



ეროვნული თავდაცვის აკადემია NATIONAL DEFENCE ACADEMY

LEPL - David Aghmashenebeli National Defence Academy of Georgia Development Strategy 2023-2029

Chapter I. Introduction

The Development Strategy (2023-2029) of the LEPL David Aghmashenebeli National Defence Academy of Georgia (hereinafter referred to as the "Document") outlines the strategic vision of LEPL - David Aghmashenebeli Georgian National Defence Academy (hereinafter referred to as the Academy) for the 2023-2029 period. This framework enables the Academy to effectively pursue its defined strategic objectives in full alignment with its mission, values, and vision. The Strategic Development Plan was formulated by a working group authorized by the Academic Council and is based on the guiding frameworks of the Ministry of Defence of Georgia and the Ministry of Education, Science and Youth of Georgia. In alignment with the Academy's strategic planning process, the institutional strategic development vision was comprehensively reviewed and refined.

The Document outlines the priority strategic directions, objectives, and their corresponding implementation indicators within specific timeframes. Rooted in the Academy's core values and institutional interests, the Document provides a comprehensive analysis of the current state of affairs. The Development Strategy presents a vision for the organization's long-term sustainability, enabling the institution to adapt effectively to a rapidly evolving environment and modern challenges.

Furthermore, this Document facilitates the prioritization and efficient allocation of resources, establishing clear and measurable criteria for plan execution. It ensures continuous institutional monitoring through systematic assessment. The Document serves as a primary resource for stakeholders, providing transparent insights into the Academy's strategic aspirations and developmental trajectory.

The document facilitates the preservation of institutional strengths identified during the Academy's development, while ensuring that opportunities are maximized, challenges are effectively addressed, and potential threats are mitigated.

By refining the ongoing educational programs at the Academy, supporting the continuous educational process, intensifying scientific-research activities, focusing on the requirements of the Ministry of Defence of Georgia (hereinafter referred to as the Ministry) and the Defence Forces of Georgia, retaining and attracting high-caliber personnel, implementing a sophisticated career progression policy, increasing independent funding streams and budgetary allocations for scientific research, as well as deepening international research collaboration, advancing internationalization, raising institutional awareness, and enhancing services, the Academy aims to become a high-level, premier military educational institution within the relevant educational landscape.

This Document encapsulates the Academy's Vision, Mission, and Strategic Priorities, alongside the implementation framework of its Three-Year Action Plan, serving as the definitive roadmap for achieving the institution's priority objectives through 2029.

Chapter II. Strategic Planning Methodology and Mechanism for Monitoring the Implementation of the Strategic Development Plan

To ensure the strategic planning process was conducted effectively and in alignment with international best practices, the Academy implemented a structured strategic planning methodology. A central pillar of this process was the maximum engagement of the Academy's personnel. This methodology encompasses five core phases:

- a) Data Collection and Analysis;
- b) Review and Formulation of the Institutional Vision and Values;
- c) Definition of Strategic Goals and Objectives;
- d) Development of the Action Plan;
- e) Establishment of Monitoring and Evaluation Mechanisms for plan execution.



Data Collection and Analysis

The initial phase of the strategic planning process involves gathering comprehensive data from the Academy's personnel, beneficiaries, and other relevant stakeholders regarding internal processes and institutional vision. To facilitate this, both qualitative and quantitative research methodologies were employed, including structured questionnaires, in-depth interviews, and focus groups.

Based on the data collected, a thorough situational analysis is conducted, accounting for both internal and external environmental factors. Upon completion of this first stage, the findings of the situational analysis are presented to stakeholders for review and to ensure a transparent feedback loop. A SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) was utilized as the primary tool to assess the Academy's current standing.

Review and Formulation of Vision and Values

Building upon the situational analysis, the Academy's vision and values are systematically reviewed and formulated. This process involves a comprehensive reassessment of the institution's role and developmental trajectory to ensure alignment with the evolving demands of the higher education sector and synchronization with both national and international requirements.

The Academy's leadership and relevant structural units are responsible for overseeing this process. The final edition of the vision and values is shaped through extensive consultations and public deliberations with academic and visiting faculty, military instructors, Junkers, students, and senior command, taking into account all critical feedback from the institutional stakeholders.

Formulation of Strategic Goals and Objectives

In consideration of the challenges and opportunities facing the Academy, and in alignment with Ministry requirements, labor market trends, and national higher education policy, the working group authorized by the Academic Council develops the preliminary draft of the strategic development goals. This draft is subsequently subjected to public deliberation to gather stakeholder feedback.

Following the integration of this feedback, the final version of the strategic goals is refined, and the corresponding objectives are defined. The formulation of these objectives initiates a second cycle of public discussions, ensuring the comprehensive vetting of the final editorial version of the strategic goals and objectives. The finalized Strategic Development Plan is then reviewed by the Academic Council before being submitted to the Minister of Defence of Georgia for official approval.

Development of the Action Plan

Building upon the established strategic goals and objectives, key priorities are identified to formulate the Three-Year Draft Action Plan. The development of this plan involves the direct participation of the personnel responsible for the execution of each task. The Action Plan must explicitly detail the following: a comprehensive list of strategic activities; designated leads and responsible structural units; implementation timelines and measurable performance indicators.

Performance Monitoring Mechanisms

The monitoring and evaluation (M&E) of the Academy's operations, its strategic development, and the implementation of the Action Plan is a systematic and disciplined process. This framework ensures the acquisition of reliable and actionable data regarding the Academy's institutional performance and strategic relevance.

An objective and participatory M&E system serves as a vital tool for fostering public trust in the Academy's leadership and governance. Furthermore, monitoring facilitates the dissemination of pertinent information to all stakeholders, ensuring that institutional focus remains concentrated on the objectives critical to the Academy's continuous improvement and long-term development. Data

regarding institutional performance is primarily derived through two core processes: **Monitoring and Evaluation**.

Through the monitoring process, progress achieved over specific timelines is verified. In the subsequent stage, the implementation of the Strategic Development Plan and its associated outcomes are assessed with maximum objectivity by the Monitoring Group, which is formally authorized by the Academic Council.

Monitoring mechanisms are tailored to the specific nature of the activities defined within the Strategic Development and Action Plans. These mechanisms explicitly detail the frequency of monitoring, the methodologies employed, the obligations of respective parties regarding data requests and information sharing, and the potential forms of responding to the monitoring results.

The overall Monitoring and Evaluation (M&E) process is governed by the Regulations for Monitoring the Implementation of Strategic Development and Action Plans. This regulatory framework defines the specific mechanisms, general methodologies, and operational workflows required to assess the execution of the Academy's Long-Term Strategic Development Plan and its Three-Year Action Plans.

Chapter III. Mission, Vision and Values of the Academy

1. Mission of the Academy

The mission of the National Defence Academy is to develop a highly ethical and principled Officer Corps characterized by strong moral character and exceptional leadership qualities. The Academy is dedicated to producing internally and internationally competitive professionals for the nation and the Ministry of Defence system through the delivery of modern, standard-compliant educational programs and robust scientific-research initiatives.

