, accountability, and civil society inclusion aligns with the broader goals of enhancing defense capabilities (MOD, 2018).

3.1.4 Reform Coordination and Monitoring Department of MOD: Providing Monitoring and Risk Management

The department supports defense transformation, monitors plan execution, and implements the ministry's risk management. It facilitates effective decision-making, enforces obligations, and analyzes results, promoting best practices. Tasks include controlling enforcement quality, serving as a secretariat, overseeing plan

execution, recommending reforms, and evaluating results. The department guides risk management, exercises legally mandated powers, and plays an important role in acquisition by ensuring effective decision-making and overseeing plan execution, reforms, and risk management (MOD, 2020a).

3.1.5 J-4 Logistics Planning Department of the General Staff: Ensuring Logistical Readiness

The J-4 Logistics Planning Department holds a critical position in ensuring logistical readiness for defense acquisition. Its functions, including analysis and assessment of logistical capabilities, strategic planning, coordination of movement, and infrastructure development, collectively contribute to the seamless integration of defense assets.

The divisional responsibilities, spanning logistics policy and planning, supply planning, armaments, equipment, and ammunition planning, underscore the multifaceted approach taken by the J-4 Logistics Planning Department. By aligning infrastructure development with the Strategic Development Plan, the department ensures that logistical support remains synchronized with overall defense goals (MOD, 2021).

3.1.6 J-5 Strategic Planning Department of the General Staff: Aligning Resources with Strategic Objectives

The J-5 Strategic Planning Department plays a central role in aligning resources with strategic objectives. Competent in military policy and strategic planning, capability identification, force development plan, resource management, and international cooperation, the department must ensure a holistic approach to defense acquisition.

Defense acquisition demands meticulous planning and efficient resource allocation. The J-5 Strategic Planning Department plays a crucial role in both the capability planning and acquisition process.

At the core of defense acquisition lies the J-5's role in capability planning, shaping the force development plan. This plan prioritizes capability requirements, aligning with MOD policy guidance and fiscal constraints. Timely completion informs subsequent programming and budgeting processes.

Deficiencies in capability planning impact resource management efficiency, risking operational inefficiencies and compromised readiness. The J-5 Department's expertise mitigates risks, ensuring a robust and forward-looking capability planning process.

In summary, J-5 is a cornerstone in defense acquisition and capability planning, aligning resources with strategic goals. As the custodian of the capability planning process, it must ensure a realistic force development plan, driving sustainability, efficiency, and effectiveness in defense programs amid evolving global security dynamics (MOD, 2021).

3.1.7 Command for Logistics Support of the Defense Forces: Synchronizing Acquisition Functions

The Command for Logistics Support plays a crucial role in synchronizing acquisition-related tasks, ensuring readiness, and supporting troops. From property provision to infrastructure development and state procurement, the command actively participates in acquisition functions. By engaging in legal assistance, equipment modernization, and logistical planning, it ensures a comprehensive approach to supporting defense forces.

The command's involvement in medical activities coordination, ammunition storage certification, and inventory and maintenance reflects its diverse responsibilities in maintaining logistical readiness. The ability to adapt to diverse situations and actively participate in acquisition functions positions the Command for

Logistics Support as a linchpin in the overall defense acquisition landscape (MOD, 2014).

3.1.8 State Military Scientific-Technical Center (SMSTC) "Delta": Innovating Defense Acquisition

As a key player in Georgia's defense acquisition landscape, the SMSTC "Delta" focuses on innovation and technological advancement. With functions ranging from research and development to disposal and utilization, the center actively contributes to shaping defense capabilities.

The center's engagement in international cooperation, testing and compliance, and entrepreneurial activities showcases its dynamic role in aligning with national defense objectives and international standards. By actively participating in various acquisition-related functions, "Delta" ensures that Georgia remains at the forefront of technological advancements in defense (MOD, 2020b).

3.1.9 Other Structural Units of the General Staff: Coordinated Acquisition Efforts

While specific departments and commands play specialized roles in defense acquisition, other structural units within the General Staff contribute to the overall coordination of acquisition efforts. The J-1

Personnel Department ensures optimal personnel levels and trends, actively participating in planning and mobilization. The J-2 Intelligence Department significantly aids acquisition through military intelligence, providing critical information for defense forces. The J-3 Operational Planning Department, although not explicitly involved in acquisition, plays a vital role in military planning and international engagements.

