

# GAO Highlights

Highlights of [GAO-15-279](#), a report to congressional committees

## Why GAO Did This Study

In 2012, Congress authorized DOD to create a program to assign civilian DOD employees as advisors to foreign ministries of defense. DOD created the Global MODA program, an expansion of a program started in Afghanistan in 2010, which partners DOD civilian experts with foreign defense and security officials to build core competencies in key areas such as strategy and policy, human resources management, acquisition and logistics, and financial management. The NDAA, as amended, required that DOD (1) obtain concurrence on the program from the Secretary of State; (2) provide an annual report to Congress including 6 elements on the status of the program; and (3) update the policy for the program. Congress also required GAO to report on the effectiveness of the program.

GAO assessed (1) DOD's progress in expanding MODA globally and (2) the extent to which DOD met NDAA requirements. GAO reviewed MODA program plans, reports, and other documents and interviewed DOD and State officials in Washington, D.C., as well as in Kosovo and Montenegro—the locations to which the first 2 advisors were deployed.

## What GAO Recommends

GAO recommends that DOD (1) include all required information in its annual reports to Congress; (2) consider providing Congress with additional information on the program's performance; and (3) develop a time frame for updating the policy for the MODA program. DOD concurred with these recommendations.

View [GAO-15-279](#). For more information, contact Charles Michael Johnson, Jr. at (202) 512-7331 or [johnsoncm@gao.gov](mailto:johnsoncm@gao.gov).

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## BUILDING PARTNER CAPACITY

# DOD Should Improve Its Reporting to Congress on Challenges to Expanding Ministry of Defense Advisors Program

## What GAO Found

The Department of Defense (DOD) has expanded the Global Ministry of Defense Advisors (MODA) program more slowly than planned. It had 2 advisors in the field in Kosovo and Montenegro for most of fiscal year 2014, short of its goal of deploying 12 advisors by the end of fiscal year 2014. DOD deployed advisors to 2 additional countries just before the end of fiscal year 2014 (see figure). According to DOD officials, reasons it has taken longer than expected to expand globally include delays in the country approval process and with advisor recruitment and training.

Existing and Planned Global MODA Locations



Source: GAO from Department of Defense data; Map Resources (map). | GAO-15-279

DOD has met most but not all legislative requirements for the MODA program. As required by the National Defense Authorization Act (NDAA) for Fiscal Year 2012, DOD obtained concurrence on its proposed deployments from the Department of State (State). DOD's most recent annual report to Congress included 4 of the 6 required elements, but did not include information on the cost or duration of each Global MODA deployment, which could help Congress assess the value of the program in relation to other capacity-building efforts (see figure). Additionally, DOD has not provided information on the program's performance, such as linking actual performance to goals. Although DOD is not required by law to include this information, GAO has previously reported that such information can be useful to decision makers. Finally, DOD has not updated the policy for the program as required in the NDAA for Fiscal Year 2014.

Global MODA Reporting Requirements in DOD's Fiscal Year 2013 Annual Report

Required reporting element	Assessment
List of the defense ministries to which civilian employees were assigned	✓
Number of advisors assigned to these ministries	✓
Duration of the various assignments of advisors	✗
Brief description of the activities carried out by advisors	✓
Description of the criteria used to select foreign ministries and civilian advisors for the program	✓
Statement of the cost of each assignment	✗

✓ Requirement fully met ✗ Requirement not met

Source: GAO analysis of Ministry of Defense Advisors Program Annual Report, Fiscal Year 2013. | GAO-15-279

Note: Excludes MODA Afghanistan