2. Vision of the Academy

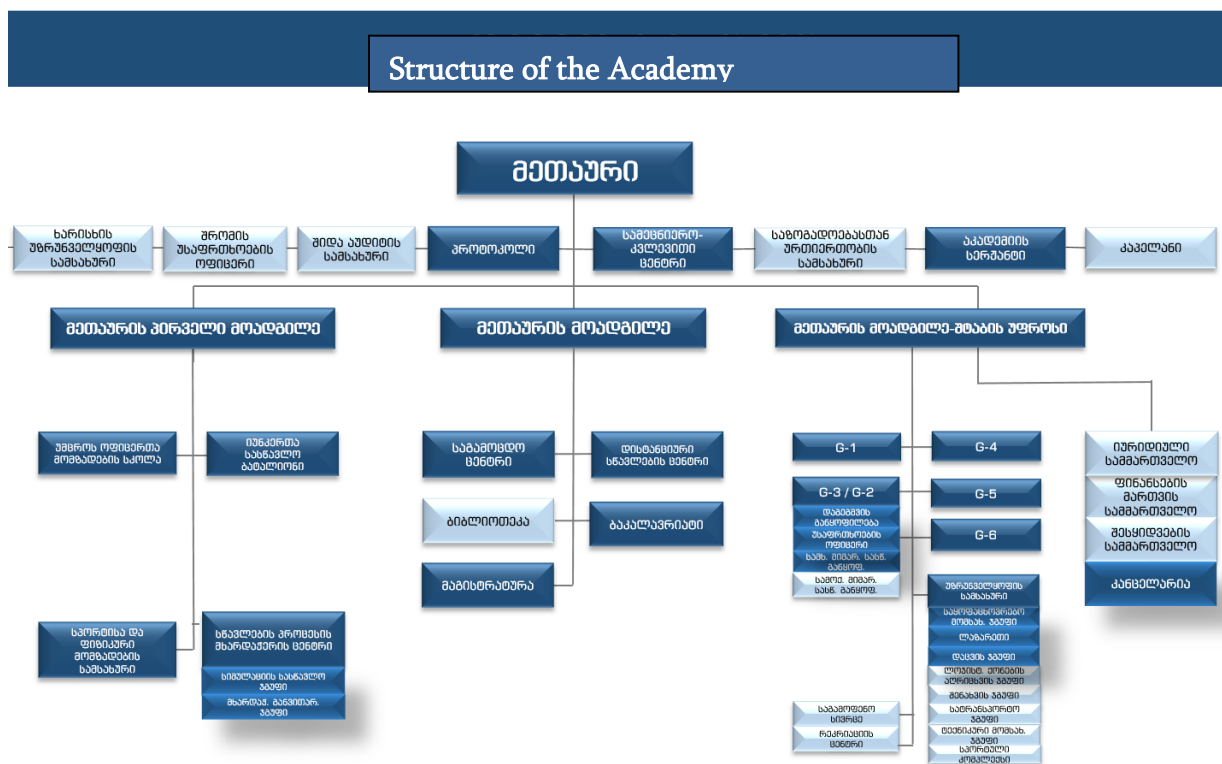
A fundamental prerequisite for building a democratic, strong, and prosperous state is to provide the Ministry of Defence with a cadre of state-minded officers who embody national values, possess essential leadership competencies, and have received the highest standard of military and academic education.

3. The Academy's operations are anchored in the following Core Values:

- a) Homeland
- b) Honor
- c) Loyalty
- d) Courage
- e) Respect
- f) Integrity
- g) Selfless Service
- h) Duty

Chapter IV. Analysis of the current situation

1. The structure of the Academy is determined according to the following scheme:



2. 2.



Description of the Current Situation

The history of military higher educational institution in Georgia begins in 1918, coinciding with the restoration of state independence. After Georgia was declared an independent state on May 26, 1918, the necessity of training national officer personnel became a priority. During a session of the Government of the Republic of Georgia and the National Council held on August 20, 1918, the "Law on the Organization of the Regular Army of the Republic of Georgia" was approved, which mandated the establishment of a military school for Junker training. This specific date was subsequently designated as the official Day of the LEPL - David Aghmashenebeli National Defence Academy of Georgia.

The government of the Republic of Georgia assigned the establishment of a new military school to General Giorgi Kvinitadze. Thanks to his efforts, the Georgian Military School welcomed its first group of Junkers in September 1919. The school operated until Georgia was annexed by Soviet Russia in 1921. During the communist regime, it was initially transformed into a military school for Red Army students and later became the Tbilisi Artillery School, continuing to exist until 1991.

On May 28, 1993, the Minister of Defense of the Republic of Georgia issued an order to establish the United Military Academy of the Republic of Georgia. The academy welcomed its first group of students in September 1993. Over time, this military higher education institution underwent several name changes, first becoming the Defence National Academy and later the National Defence Academy. On February 20, 2003, it was renamed in honor of David Aghmashenebeli. Since 2009, the academy has been located in the city of Gori.

In 2010, a new phase of reforms began at the Academy, affecting the entire officer education system. That same year, the Ministry granted the Academy the status of a Legal Entity of Public Law, officially recognizing it as a military higher educational institution.

On May 28, 2014, the Minister of Defense of Georgia issued an order to restore the historic name "Junker" for the students of the Academy's training battalion. This name honors the memory of the Junkers who heroically lost their lives in the battle for Georgia's independence in 1921.

The Academy has established an environment that adheres to international educational standards and supports a diverse student life. It successfully offers bachelor's and master's degree programs, a Junker Training Battalion, a Junior Officer Training School, a Language Training Department, as well as Scientific Research and Distance Learning Centres. In addition, there is a Training Support Center, an Examination Center, and a Sports and Physical Training Department.

The Academy is equipped with the necessary infrastructure to support scientific, technical, and military training in accordance with modern standards. It offers military and academic higher education, along with various professional programs that involve military instructors, physical training experts, and academic or visiting personnel. Additionally, the Academy provides language training in English, French, and German, as well as Georgian for ethnic minorities.

As part of its international cooperation efforts, the Academy's Junkers and students—excluding those enrolled in the Georgian language program—actively participate in exchange programs, allowing them to gain knowledge and experience in a variety of fields.

The Academy has signed memorandums of understanding with foreign partner universities, enabling both short-term and long-term programs to be implemented for the Academy's Junkers/students (except for students of the Georgian language training educational program) and staff.

Memorandum of Understanding:

- University of North Georgia (USA)
- Latvian National Defence Academy
- Polish National Defence University
- General Jonas Žemaitis Military Academy of Lithuania
- Defence Academy of the United Kingdom
- Estonian National Defence College
- Baltic Defence College
- Norwegian Defence University College
- Swedish Defence University
- "Nicolae Bălcescu" Land Forces Academy (Romania)
- "G.S. Rakovski" National Defence College (Bulgaria)

Academy Junkers study full-time undergraduate programs at the following universities:

- United States Air Force Academy (USA)
- United States Military Academy (West Point) (USA)
- United States Naval Academy (USA)
- Turkish Land Forces Academy (Turkey)
- Turkish Air Force Academy (Turkey)
- Saint-Cyr Special Military School (France)

The Academy is also involved in projects implemented within the framework of Erasmus+ and, in this direction, systematically collaborates with the military academies of Romania, Bulgaria, Greece, and the National University of Public Service of Hungary.

The Academy has been actively cooperating with the NATO Defence Education Enhancement Programme (DEEP) since 2013. An action plan, which is updated annually based on the Academy's priorities and needs, has been signed between the Academy and DEEP. Within the framework of this cooperation, support includes the refinement of bachelor's and master's programs/curricula, the retraining of faculty and instructors, support for cadets and students, the development of learning methodologies, and alignment with international standards.

The Ministry covers tuition and provides subsequent employment at the Academy. In addition, Academy Junkers receive a monthly scholarship, as approved by the relevant administrative-legal act of the Minister of Defense of Georgia.

3. Modern Challenges

The Academy, as a military higher educational institution, is constantly facing challenges. Based on the obligations assumed by the Academy, the primary goal is to ensure the compatibility of the educational programs implemented by the Academy with the requirements of the Ministry and the Georgian Defense Forces. Also, to provide Junkers/students with such theoretical and practical knowledge that will meet the needs of the Ministry system. In addition, the Academy must constantly be in line with the requirements of the educational space at the national and international levels.

Against the backdrop of rapid global transformations, identifying new challenges in higher education has become a priority on the modern agenda. In response, the Academy plans to revise its curricula and implement innovative methods for organizing and conducting the educational process. To address technological shifts, the Academy will continue to enhance the digital competencies of its Junkers, students, and personnel. This initiative involves the active integration of e-learning and management systems, the adoption of distance learning and assessment techniques, and the utilization of open educational resources. Furthermore, to advance internationalization, the Academy will strengthen initiatives dedicated to fostering international mobility for both staff and

students. The creation and development of high-quality education programs that align with the demands of the local and international labor markets, while also considering current trends in various professions, will significantly enhance the Academy's internationalization efforts. To raise awareness of the Academy and build trust in its operations, the institution plans to effectively communicate its activities and achievements to target groups. This will involve developing a comprehensive communication strategy, implementing mechanisms for evaluating the Academy's performance from the perspective of these groups, showcasing successful students and graduates, and promoting new and ongoing educational programs. A crucial aspect of this initiative is to deepen cooperation with international organizations, which will help establish the Academy's reputation on the global stage as a reputable higher education institution and further increase trust in its offerings.

4. Area of Responsibility of the Academy

The Academy is responsible for the development and implementation of educational and training programs for obtaining initial and academic higher education of officers.

The integration of military and academic education is important in order for the Academy graduate to have the opportunity to realize himself in both the defense and security sectors. The main purpose of military education is to ensure the training of highly qualified officers for the Georgian Defense Forces.

The Language Training Department of the Academy provides foreign language teaching at the Academy, as well as the implementation of a Georgian language training program for ethnic minorities living in Georgia, in order to facilitate the integration of ethnic minorities into the Ministry system. In addition, the Language Training Department actively participates in exchange programs.