The J-6 Department of Communications and Information Systems focuses on planning and executing communication systems, ensuring the acquisition of compatible military communication technologies. The J-7 Department of Military Education and Combat Training plays a crucial role in shaping and enhancing military education and combat training systems, indirectly contributing to acquisition efforts by ensuring well-trained personnel.

In essence, these structural units collectively contribute to the coordinated and comprehensive acquisition landscape, ensuring that personnel, intelligence, and communication aspects are seamlessly integrated into the overall defense strategy (MOD, 2021).

3.1.10 Summary

The institutional frameworks discussed in this section collectively

form the backbone of Georgia's defense acquisition landscape. From the State Procurement Agency ensuring transparent and effective procurement to the State Military Scientific-Technical Center "Delta" driving innovation, each entity plays a unique and critical role. The collaborative efforts of these institutions, guided by strategic vision and international cooperation, will be instrumental in propelling Georgia's defense acquisition capabilities into a more resilient and adaptive future. As we navigate the complexities of the present landscape, these institutions serve as the pillars upon which Georgia can build a robust and forward-looking defense acquisition strategy.

4. IDENTIFICATION OF KEY AREAS FOR IMPROVEMENT IN GEORGIA'S DEFENSE ACQUISITION

4.1 Strategic Vision, Long-Term Capability Planning and Coordination

- *Observation:* While individual departments such as the J-5 Strategic Planning Department and the Defense Policy and Development Department contribute to strategic planning, there may be scope for enhancing inter-departmental coordination to ensure a more

cohesive and integrated defense acquisition strategy.

- *Recommendation:* Strengthen mechanisms for collaboration and information-sharing among key departments, fostering a unified strategic vision for defense acquisition. Develop a more comprehensive and long-term capability planning process. This involves aligning defense acquisition strategies with the country's long-term defense goals, considering emerging threats, and ensuring that the acquisition process is adaptable to evolving security challenges.

4.2 Capability Planning and Innovation

- *Observation:* The State Military Scientific-Technical Center "Delta" focuses on innovation; however, there may be opportunities to enhance the integration of cutting-edge technologies into the broader capability planning process.

- *Recommendation:* Foster closer collaboration between the J-5 Strategic Planning Department and "Delta" to ensure that technological advancements are seamlessly incorporated into capability planning and development. Explore opportunities for public-private partnerships (PPPs) in defense acquisition. Engaging the private sector can bring innovation, efficiency, and cost-effectiveness to acquisition processes. Clear

guidelines and incentives for private sector participation should be established.

4.3 Logistical Readiness and Efficiency

- *Observation:* The J-4 Logistics Planning Department and Command for Logistics Support of the Defense Forces play a critical role in logistical readiness, but there could be improvements in optimizing logistical processes for more efficiency.

- *Recommendation:* Conduct a thorough review of logistical processes, identifying areas for streamlining and optimizing resource utilization to enhance overall logistical readiness.

4.4 International Collaboration

- *Observation:* While international collaboration is mentioned, there may be opportunities to strengthen partnerships and learn from best practices in defense acquisition from countries with successful models.

- *Recommendation:* Establish forums or platforms for increased international collaboration, allowing Georgia to benefit from the experiences and innovations of other nations in defense acquisition. Strengthen partnerships and knowledge-sharing initiatives with countries possessing advanced defense acquisition systems.

Learning from global best practices can provide valuable insights for enhancing Georgia's defense acquisition capabilities.

4.5 Personnel Training and Development

- *Observation:* The role of the J-7 Department of Military Education and Combat Training as well as other educational entities of the MOD indirectly contributes to acquisition efforts through personnel training. However, there may be areas for improvement in aligning training programs with the evolving needs of defense acquisition.

