
STATUS: Active
SPONSOR: PKSOI -
multiple

OPERATION: _Afghanistan_General

EVENT DATE: 01 Aug 2012

START DATE: 01 Jan 1900

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UNIT / AGENCY: JCISFA -
General

DOCUMENT DATE: 23 Oct 2012

Topic:

Review of the Ministry of Defense Advisors Program

This record has implications in the following areas:

----- **---STABOPS Sectors** -----

SECURITY SECTOR REFORM

----- **--P/SO - SPECIAL FACTORS** -----

BUILDING / ENABLING PARTNERSHIPS

----- **-PMESII** -----

MILITARY

----- **DOTMLPFP** -----

PERSONNEL

----- **Functional-Context** -----

MINISTRY LEVEL ADVISORS

----- **Operational-Context** -----

STRATEGIC

----- **OTERA** -----

----- OTERA -----

ADVISE

----- Regional Sub-Context -----

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AFGHANISTAN

This record has the following UJTLs associated with it:

ST 8.2 PROVIDE SUPPORT TO ALLIES, REGIONAL GOVERNMENTS,
INTERNATIONAL ORGANIZATIONS OR GROUPS.

This record has no Essential Tasks associated with it.

This record has the following associated files:

e [DODIG-2013-005 \(23-Oct-12\)-LMS-1026.pdf](#)

Topic:

Review of the Ministry of Defense Advisors Program

Observations:

(U)

This lesson captures the results from an audit conducted by the Department of Defense Inspector General (DoD IG) of the Ministry of Defense Advisors (MoDA) program in Afghanistan. The DoD IG's audit found that MoDA program officials did not establish a performance management framework for the program, and they did not effectively or efficiently manage resources/personnel allocated to the program.

Discussion:

(U)

In 2009, DoD developed the MoDA pilot program to support a pool of civilians capable of building ministerial capacity in Afghanistan. During the January to August 2012 timeframe, the DoD IG conducted an audit of this program, with the following objective: to determine whether the program met its intended purpose. Specifically, the DoD IG assessed whether MoDA program goals, objectives, and resources were being managed effectively and efficiently.

The audit found that MoDA program officials did not establish a performance management framework to include goals, objectives, and performance indicators to assess progress and measure program results. Instead, program officials relied on North Atlantic Treaty Organization Training Mission-

Afghanistan/U.S. Combined Security Transition Command-Afghanistan [the Command] officials to determine whether MoDA personnel were effectively building ministerial capacity in the Afghanistan Ministry of Defense and Ministry of Interior. Also, program officials did not establish goals and objectives to determine whether an adequate number of MoDA positions were being filled in a timely manner.

This occurred because MoDA program and Command officials did not establish a cooperative agreement to identify roles and responsibilities and communicate and share information. Other contributing factors cited by program officials included an absence of DoD guidance on building ministerial capacity and the tentative nature of a pilot program creating uncertainty of its future. Without a framework, program officials cannot fully assess the effectiveness of the program in building ministerial capacity or hold individuals accountable for achieving program results.

In addition, Command officials did not effectively and efficiently manage the MoDA program's resources/personnel. Specifically, officials were unable to justify the need for all 97 authorized MoDA positions and had placed 5 of the 28 MoDA advisors interviewed into non-advisory positions with Afghan officials. This occurred because Command officials did not develop criteria to identify and validate MoDA positions. As a result, numerous MoDA personnel may have been unable to fully exchange expertise and build long-term relationships with Afghan ministry officials.

Recommendation:

(U)

The DoD IG recommends that Command officials and the Deputy Assistant Secretary of Defense for Partnership Strategy and Stability Operations should work together to establish a performance management framework and cooperative agreement for the MoDA program, and they should develop and implement criteria to identify and validate MoDA positions.

Implications:

Without a performance framework to measure progress, and without proper management of resources/advisors, the ministerial capacity of the Afghanistan Ministry of Defense and Ministry of Interior cannot be built in an efficient manner.

Comments:

This Lesson was originally input to the JCISFA LL website (<https://jcisfa.jcs.mil/Public/Index.aspx>); this lesson is being shared across the JCISFA and SOLLIMS systems.

Event Description:

This lesson is based on DODIG Report 2013-005, "Performance Measures and Better Management of Resources Needed for the Ministry of Defense Advisors Program," 23 October 2012.

Posted By Data Unavailable

Part of the JCISFA – PKSOI data sharing initiative.