5. Values of Professional Education for Officers:

a) In Georgia's educational landscape, the primary function of the Academy, which serves as the foundation of military education, is to train a highly qualified, professional officer corps. The Academy is dedicated to providing cadets and students with high-quality military and academic education, enhancing their theoretical knowledge and practical skills through effective teaching and learning methods, and supporting the career development of military personnel.

b) The professional education of officers focuses on the following key areas:

- b.a) Moral, ethical, and intellectual development;
- b.b) Physical education and the development of social skills;
- b.c) Academic integrity;
- b.d) Development as military leaders.

6. SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis of the Academy

Strengths

- The sole military higher education institution in Georgia;
- Academic and military programs fully aligned with current accreditation, authorization, and NATO standards;
- Comprehensive Junker and student services;
- Active collaboration with international experts (external evaluation, knowledge sharing, and guest lectures);
- Close and productive cooperation within the NATO Defence Education Enhancement Programme (DEEP);
- Intensive foreign language training and educational programs;
- Partnerships and joint projects with partner country institutions;
- Guaranteed post-graduation employment;
- Fully funded tuition and training;
- The best infrastructure (Gori);
- Comprehensive medical insurance;
- High degree of internationalization;
- Competitive scholarships;
- Robust academic integrity policy;
- E-learning and digital management systems supporting the educational process;
- Rigorous physical and military training;
- A high standard of discipline;
- Strong organizational culture.

Opportunities

- Support from the leadership of the Ministry of Defense and the Georgian Defense Forces in operational implementation;
- Expansion of educational programs tailored to the requirements of the Ministry of Defense and the Georgian Defense Forces;
- Advancement of the distance learning ecosystem;
- Engagement of international and local visiting lecturers and guest speakers;
- Potential for the further development of the Scientific-Research Center;
- Opportunities for the execution of commercial projects;
- An accessible environment and dedicated services for persons with disabilities (PWD);
- Instruction in Mission Command and task-based management principles;
- Enhancement of foreign language instruction capabilities;
- Potential for the expansion of bachelor's and master's degree programs;
- Physical readiness training and organized sporting events;
- The Academy Military Museum;
- Improvement of social welfare packages;

Weaknesses

- Challenges in the recruitment and retention of qualified academic and support staff;
- A declining trend in the number of applicants seeking admission to the Academy;
- The need for a more refined career development policy for personnel;
- Limited engagement within the international scientific and research community;
- Insufficient sources of diversified or independent funding;
- Underfunding of scientific research within the institutional budget.

Threats

- Possible decreasing trend of applicants to the Academy;
- Inconsistency of accreditation/authorization standards;
- Force majeure situations (pandemic situation, natural disasters, martial law, etc.).

Chapter V. Strategic Goals and Objectives

Based on its mission, vision and analysis of the current situation, the Academy sets the following strategic goals for 2023 - 2029:

- a) Training officers with leadership qualities;
- b) Development of educational activities (military/academic);
- c) Effective conduct of scientific research activities;
- d) Development of distance learning;
- e) Internationalization;
- f) Raising awareness of the Academy;
- g) Development of organizational management and control;
- h) Development of Junker/student services.

Developing Officers with Leadership Skills.

Objective	Sub-objective	Indicator
N1. Increasing the level of military training	1.1: Improving the quality of military training	1.1.1: A Junker/Junior Officer Training School student has the knowledge and ability to plan squad and platoon-level operations.
	1.2: Developing military-practical skills	1.2.1: A Junker/Junior Officer Training School student applies military skills individually and as part of a small unit.
N2. Developing leadership skills	2.1: Enhancement of the Leadership Development Programme	2.1.1: A Junker/Junior Officer Training School student can manage a small unit and make decisions within the scope of competence
	2.2: Developing critical thinking	2.2.1: A Junker/Junior Officer Training School student can analyze information received and think critically
N3. Improving physical fitness	3.1: Development of general physical fitness	3.1.1: Junkers/Junior Officer Training School students are ready to move on to military physical training, they meet

		the established requirements (normatives)
	3.2: Development of military physical training	3.2.1: Junkers/Junior Officer Training School students have met the established standards for military physical training 3.2.2: Junkers/Junior Officer Training School students are performing their field training exercises in accordance with standards Physical training results of Junkers/Junior Officer Training School students have improved
	3.3: Promoting the professional development of instructors, sharing experiences	3.3.1: Retraining of instructors of the Sports and Physical Training Service was carried out 3.3.2: Instructors at the academy use the knowledge and experience they have gained in training academy Junkers/students.
	3.4: Development of sports facilities	3.4.1: The gym is fully equipped, the football field is equipped, and the training conditions and infrastructure for military physical training are improved.
	3.5: Intensification of sports activities	3.5.1: Junkers/Junior Officer Training School students actively participate in various sporting events

b) Development of educational activities (military/academic)

Objective	Sub-objective	Indicator
N1. Development of the Academy's military/academic and other (professional) educational programs	1.1: Continuous updating/development/evaluation of educational programs	1.1.1: The Academy's educational programs meet the requirements of the Ministry's system (labor market)
	1.2: Compatibility with higher education institution authorization and educational program accreditation standards	1.2.1: The higher education institution meets authorization and accreditation standards.
	1.3: Implementation of quality assurance mechanisms (external and internal)	1.3.1: External quality assessment mechanisms have been developed/improved.
	1.4: Supporting the professional development of personnel implementing educational programs	1.4.1: The Academy's specialized, professional programs meet the demands and needs of the Georgian Defense Forces.
	1.5: Equipping academic learning spaces with modern technology	1.5.1: The learning space is equipped with modern technology.
	1.6: Library development	1.6.1: The library's operating system has been refined, and the book collection has been updated. 1.6.2: The electronic library has been updated.
N2: Implementing a NATO-certified course and obtaining NATO institutional accreditation	2.1: NATO-certified course administration	2.1.1: A NATO-certified course is being conducted.
	2.2: Professional development of staff	2.2.1: The staff is professionally trained.
	2.3: Preparation and submission of documentation for obtaining NATO institutional accreditation	2.3.1: Documentation has been prepared and submitted in accordance

		with NATO accreditation standards to obtain NATO accreditation.
N3. Strengthening English language teaching	3.1: Strengthening the English language teaching component in the Academy's educational programs	3.1.1: The English language teaching component has been strengthened at the academy.
	3.2: Development of current teaching in the Baccalaureate language training department	3.2.1: The level of teacher training has been improved and the number of qualified personnel has been maintained. 3.2.2: The program is compatible with the objectives of the Ministry. 3.2.3: Short-term distance learning courses have been introduced.

c) Effectively conducting scientific research activities

Objective	Sub-objective	Indicator
N1. Support and development of scientific research activities	1.1: Promoting scientific research activities	1.1.1: The number of studies conducted by the Academy has increased
	1.2: Encouraging the research process/supporting young scientists	1.2.1: The number of studies involving young scientists has increased
	1.3: Partnership with local and international organizations	1.3.1: The number of grants obtained by the Academy and the research conducted has increased

N2. Increasing the visibility of the Academy in scientific activities	2.1: Increasing cooperation with partner organizations	2.1.1: The number of partner organizations and the number of studies conducted has increased
	2.2: Organising conferences	2.2.1: The number of conferences held by the Academy and the number of conference participants has increased.