- *Recommendation:* Regularly assess and update training programs to ensure that personnel possess the necessary skills and knowledge required for efficient and effective defense acquisition. Invest in capacity building and training programs for personnel involved in defense acquisition. This should cover areas such as acquisition/procurement regulations, international best practices, risk management, project management and the use of advanced technologies to enhance efficiency and effectiveness in the acquisition process. Emphasize the integration of advanced technologies, such as digital platforms for procurement, data analytics, and artificial intelligence, to streamline processes, reduce manual interventions, and

enhance the overall effectiveness of defense acquisition.

4.6 Legislative Enhancements

- *Observation:* The State Procurement Agency has been involved in legislative initiatives and risk mitigation, but continuous efforts may be needed to adapt to changing circumstances. There should be a focus on strengthening the legislative framework governing defense acquisition.

- *Recommendation:* Regularly review and update acquisition/procurement legislation, incorporating best practices to mitigate risks and ensure the adaptability of acquisition processes to emerging challenges. This includes clarifying the roles, responsibilities, and powers of each entity involved, ensuring legal compliance, and providing a robust legal foundation for transparent and effective acquisition processes; Strengthen measures to enhance transparency and combat corruption in defense acquisition. This includes implementing open and competitive procurement processes, whistleblower protection mechanisms, and rigorous anti-corruption measures to build public trust and ensure integrity in the acquisition system.

4.7 Risk Mitigation

- *Observation:* Reform Coordination and Monitoring Department guides risk management in the MOD, ensuring effective decision-making, overseeing plan execution,

and managing reforms. Continuous enhancement of the risk management process is deemed essential for effective defense acquisition.

- *Recommendation:* Enhance the existing risk management framework to proactively identify, assess, and mitigate risks associated with defense acquisition. This involves thorough risk analysis at each stage of the acquisition process, with a focus on preventing delays, cost overruns, and other potential challenges.

4.8 Centralized Acquisition Oversight

- *Observation:* While various departments are involved in defense acquisition, there's a need for a *centralized coordinating body* to enhance collaboration, streamline processes, and ensure accountability.

- *Recommendation:* Evaluate the feasibility of establishing a *centralized Defense Acquisition Authority within the Civil Office of the MOD* or enhancing the role of an existing body to provide comprehensive oversight and coordination of defense acquisition activities.

4.9 Division of Responsibilities Between GDF and MOD

- *Observation:* Various structural units of GDF and MOD participate in defense acquisition process. Therefore, there's a need for a clear *division of responsibilities between GDF and MOD* in the acquisition process.

- *Recommendation:* Here are recommendations for the MOD of Georgia regarding the division of responsibilities between the Georgian Defense Forces and the Ministry of Defense in the acquisition process:

4.9.1. Strategic Oversight and Leading

- ✓ Assign the Ministry of Defense the role of developing and overseeing strategic policy; ensuring analysis and assessment of capability proposals; leading multi-disciplinary teams staffed with personnel from both the GDF and the Ministry and responsible for defining, developing, and delivering military capability aligned with the Defense policy objectives; overseeing major Defense acquisition projects, including source selection, contract negotiation and management, project management, and industry liaison; leading programming, budgeting and procurement phases.
- ✓ Establish a *Capability Management System* to guide collaborative processes, roles, and responsibilities.

4.9.2. Capability Requirements, Implementation, Operations and Disposal

- ✓ Entrust the Georgian Defense Forces with responsibilities for the development of capability proposals, providing technical

expertise, introduction into service, in-service, and disposal phases of military capabilities.

- ✓ Ensure a *clear delineation of duties* between the Ministry and the Defense Forces to avoid overlap and enhance efficiency.

4.9.3. Collaborative Decision-Making

- ✓ Form a *joint Capability Governance Board*, co-chaired by the Minister of Defense and the Chief of Defense Force.
- ✓ Empower the Board to provide strategic governance, conduct portfolio-level risk management, and make decisions throughout the military capability life cycle.

4.9.4. Integrated Framework

- ✓ Adopt a *Capability Management Framework* inspired by the New Zealand model to guide the integrated end-to-end capability management process.
- ✓ *Clarify the roles and responsibilities* within this framework to facilitate smooth collaboration and coordination.