d) Development of distance learning

Objective	Sub-objective	Indicator
N1. Support for educational programs	1.1: Administration of learning platforms	1.1.1: Improved control of the training platform and coordination with those implementing academic courses
	1.2: Ensuring the smooth functioning of electronic systems	1.2.1: The operating systems and servers of e-learning platforms have been improved.
N2. Creation and implementation of distance learning courses in the Ministry of Defense system	2.1: Creation of courses for the Ministry of Defense/Defense Forces	2.1.1: Based on research, distance learning courses have been identified and created.
	2.2: Implementation of distance learning courses	2.2.1: Distance learning courses are implemented using modern methods.
	2.3: Introduction of paid courses	2.3.1: Paid courses have been developed and implemented.
N3: Sharing international experience and professional development	3.1: Participation in projects of NATO member and partner countries and implementation of joint projects	3.1.1: Participation in NATO projects has increased
	3.2: Implementation of joint projects with international partners	3.2.1: Implementation of joint projects with international partners has increased

e) Internationalization

Objective	Sub-objective	Indicator
N1 . Development and deepening of international cooperation	1.1: Promote the activation of bilateral and multilateral cooperation and establish new connections	1.1.1: The number of partner educational institutions and signed memoranda of understanding within the framework of bilateral and multilateral cooperation has increased.
	1.2: Signing of Memorandums of Understanding with Partner Educational Institutions	
N2 . Internationalization of the Bachelor's Program	2.1: Promoting participation of Junkers/students in international activities	2.1.1: Increased involvement of Junkers, students, academic and administrative staff, and military instructors in international activities
	2.2: Promoting the participation of academic, military and administrative personnel in international activities	
N3: Facilitating the participation of Academy personnel in activities planned within the framework of NATO and Erasmus + programs	3.1: Intensification of engagement in NATO programs	3.1.1: The number of events planned within the framework of the NATO program has increased
	3.2: Cooperation with partner educational institutions within the framework of the Erasmus + program	3.2.1 : Cooperation with educational institutions within the framework of the Erasmus+ program is maintained
N4: Internationalization of Master's Programs	4.1: Sharing international experience and promoting the introduction of innovations	4.1.1: Visits to educational institutions and cooperation with foreign partners have increased
	4.2: Increasing the involvement of graduate staff in international research activities	4.2.1: Increase in the number of master's degree personnel in international research activities

f) Raising awareness about the Academy

Objective	Sub-objective	Indicator
N1 . Informing the public about the general activities of the Academy	1.1: Dissemination of information about the Academy's local and international activities	1.1.1: The Academy's awareness has increased in the media space and on social networks, and the public is also informed about the Academy's international cooperation.
N2 . Providing information about educational programs to the public	2.1: Cooperation with state agencies and popularization of the Academy's educational programs	2.1.1: Increased number of joint events with state agencies
	2.2: Promotion of the Academy in the Internet and media space	2.2.1: The number of users/subscribers of the Academy's social networks has increased

g) Development of organizational management and control

Objective	Sub-objective	Indicator
N1 . Human Resources Development	1.1: Implementation of human resource management and professional development policies	1.1.1: The Academy has approved and is implementing a human resources management and professional development policy.
	1.2: Personnel contingent planning	1.2.1: The staff list has been updated.
	1.3: Promoting the continuous professional development of the Academy's staff	1.3.1: Academy staff benefit from professional development support
	1.4: Attract/retain highly qualified faculty	1.4.1: The Academy maintains highly qualified faculty

N2 . Development of material and technical resources	2.1: Infrastructure Development Planning	2.1.1: Academy Infrastructure Development Plan Approved
	2.2: Development of the Academy's infrastructure and renewal of the vehicle fleet	2.2.1: The Academy's infrastructure has been improved, and the fleet has been updated.
	2.3: Hardware Upgrade	2.3.1: The Academy's equipment has been updated.
N3. Development of financial resources	3.1: Increasing funds	3.1.1: The Academy's financial resources have been increased
N4: Development of internal control mechanisms	4.1 Development of the internal audit function	4.1.1 The internal audit function is developed
	4.2: Ensuring occupational safety and health	4.2.1 Occupational safety is maintained
	4.3: Ensuring the protection of personal data	4.3.1 Personal data is protected
	4.4: Implementing a risk management system	4.4.1 A risk management system is implemented

h) Development of Junker/student services

Objective	Sub-objective	Indicator
N1 . Financial, social and material support for Junkers/students	1.1: Financial support for Junkers/students	1.1.1: The Junkers/students scholarship/salary is paid monthly.
	1.2: Providing financial assistance	1.2.1: Junkers/students receive financial assistance based on their needs, such as social, health, or family circumstances.
	1.3: Providing Junkers/students with food, clothing, and accommodation	1.3.1: Junkers/students are provided with food and shelter.
N2 . Provision of medical services	2.1: Medical services for Academy personnel	2.1.1: Continuous medical care for Academy personnel,

	2.2: Continuous and uninterrupted provision of medical care to Junkers/students by the Academy's infirmary	Junkers/students, and medical support for educational programs is provided.
	2.3: Medical support for educational programs and events at the Academy	
N3. Support for the development of Junkers/students	3.1: Improving the advisory service for Junkers/students	3.1.1: Improved cadet/student counseling service
	3.2: Providing Junkers/students with laptops/personal computers	3.2.1: All Junkers/students have an individual notebook, both during and after their studies.
	3.3: Implementation of educational, sports, cultural, environmental and social events and promotion of cadets/students' involvement in them	3.3.1: Junkers/students are actively involved in educational, sporting, cultural, environmental and social activities
	3.4: Employment promotion mechanisms	3.4.1: 100% of Junker/student Officer Training School graduates are employed

Three-Year Action Plan for the Development Strategy of the LEPL - David Aghmashenebeli National Defence Academy of Georgia

Strategic Goal N1. Developing Officers with Leadership Skills												
Task	Sub-task	Activity	Indicator	Responsible Agency	Timeline and Budget						Financing Source	Risks
					2026				2027	2028		
					I	II	III	IV				
					1,185,000	1,190,000	1,200,000	1,205,000	5,250,000	5,770,000		
Task N1: Enhancement of the Level of Military Training	Sub-task 1.1: Improvement of the Quality of Military Studies	Activity 1.1.1: Monitoring, Analysis, and Evaluation of Military Science / Educational Programs	Syllabus, Academic Calendar	Junker Training Battalion, Junior Officer Training School							National Defence Academy Budget	1. Damage to instructional, material-technical resources, laboratory supplies, simulation equipment, and modern technologies necessary for the educational process may result in disruption of the training process. 2. The outflow of qualified personnel may negatively affect the quality of the educational process.
		Activity 1.1.2: Updating Military Science Syllabi	Report, administrative report	Junker Training Battalion, Junior Officer Training School								
		Activity 1.1.3: Study of NATO Standard Weapons Systems	Educational Program, Syllabus	Junker Training Battalion, Junior Officer Training School								
		Activity 1.1.4: Retraining of Sergeants and Officers	Letter, Order, Retraining Programs, Supporting Documentation	Junker Training Battalion, Junior Officer Training School								

	Sub-task 1.2: Development of Military Practical Skills	Activity 1.2.1: Preparation / Modernization of Appropriate Facilities and Resources for Conducting Practical Exercises at the Permanent Deployment Location	Report, Supporting Documentatio n, Photo Materials	Junker Training Battalion, Junior Officer Training School							National Defence Academy Budget	
		Activity 1.2.2: Provision of Simulation Equipment for Field Training	Report, Supporting Documentatio n									
		Activity 1.2.3: Provision of Modern Technologies for Practical Exercises and Field Training	Report, Supporting Documentatio n									
		Activity 1.2.4: Engagement / Support of the Defence Forces in Field / Command-Staff Exercises	Orders about the exercises, report cards, and photo materials									
Task N2: Development of Leadership Qualities	Sub-task 2.1: Development of the Leadership Development Program	Activity 2.1.1: Assignment, Rotation, and Evaluation of Junkers/students to Various Levels of Command Positions	Leadership Development System, Evaluation Document, Order	Junker Training Battalion, Junior Officer Training School							National Defence Academy Budget	The reduction of experienced and qualified instructors may result in failure to achieve the objectives defined in the "Leadership Development Program."
		Activity 2.1.2: Introduction and Development of Mission Command in the Educational Process	Evaluation Document, Order, Orders on Temporary Appointments									

		Activity 2.1.3: Internship in defense forces units, attendance and participation in trainings, international trainings	Orders Related to Conducted Activities									
		Activity 2.1.4: Leadership of Groups During Physical Training Activities	Leadership Development Program, Evaluation Document, Order									
		Activity 2.1.5: Implementation of Practical Components of Physical and Drill Training by Junkers and students	Physical Training Plan, Evaluation Document, Order									
		Activity 2.1.6: Leadership of Squad / Platoon During Marches	Leadership Development Program, Evaluation Document, Order									
		Activity 2.1.7: Conducting After- Action Reviews	Training Plan, Report, report card									

	Sub-task 2.2: Development of Critical Thinking	Activity 2.2.1: Integration of Critical Thinking into the Educational Process		Junker Training Battalion, Junior Officer Training School							National Defence Academy Budget	
		Activity 2.2.2: Development of Various Scenarios and Adaptation to the Educational Process	Report card, order, program, training plan									
		Activity 2.2.3: Updating Evaluation Forms	Evaluation forms, report cards									
Objective N3: Improvement of Physical Training	Sub-task 3.1: Development of General Physical Training	Activity 3.1.1: Development of Semester and Individual Plans for General Physical Training	Order, Implementatio n Plan	Junker Training Battalion, Junior Officer Training School, Physical Training Department							National Defence Academy Budget	1. The lack of qualified instructors and limited professional development training may affect the level of physical training development.
		Activity 3.1.2: Conducting Morning Conditioning (Functional) Exercises	Developed and Approved Program, Orders									
	Sub-task 3.2: Development of Military Physical Training	Activity 3.2.1: Development of Military Physical Skills	Approved Development Plan	Junker Training Battalion, Junior Officer Training School, Physical Training Department							National Defence Academy Budget	

		Activity 3.2.2: Preparation and Implementation of the Schedule and Plan for Obstacle Course and Strength Training Exercises	Order, Schedule, Program, Plan									
	Sub-task 3.3: Promotion of Professional Development of Instructors and Experience Sharing	Activity 3.3.1: Retraining of the Academy's Physical Training Instructors	Supporting Documentation of Retraining, Memorandum, Photo Materials, Order	Physical Training Department							National Defence Academy Budget	
		Activity 3.3.2: Cooperation with Sports Organizations	Report card, Order, Letter	Physical Training Department, Public Relations Service								
		Activity 3.3.3: Participation in National-Level Events	Report card, Order, Letter	Junker Training Battalion, Physical Training Department								
		Activity 3.3.4: Participation in Internal Ministry and Interagency Sports Events	Report card, Order, Letter, plan	Physical Training Department								
		Activity 3.3.5: Participation in International Sports Events	Report card, Order, Letter	Physical Training Department, Cadet Training Battalion, Junior Officer Training School, G-5 Service								
	Sub-task 3.4: Development of Sports Infrastructure	Activity 3.4.1: Renewal and Procurement of Sports Equipment	Report cardsm photo material	Academy Headquarters, Physical Training Department							National Defence Academy Budget	

	Sub-task 3.5: Intensification of Sports Activities	Activity 3.5.1: Conducting Sports Activities and Competitions	Report cards, orders	Physical Training Department							National Defence Academy Budget	
		Activity 3.5.2: Organization of Sports Sections	Report card, order, report									
		Activity 3.5.3: Popularization of Various Sports and Activities	Notice, Order, Information on Electronic Platforms									
		Activity 3.5.4: Coordination with Partner Agencies / Organizations	Report cards, Evidence of Conducted Activities	Physical Training Department, G-5 Service, Public Relations Service								

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Strategic Goal N2 – Development of Educational Activities

Task	Sub-task	Activity	Indicator	Responsible Agency	Timeline and Budget						Financing Source	Risks
					2026				2027	2028		
					I	II	III	IV				
					800,000	806,000	810,000	812,000	3,543,000	3,890,000		
Task N1: Development of the Academy's Military / Academic and	Sub-task 1.1: Continuous Updating / Development / Evaluation of Educational Programs	Activity 1.1.1: Survey of graduates of educational programs	Results of Conducted Surveys	Quality Assurance Service							National Defence Academy Budget	1. Non-compliance of the Academy's Bachelor's and Master's programs with accreditation

Other (Professional) Educational Programs		Activity 1.1.2: Survey of personnel implementing educational programs; Survey of Junker/student satisfaction	Results of Conducted Surveys	Quality Assurance Service								standards may result in disruption of the educational process, restriction of student admissions, reputational damage, and financial loss.
		Activity 1.1.3: Labor market research	Letter, order	Master's Program								
		Activity 1.1.4: Implementation of Comparative Analysis of Educational Programs	Comparative Analysis Documentation	Quality Assurance Service, Baccalaureate, Master's Program								
		Activity 1.1.5: Determination of Compliance of Academy Programs with the Requirements of the Ministry of Defence and the Ministry of Education and Science	Report, Programs Approved by the Academic Council	Baccalaureate, Master's Program, Junker Training Battalion, Junior Officer Training School, Quality Assurance Service								
		Activity 1.1.6: Introduction of a Policy for the Use of New Technologies in Educational Activities	Policy Document, Report, Administrative Report, Syllabus, Program	Baccalaureate, Master's Program, Junker Training Battalion, Junior Officer Training School								
	Sub-Task 1.2: Compliance with Higher Education Institution Authorization and Educational Program Accreditation Standards	Activity 1.2.1: Preparation for / Obtaining Institutional Authorization	Letter Submitted to LEPL National Center for Educational Quality Enhancement; Decision of the Authorization Council	Quality Assurance Service, Academy Structural Units							National Defence Academy Budget	

		Activity 1.2.2: Preparation for / Obtaining Educational Program Accreditation	Letter Submitted to LEPL National Center for Educational Quality Enhancement; Decision of the Authorization Council	Quality Assurance Service, Baccalaureate, Master's Program								
	Sub-Task 1.3: Implementation of Quality Assurance Mechanisms (External and Internal)	Activity 1.3.1: Evaluation of the Academy's Educational Programs by Subject Matter Experts	External Evaluation Documentation	Quality Assurance Service, Baccalaureate, Master's Program							National Defence Academy Budget	
		Activity 1.3.2: Evaluation of Educational Programs by Academy Graduates and Employers	Results of Graduate and Employer Studies	Quality Assurance Service, Baccalaureate, Master's Program								
		Activity 1.3.3: Monitoring the Workload Performance of Academic / Visiting Personnel	Relevant Documentation	Quality Assurance Service, G- 3/G-2 Services								
		Activity 1.3.4: Monitoring the Academic Performance of Junkers / Students	Relevant Documentation	Quality Assurance Service, G- 3/G-2 Services								
		Activity 1.3.5: Monitoring of the Educational Process and Educational Programs	Monitoring Results	Quality Assurance Service, G- 3/G-2 Services								
	Sub-Task 1.4: Promotion of Professional Retraining of Personnel Delivering Educational Programs	Activity 1.4.1: Identification of Personnel Needs	Personnel Evaluation Document, Survey	Quality Assurance Service, G1 and G5 Services of the Academy Headquarters							National Defence Academy Budget	
		Activity 1.4.2: Planning and Organization of Training for the Academy's Faculty / Visiting Personnel / Instructor-Teachers	Order / Announcement on Conducted Trainings	Quality Assurance Service								
	Sub-Task 1.5: Equipping the Academic Learning Environment with Modern Technologies	Activity 1.5.1: Laboratory Modernization	Procurement Supporting Documentation, Report Cards	Baccalaureate							National Defence Academy Budget	
	Sub-Task 1.6: Library Development	Activity 1.6.1: Facilitation of Access to Scientific Databases	Administrative Report, Announcement, Report, Information from Scientific Databases	Library							National Defence Academy Budget	

		Activity 1.6.2: Alignment of Literature in the Library Book Collection with Educational Program / Course Syllabi and Referenced Study Materials	Monitoring Results	Baccalaureate, Master's Program, Junker Training Battalion, Junior Officer Training School								
		Activity 1.6.3: Updating the Electronic Library	Report, Electronic Book Database	Library								
		Activity 1.6.4: Provision of Library, Information, and Bibliographic Services to Academy Junkers / Students and Personnel	Daily Library Activity Log	Library								
		Activity 1.6.5: Inventory of the Book Collection	Administrative Report, Report / Announcement, Inventory Act	Library, Inventory Commission								
		Activity 1.6.6: Support for Ensuring Academic Integrity in the Educational Process	Administrative Report, Report, Letter, Information from the Relevant Program	Library, Baccalaureate, Master's Program								
Task N2: Implementation of a NATO-Certified Course and Obtaining NATO Institutional Accreditation	Sub-Task 2.1: Administration of the NATO-Certified Course	Activity 2.1.1: Placement of the Course in the NATO Education and Training Opportunities Catalogue (ETOC)	Information Uploaded to the NATO Education and Training Opportunities Catalogue (ETOC)	Distance Learning Center							National Defence Academy Budget	1. Failure to obtain NATO institutional accreditation may affect increased visibility and strengthening of international cooperation. 2. A low number or absence of applicants for the NATO-certified course may result in the course not being conducted.
		Activity 2.1.2: Implementation of the Course	Order, Letters, Agreements	Distance Learning Center and Other Structural Units of the Academy								
		Activity 2.1.3: Course Evaluation	Information Uploaded to the NATO Education and Training Opportunities Catalogue, Survey, Course Report	Distance Learning Center and Other Structural Units of the Academy								
	Sub-Task 2.2: Personnel Professional Development	Activity 2.2.1: Personnel Retraining by International Partners	Letter, Order	Quality Assurance Service, Distance Learning Center								