4.10 Decision-Making Support Systems

- *Observation:* The U.S. Department of Defense operates three primary decision-making support systems. *The PPBE Process* involves strategic planning, program development, and resource determination within resource constraints to align with the National

Security Strategy. *The JCIDS system* identifies, assesses, and prioritizes gaps in joint warfighting capabilities, proposing effective solution approaches. *The Defense Acquisition System* manages the acquisition of weapon systems, automated information systems, and services, emphasizing decentralized execution with a focus on flexibility, innovation, discipline, and accountability.

- *Recommendation:* In enhancing Georgia's defense acquisition capabilities, adopting decision-making support systems akin to the U.S. Department of Defense is crucial. Here are key recommendations:

4.10.1. Incorporate Capability-Based Planning (CBP)

The primary challenge for defense planners is optimizing military capabilities and associated readiness states. Two fundamental approaches, Threat-Based Planning (TBP) and Capability-Based Planning (CBP), exist. While TBP concentrates on well-defined threats, CBP is advantageous for multifaceted, uncertain challenges. CBP, embracing uncertainty, focuses on planning for a wide range of modern-day challenges, considering both generic possibilities and specific threats (Borzillo et al., 2021).

4.10.2. Implement Effective Program Budgeting (PB) System

Program budgeting, a performance-oriented system,

considers both inputs and outputs/outcomes. Defined as groups of outputs with a common intended outcome, programs play a strategic role in managing finances and linking policy and strategy to budgetary allocations over a medium-term period. An effective program budgeting system hinges on proper “definition of programs and other elements of the so-called program hierarchy” (Okromtchedlishvili, 2022, p. 89). The design choice should align with the institution's goals, considering culture, limitations, and capabilities. Defense programs, encompassing combat, combat support, or administrative functions, should be *result-based*, providing quantifiable terms for financial and performance management (Okromtchedlishvili, 2022).

4.10.3. Summary

The CBP process aims to create comprehensive proposals for the desired military capability by identifying and prioritizing capability gaps, based on strategic policy guidance, scenarios, and concepts. These proposals are then translated into specific defense program plans during the PB process. Effective implementation of CBP and PB is crucial for aligning required capabilities, produced outputs, and desired outcomes defined by National Defense objectives, ultimately enhancing the sustainability and utility

of Defense Forces (Okromtchedlishvili, 2023).

4.11 Acquisition Phases

- *Observation:* In the U.S. DoD acquisition process, distinct phases such as Materiel Solution Analysis (MSA), Technology Maturation & Risk Reduction (TMRR), Engineering & Manufacturing Development (EMD), Production & Deployment (PD), and Operations & Support (O&S) are meticulously aligned with specific regulations. Milestone Reviews (A, B, C) assess compliance before advancing to the next phase. The British Defense Acquisition model - CADMID, initially Concept, Assessment, Demonstration, Manufacture, In-Service, and Disposal, forms a comprehensive life-cycle value chain. The alternative CADMIT, replacing Disposal with Termination, recognizes scenarios without physical disposal and emphasizes considering all capability phases. This highlights the holistic nature of acquisition, extending beyond purchase, emphasizing thorough evaluation of a capability's entire lifespan.

- *Recommendation:* In enhancing Georgia's defense acquisition capabilities, a structured and strategic approach to defense acquisition and adoption of an *event-based process with milestone reviews*, enhancing transparency and accountability at each stage of acquisition process, are essential. The following recommendations outline a

phased process tailored to Georgia's context. These steps, coupled with thorough assessments and adaptability, aim to fortify Georgia's defense acquisition landscape.

4.11.1. Defense Acquisition Phases (Fig. 3)

4.11.1.1. Capability Proposals Development (CPD)

Identify defense capability requirements based on a thorough assessment of Georgia's needs and challenges, aligning with strategic policy guidance, scenarios, and concepts.

Prioritize capability gaps and develop proposals to address them. If a material solution is needed, initiate the acquisition process, assigning a project manager and integrated project team.

4.11.1.2. Material Solutions Exploration & Analysis (MSEA)

Explore potential material solutions, including new weapon systems, equipment, or infrastructure, conducting in-depth analyses of different options.

Evaluate available technologies, proactively mitigate risks, and establish a robust technological and acquisition foundation. Submit relevant, affordable, and feasible alternatives for approval.

4.11.1.3. System Procurement Planning (SPP)

Strategically plan the procurement process, considering internal or

external sources and potential public-private partnerships.