		Activity 2.2.2: Sharing Experience at the Local and International Levels	Letter, Order, Post- Mission Report	Quality Assurance Service, Distance Learning Center								National Defence Academy Budget	
	Sub-Task 2.3: Preparation and Submission of Documentation for Obtaining NATO Institutional Accreditation	Activity 2.3.1: Preparation of Documentation for NATO Institutional Accreditation	Meeting Minutes, Documentation Developed in Accordance with Standards	Quality Assurance Service, Distance Learning Center									
		Activity 2.3.2: Submission of Relevant Documentation	Submission of Self- Assessment on the NATO Quality Assurance Portal	Quality Assurance Service, Distance Learning Center									
Task N3: Strengthening English Language Training	Sub-Task 3.1: Strengthening the English Language Component in the Academy's Educational Programs	Activity 3.1.1: Introduction of English- Language Programs / Courses / Development of Study Modules	Resolution of the Academic Council, Syllabus	Baccalaureate							National Defence Academy Budget	1. A low rate of attraction / retention of qualified personnel may result in a decline in teaching quality. 2. Reduction of activities necessary for professional development may cause a decrease in teacher motivation and non- compliance with international standards.	
		Activity 3.1.2: Selection / Introduction of Modern English Language References	Supporting Documentation, Administrative Report, Order, Report	Baccalaureate, Master's Program, Headquarters									
	Sub-Task 3.2: Development of Ongoing Instruction in the Bachelor's Language Training Department	Activity 3.2.1: Promotion of Professional Retraining of Teachers	Supporting Documentation of Conducted Retraining Courses	G1 and G5 Services of the Academy							National Defence Academy Budget		
		Activity 3.2.2: Refinement / Updating of Programs in Accordance with Defence Forces Requirements	Letter, Report, Resolution of the Academic Council	Baccalaureate									

Strategic Goal N3: Effective Management of Scientific Research Activities

Task	Subtask	Activity	Indicator	Responsible Unit	Timeline and Budget						Funding Source	Risks
					2026				2027	2028		
					I	II	III	IV				
					132,000	133,000	133,000	135,000	581,400	634,000		
Task N1: Support and Development of Scientific Research Activities	Subtask 1.1: Promotion of scientific research activities	Activity 1.1.1: Identification of research areas and priorities	Letter, report, priority research document	Scientific Research Center							National Defence Academy Budget	1. Limited engagement from international partners may lead to a lack of international expertise in research activities. 2. Low motivation for engagement in the scientific research process among relevant Academy personnel will impede the development of the research component.
		Activity 1.1.2: Conducting the research process at local and international levels	Resolution of the Academic Council, order, interim research reports, published articles and papers, held conferences, minutes, and ongoing research projects	Scientific Research Center								
		Activity 1.1.3: Ensuring the involvement of the Junkers/students in scientific research processes	Report, statistical data	Scientific Research Center								
		Activity 1.1.4: Supporting research in the academic disciplines offered by the Academy	Current discipline-specific research projects within Bachelor's and Master's programs.	Scientific Research Center, Bachelor's Program, Master's Program								
		Activity 1.1.5: Implementing a policy for the use of new technologies in research activities	Policy document, report, administrative report	Scientific Research Center								

		Activity 1.1.6: Conducting the course: 'Conducting Research with Artificial Intelligence (AI)'	Report, administrative report, order	Scientific Research Center, Distance Learning Center								
		Activity 1.1.7: Conducting the course "Improvement of Scientific Research Skills"	Report, administrative report, order	Scientific Research Center, Distance Learning Center								
		Activity 1.1.8: Conducting the course "Gender"	Report, administrative report, order	Scientific Research Center, Distance Learning Center								
		Activity 1.1.9: Pilot implementation of the 'Time Management' course	Report, administrative report, order	Scientific Research Center, Distance Learning Center								
	Subtask 1.2: Encouragement of research processes/support for young scientists	Activity 1.2.1: Identification of the best papers and publications in collections	Order, report, administrative report,	Scientific Research Center							National Defence Academy Budget	
		Activity 1.2.2: Incentivizing the best candidates identified at conferences and recommending them for international conferences abroad	Order, report	Scientific Research Center								
		Activity 1.2.3: Identification top research papers and publication in high-impact international journals	Order, journal, report	Scientific Research Center								

					68,600	68,600	68,600	68,600	302,000	332,000		
Task N1: Support of Educational Programs	Subtask 1.1: Administration of learning platforms	Activity 1.1.1: Uploading/updating learning materials	Updated learning resources on the learning platform, report	Distance Learning Center							National Defence Academy Budget	1. Cyberattacks on learning platforms will cause disruption of administration and use of learning platforms. 2. Network and server technical failures will cause disruption of administration and use of learning platforms. 3. Staff turnover within the Center will lead to service interruptions for learning platforms and electronic systems
		Activity 1.1.2: Control/coordination of the learning platform	Report, Administrative report									
	Subtask 1.2: Ensuring the proper functioning of electronic systems	Activity 1.2.1: Technical support of electronic systems	Report, Administrative report	Distance Learning Center, Cybersecurity Bureau								
		Activity 1.2.2: Monitoring of electronic systems functionality	Information posted on the electronic monitoring statistics page									
Task N2: Creation and Implementation of Distance Courses within the Ministry of Defence System	Subtask 2.1: Development courses for the Ministry of Defence / Defence Forces	Activity 2.1.1: Needs assessment and identification of priority courses	Conducted surveys, report	Distance Learning Center							National Defence Academy Budget	1. Cyberattacks on learning platforms will cause disruption of administration and use of learning platforms. 2. Network and server technical failures will cause disruption of administration and use of learning platforms. 3. Staff turnover of Center specialists and insufficient human resources required for distance course development will cause delays in course creation and implementation 4. Low or no interest in paid courses will hinder the introduction of paid courses.
		Activity 2.1.2: Search for field experts and cooperate with them	Contract, order, course program syllabus									
		Activity 2.1.3: Development of distance courses	Digital course materials uploaded on the platform									
	Subtask 2.2: Implementation of distance courses	Activity 2.2.1: Piloting of distance courses	Evaluated course data	Distance Learning Center								
		Activity 2.2.2: Evaluation/improvement of distance courses	Updated digital course materials									

		Activity 2.2.3: Course administration and evaluation/analysis	Monitoring of conducted courses, meeting records, conducted surveys, issued certificates	Distance Learning Center								
		Activity 2.2.4: Ensuring sustainability/quality of courses	Report, administrative report, statistical data									
	Subtask 2.3: Introduction of paid courses	Activity 2.3.1: Development/update of paid courses	Resolution of the Academic Council, contract, order	Distance Learning Center and other structural units of the Academy								
		Activity 2.3.2: Implementation of paid courses	Resolution of the Academic Council, contract, order									
	Task N3: Sharing International Experience and Professional Development	Subtask 3.1: Participation in projects of NATO member and partner countries and implementation of joint projects	Activity 3.1.1: Cooperation with organizations of NATO member and partner countries and participation in their planned activities	Distance Learning Center							National Defence Academy Budget	1. Lack of international activities will reduce opportunities for professional development, experience sharing and implementation of joint projects.
			Activity 3.1.2: Implementation of joint projects with NATO member and partner countries	Distance Learning Center								
			Activity 3.1.3: Organization of an international distance learning conference	Distance Learning Center								
			Activity 4.1.2: Updating the Learning Management Platform	Distance Learning Center								

Strategic Goal N5: Internationalization

Task	Subtask	Activity	Indicator	Responsible Unit	Timeline and Budget						Funding Source	Risks
					2026				2027	2028		
					I	II	III	IV				
					102,000	160,000	187,000	190,000	681,000	729,000		
Task N1: Development and strengthening of international cooperation	Subtask 1.1: Promotion of bilateral and multilateral cooperation and establishment of new partnerships	Activity 1.1.1: Communication with foreign educational institutions for the purpose of information exchange and event planning	Letter, correspondence	G-5 Service							National Defence Academy Budget	1.Reduction in proposals for international events by partner foreign educational institutions/orga

		Activity 1.1.2: Cooperation with the Defence Forces and relevant departments of the Ministry of Defence in the process of developing and implementing bilateral and multilateral plans	Letter, bilateral cooperation plan, order	G-5 Service								nizations will hinder the development of international cooperation. 2. Reduction in the number of personnel with appropriate qualifications and English language proficiency for proposed international courses will lead to low involvement of Academy personnel in international activities.
		Activity 1.1.3: Planning and implementation of visits within the framework of bilateral and multilateral cooperation	Letter, order, meeting confirmation documentation/photo materials	G-5 Service, Protocol								
		Activity 1.1.4: Supporting participation of Academy personnel in international activities, information sharing and administrative support	Letter, order, meeting confirmation documentation/photo materials	G-5 Service								
		Activity 1.1.5: Planning and organization of the Academy's international activities	Order, invitation, letter, bilateral cooperation plan	G-5 Service								
	Subtask 1.2: Signing Memoranda of Understanding with partner educational institutions	Activity 1.2.1: Coordination with partner foreign educational institutions, identification of common cooperation areas and priorities	Letter, order, report	G-5 Service, Public Relations Department							National Defence Academy Budget	

		Activity 1.2.2: Organization of procedures required for signing Memoranda of Understanding with partner foreign educational institutions and signing of memoranda	Signed memorandum, letter, order	G-5 Service, Protocol, Legal Division								
		Activity 1.2.3: Support for the implementation of activities planned within the framework of the Memorandum	Letter, order, report, memorandum	G-5 Service, Protocol, Public Relations Service								
Task N2: Internationalization of the Bachelor's Program	Subtask 2.1: Support for participation of Junkers/students in international activities	Activity 2.1.1: Organization and implementation of the International Cadet Week	Letter, order, report, memorandum, photo materials	G-5 Service							National Defence Academy Budget	1. The reduction in the number of international events offered by partner foreign educational institutions will lead to a delay in the internationalization process of Bachelor's Programs. 2. Insufficient number of personnel with English language proficiency meeting required standards will lead to inadequate participation in international activities.
		Activity 2.1.2: Support for the organization of international conferences of the Academy										
		Activity 2.1.4: Trilateral (Georgia–Turkey–Azerbaijan) sports event										
		Activity 2.1.5: Support for Junkers'/students' participation in international activities and organization of international activities planned at the Academy										
	Subtask 2.2: Support for participation of academic, military and administrative personnel in international activities	Activity 2.2.1: Support for participation in international conferences and military, educational and scientific activities	Letter, order, photo materials	G-5 Service							gNational Defence Academy Budget	

		Activity 2.2.2: Support for participation in professional development courses and working meetings	Letter, order, report, memorandum	G-5 Service								
Task N3: Support for participation of Academy personnel in activities planned under NATO and Erasmus+ programs	Subtask 3.1: Intensification of involvement in NATO programs	Activity 3.2.1 Planning/conducting a working meeting with representatives of the Military Education Development Program (DEEP)	Letter, order	G-5 Service							National Defence Academy Budget / DEEP Program Budget	1. Insufficient number of personnel with English language proficiency will reduce motivation and lead to inadequate participation in activities offered by NATO and Erasmus+.
		Activity 3.1.2: Planning/coordination of activities within the Defence Education Enhancement Programme (DEEP)	Letter, order	G-5 Service								
		Activity 3.1.3: Identification, agreement and support of participation in professional retraining courses required for the Academy within the NATO–Georgia Professional Development Programme (PDP)	Letter, order, photo materials	G-5 Service, G-1 Service							National Defence Academy Budget / PDP Program Budget	
	Subtask 3.4: Cooperation with partner educational institutions within the Erasmus+ program	Activity 3.4.1: Identification of opportunities and communication with partner universities within the Erasmus+ program	Letter, report	G-5 Service							National Defence Academy Budget / Erasmus+ Program Budget	
		Activity 3.4.2: Support for Academy personnel to participate in activities offered under Erasmus+ grants with partner universities	Letter, order, grant agreement	G-5 Service								

Task N4: Internationalization of the Master's Program	Subtask 4.1: Sharing international experience and supporting the implementation of innovations	Activity 4.1.1: Facilitating the exchange of expertise with representatives of foreign educational institutions	Order, letter, report, photo materials	G-5 Service						National Defence Academy Budget	1. Reduction in the number of international events and research activities will hinder the internationaliza tion process of master's programs.
		Activity 4.1.2: Support for the implementation of working visits to foreign educational institutions	Order, letter, report, photo materials	G-5 Service							
		Activity 4.1.3: Support for involvement of Master's program personnel in international events	Order, letter	G-5 Service							
	Subtask 4.2: Increase involvement of Master's program personnel in international research activities	Activity 4.2.1: Coordination with partner educational institutions to plan international activities	Letters, orders, statistical data	G-5 Service, Master's Program, Scientific- Research Center						National Defence Academy Budget	
		Activity 4.2.1: Support for involvement of Master's program personnel in scientific research activities	Letter, order, report	G-5 Service							

Strategic Goal N6: Increasing Awareness of the Academy

Task	Subtask	Activity	Indicator	Responsible Agency	Timeline and Budget						Funding Source	Risks
					2026				2027	2028		
					I	II	III	IV				
					48,000	48,000	48,000	48,000	200,300	220,400		
Task N1: Informing the public about the Academy's general activities	Subtask 1.1: Dissemination of information on the Academy's local and international activities	Activity 1.1.1: Coordination with the MoD and the Defence Forces of Georgia	Letters, reports	Public Relations Service, main educational and training units							National Defence Academy budget	1A cyberattack on the Academy's website and social media may disrupt events planned to raise awareness of the Academy. 2. Dissemination false and misleading information about the Academy will cause reputational damage.
		Activity 1.1.2: Production of promotional videos in coordination with the Ministry's Strategic Communications and Public Relations Department	Letters, promotional video clips	Public Relations Service, main educational and training units								
		Activity 1.1.3: Coverage of important events held at the Academy through the official websites and social networks of the Ministry and the Academy	Official websites and social networks of the Ministry and the Academy	Public Relations Service, main educational and training units								

		Activity 1.1.4: Administration of the official website and other social platforms	Academy's official website	Public Relations Service, main educational and training units								
		Activity 1.1.5: Coverage of international events										
Task N2: Providing the public with information about educational programs	Subtask 2.1: Cooperation with state institutions and promotion of the Academy's educational programs	Activity 2.1.1: Coordination with the Ministry of Education and Science of Georgia	Letters, documentation confirming meetings	Public Relations Service, main educational and training units							National Defence Academy budget	1. Cyberattacks on the Academy's website and social media platforms may disrupt planned activities aimed at increasing awareness of the Academy. 2. Lack of public interest may lead to a decrease in the number of applicants to the Academy.
		Activity 2.1.2: Organization of in-person and online meetings with applicants	Photo-video materials, the Academy's official website	Public Relations Service, main educational and training units								
		Activity 2.1.3: Organization of field trips to the regions of Georgia	Letters, orders, reports, and photo materials	Public Relations Service, G3/G2 Service, main educational and training units								

		Activity 2.1.4: Creating and publishing content regarding academic life on the official websites of the Ministry and the Academy.	Official websites of the Ministry and the Academy	Public Relations Service, main educational and training units								
		Activity 2.1.5: Distribution of informational brochures about the Academy in various state and general educational institutions of Georgia	Letters, brochures, reports	Public Relations Service								
		Activity 2.1.6: Organization of Open Door Days	Letters, orders, reports, and photo materials	Public Relations Service, G3/G2 Service, main educational and training units								
		Activity 2.1.7: Coordination with state institutions, planning/implementation of various projects, experience sharing, and organization of visits	Letters, orders, reports, and photo materials	Public Relations Service, G3/G2 Service, main educational and training units								
	Subtask 2.2: Promotion of the Academy in the internet and media space	Activity 2.2.1: Facilitating the planning and production of media reports and interviews about the Academy.	Photo-video materials, the Academy's official website	Public Relations Service							National Defence Academy budget	

Strategic Goal N7: Development of Organizational Management and Control

Task	Subtask	Activity	Indicator	Responsible Unit	Timeline and Budget						Funding Source	Risks
					2026				2027	2028		
					I	II	III	IV				
					6,896,000	6,896,000	6,896,000	6,896,000	29,600,000	31,180,000		
Task N1: Development of Human Resources	Subtask 1.1: Implementation of human resource management and professional development policy	Activity 1.1.1: Analysis of the results of civil staff performance evaluation	Order, letter, report	G-1 Service							National Defence Academy Budget	1. Reduction of proposed professional development opportunities will hinder the implementation of the professional development policy.
		Activity 1.1.2: Promotion and support of civil Personnel's professional development	Order, letter, report	G-1 Service								
		Activity 1.1.3: Improvement of civil personnel's job descriptions	Order, letter, report	G-1 Service								
	Subtask 1.2: Personnel contingent planning	Activity 1.2.1: Implementation of the contingent planning procedure	Approved contingent planning regulation, order, letter	G-1 Service and main educational and training units							National Defence Academy Budget	
		Activity 1.2.2: Working meetings with the Ministry of Defence, Defence Forces and relevant agencies	Order, letter, report	G-1 Service and main educational and training units								
	Subtask 1.3: Support of continuous professional development of the Academy's personnel	Activity 1.3.1: Needs assessment	Research document	G-1 Service							National Defence Academy Budget	
		Activity 1.3.2: Collection and dissemination of information on professional development opportunities	Order, letter, report	G-1 Service								