4.11.1.4. System Procurement & Testing (SPT)

Efficiently procure the chosen defense system and conduct rigorous testing to ensure reliability and effectiveness.

4.11.1.5. Operational Integration & Maintenance (OIM)

Seamlessly integrate the defense system into operational activities and establish comprehensive maintenance protocols for sustained effectiveness.

4.11.1.6. Support & Adaptation (SA)

Provide continuous support, training, and adaptations to meet evolving defense needs and challenges effectively.

4.11.1.7. Disposal or Termination (DT)

Conduct a thorough assessment of systems reaching the end of their lifecycle. Develop and implement a structured disposal/termination strategy aligned with environmental regulations and security protocols, ensuring responsible and secure practices.

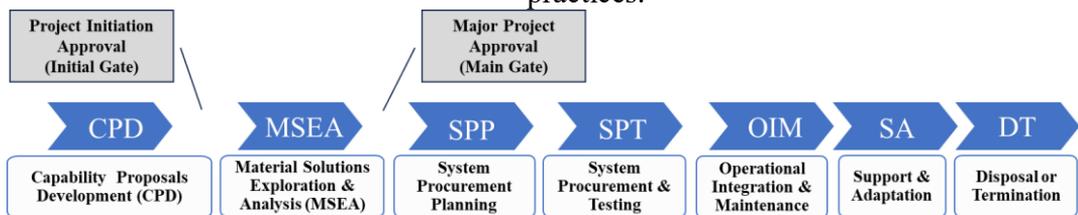


Fig. 3 Sample Defense Acquisition Phases

Source: Developed by the author

Note: After completing each phase, it is recommended to conduct a comprehensive review to assess compliance and effectiveness before progressing to the next stage.

4.12 Monitoring and Evaluation Mechanisms

- *Observation:* While there are units overseeing plan execution and result evaluation, it is advisable to enhance capabilities in specific monitoring and evaluation mechanisms for assessing the effectiveness of defense acquisition efforts.

- *Recommendation:* Establish a robust system for monitoring and evaluating the performance of defense acquisition processes. This includes regular assessments of acquisition timelines, cost-effectiveness, and the ability to meet the evolving needs of the armed forces. Implementing key performance indicators (KPIs) can aid in this process.

By addressing these key areas, Georgia can further enhance the efficiency, effectiveness, and adaptability of its defense acquisition processes, ensuring a resilient and forward-looking defense posture.

5. CONCLUSION

As we conclude our exploration into the realm of defense acquisition in Georgia, it is evident that building resilience and advancing capabilities are paramount considerations in navigating the complexities of the modern security landscape. The comparative analysis of defense acquisition models from leading nations has offered valuable insights into organizational structures, decision-making systems, and strategies for overcoming common challenges.

The current landscape of defense acquisition in Georgia, scrutinized through the lenses of various key entities such as the State Procurement Agency, the State Procurement Department of the Ministry of Defense, and the J-5 Strategic Planning Department, reveals a multifaceted approach. These institutions collectively serve as the backbone of Georgia's defense acquisition landscape, each playing a unique and critical role.

Identifying key areas for improvement has been a focal point,

emphasizing the need for strategic vision, long-term capability planning, innovation integration, logistical efficiency, international collaboration, personnel development, risk mitigation, etc. Recommendations have been outlined to guide Georgia in fortifying its defense acquisition capabilities, ensuring adaptability and responsiveness to emerging threats.

Drawing lessons from international best practices, the article advocates for a collaborative, transparent, and adaptable strategy in line with Georgia's unique geopolitical and security considerations. The experiences of countries such as Canada, France, the United Kingdom, Germany, Australia, the United States, and New Zealand underscore the importance of tailored approaches to defense acquisition, reflecting a balance between innovation, efficiency, and strategic oversight.

In essence, the path to resilience and advancement in defense acquisition for Georgia lies in synthesizing global insights, strengthening institutional capacities, fostering collaboration, and continuously adapting to the evolving security landscape. By implementing the recommended improvements and drawing inspiration from successful international models, Georgia can position itself at the forefront of

defense preparedness, ensuring a robust and forward-looking defense acquisition strategy for the challenges of tomorrow.

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