		Activity 1.3.3: Support for participation in trainings, working meetings, seminars and conferences	Order, letter, report	G-1 Service								
	Subtask 1.4: Attraction and retention of highly qualified academic personnel	Activity 1.4.1: Dissemination of vacancy announcements on Hr.gov.ge, the Academy's website, and other platforms	Order, letter, report	G-1 Service								
		Activity 1.4.2: Implementation of selection procedures in accordance with qualification requirements	Letter, protocol, order	G-1 Service								
		Activity 1.4.3: Support selected personnel with Academy services	Order, letter, report	All structural units of the Academy								
		Activity 1.4.4: Support of personnel initiatives	Rules for obtaining and supporting the implementation of grant projects	Main educational units								
											National Defence Academy Budget	
Task N2: Development of Material and Technical Resources	Subtask 2.1: Infrastructure Development Planning	Activity 2.1.1: Development of the infrastructure development plan	Draft plan	G-1 Service								
		Activity 2.1.2: Approval of the infrastructure development plan	Order, letter, report	G-1 Service								
	Sub-task 2.2: Development of Academy infrastructure and vehicle fleet modernization	Activity 2.2.1: Carrying out ongoing repairs and renovations at the Academy	Order, letter, report	G-4 Service, Support Service								Ministry of Defense budget
		Subtask 2.2: Modernizing the vehicle fleet to meet contemporary safety standards	Acceptance-delivery act, procurement documentation	G-4 Service, Support Service								National Defence Academy Budget
	Subtask 2.3: Equipment renewal	Activity 2.3.1: Installation of a modern surveillance system on the Academy's territory	Acceptance-delivery act, procurement documentation, report	G3/G2 Service								National Defence Academy Budget
												1. Violation of deadlines or poor quality of project implementation may lead to delays in the development of material and technical resources.

		Activity 4.2.2: Regular assessment of workplace health conditions	Protocol, letter, report	Occupational Safety Officer							6. Improper processing of personal data may cause legal risks. 7. Unauthorized access to personal data may result in unlawful dissemination of information.
		Activity 4.2.3: Systematic monitoring of compliance with norms defined by occupational safety and health legislation	Protocol, letter, report	Occupational Safety Officer							
		Activity 4.2.4: Development of employees' safety culture in accordance with occupational safety legislation	Protocol, letter, report	Occupational Safety Officer							
Subtask 4.3: Ensuring personal data protection	Activity 4.3.1: Verification and analysis of compliance of personal data protection processes	Protocol, letter, report	Personal Data Protection Officer							National Defence Academy Budget	
	Activity 4.3.2: Raising awareness level of the Academy's personnel	Protocol, letter, report									
Subtask 4.4: Implementation of a risk management system	Activity 4.4.1: Raising awareness on risk management	Report, memorandum, letter, order, photo materials	Risk Management Contact/Responsible Person							National Defence Academy Budget	
	Activity 4.4.2: Development of risk management methodology and monitoring procedures	Report, memorandum, letter, order, monitoring procedure									

		Activity 4.4.3: Integration of risk management at the level of the Academy's structural units	Report, letter, memorandum, order, risk management register									
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Strategic Goal No. 8. Development of Junker/Student Services												
Task	Subtask	Activity Indicator	Activity Indicator	Responsible Agency	Timeline and Budget						Source of Funding	Risks
					2026				2027	2028		
					I	II	III	IV				
					764,500	824,500	824,500	764,500	354,000	3,880,000		
Task N1: Financial, social and material support for Junkers/Students	Subtask 1.1: Financial support for Junkers/Students	Activity 1.1.1: Full Tuition Funding	Academy Charter	Main educational units, Academy headquarters							NDA Budget	Delays in transferring organizational clothing and individual equipment from the MoD will prevent the
		Activity 1.1.2: Providing Junkers/Students with scholarships/salaries	Ranking document, order									

		Activity 1.1.3: Financial support for Junkers/Students' participation in international activities	Letter, order									deadlines for equipping Junkers and Students from being met.	
	Subtask 1.2: Providing financial assistance	Activity 1.2.1: Ensuring the functioning of the Financial Assistance Commission	Letter, Commission Minutes	Financial Management Division							NDA Budget	2. Systemic errors may result in delayed salary and scholarship disbursements	
		Activity 1.2.2: Providing financial assistance services to Junkers/Students due to social, health, and family circumstances	Letter, order, protocol										
	Subtask 1.3: Provision of food, clothing, and accommodation for Junkers/Students	Activity 1.3.1: Provision of food for Junkers/Students	Order, letter, report	G-1 Service, G-4 Service							Ministry of Defence Budget/National Defence Academy Budget		
		Activity 1.3.2: Provision of individual and modern equipment for Junkers and students	Order, Delivery and Acceptance Act, and Inventory Register										
		Activity 1.3.3: Provision of residential, living, and academic facilities	Order, Delivery, and Acceptance Acts										
	Task N2: Provision of medical services	Subtask 2.1: Medical care for Academy personnel	Activity 2.1.1: Provision of medical services at LEPL - Giorgi Abramishvili Military Hospital	Journal Number	Academy Headquarters Medical Centre, G-1 Service							NDA Budget	1. Insufficient number of medical personnel will affect the quality of medical services. 2. Insufficient quantities of medicines and medical supplies can lead to disruptions in medical services.
			Activity 2.1.2: Provision of medical services in civil clinics (insurance company)	Letter									
		Subtask 2.2:Continuous and uninterrupted provision of medical services to Junkers/students by the Academy's Medical Center.	Activity 2.2.1: Outpatient and Inpatient Medical Care	Journal Number	Academy Headquarters Medical Centre							NDA Budget	
			Activity 2.2.2: Surgical and therapeutic services										

		Activity 2.2.3: Dental services, radiological research										
		Activity 2.2.4: Physiotherapy services										
		Activity 2.2.5: Provision of medicines										
	Subtask 2.3: Medical support for educational programs and events at the Academy	Activity 2.3.1: Medical support for field and practical exercises	Order, curricula	Academy Headquarters Medical Centre, Basic educational units							NDA Budget	
		Activity 2.3.2: Medical support for sporting events	Order, curricula									
		2.3.3: Conducting theoretical and practical training on first aid	Order, lesson plan									
Task N3: Support the development of Junkers/Students	Subtask 3.1: Improve the advisory service for Junkers/Students	Activity 3.1.1: Issuance of an order regarding the provision of advisory services.	Order, Report	G-3/G-2 Service							NDA Budget	1. Incomplete or low-quality service provision to Junkers/Students may result in the need to reorganize processes and additional costs.
		Activity 3.1.2: Providing consulting services to Junkers/Students	Report, photo materials									
	Sub-task 3.2: Provision of laptops and personal computers to Junkers/students	Activity 3.2.1: Purchase of notebooks for Junkers/students	Procurement Supporting Documents	G-6 service, G-4 service							NDA Budget	
		Activity 3.2.2: Issuing laptops to Junkers/students for the duration of their studies	Report, Delivery Note	G-4 Service, Logistics Service								
	Sub-task 3.3: Organizing educational, sports, cultural, environmental, and social events and fostering Junkers/student engagement in these activities.	Activity 3.3.1: Raising awareness among Junkers	Meetings, information boards, photo material, letter	Public Relations Service, Physical Training Department							NDA Budget	
		Activity 3.3.2: Involvement of Junkers/students in various university, local and international projects and events	Order, letter									
		Activity 3.3.3: Support for Junkers/students' initiatives	Letter, order, minutes of meeting									

	Subtask 3.4: Employment Promotion Mechanisms	Activity 3.4.1: Coordination with the J1 Department and the Military Personnel Management Center for the further employment of Junkers/students	Letter, report, administrative report	G-1 service, G-3 service						NDA Budget	
		Activity 3.4.2: Internship/Practicum for Junkers and students (including subject-specific practical training)	Letter, report, administrative report								
		Activity 3.4.3: Organizing workshops with representatives from various military branches.	Letter, report, administrative report								
		Activity 3.4.4 Full employment of Junkers/students in the Ministry of Defence system	Letter, report, administrative report								