

Building Institutional Capacity

“Part of the transition [in Afghanistan] is going to be not only to transition the military to accept the responsibility of providing security, but it’s also going to be the transition for the Afghan government to be able to maintain that.”

— Secretary of Defense Leon Panetta
Camp Eggers, Afghanistan
July 2011

“The MoDA program strengthens U.S. defense reform efforts in key countries and improves the preparation of DoD civilian advisors for such missions.”

— Quadrennial Defense Review 2010



Building Ministerial-Level Competencies

The MoDA program helps partners build core competencies that support effective and accountable defense ministries. Areas of advisor expertise include:

- Defense Policy and Strategy
- Force Planning and Resource Allocation
- Personnel and Readiness Management
- Civil-Military and Interagency Operations
- Doctrine, Training, and Education
- Acquisitions and Procurement
- Logistics and Infrastructure Management
- Health Care Administration
- Facilities Engineering and Infrastructure Management



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For more information about the program or to inquire about specific opportunities, please visit the CEW Website, at www.cpms.osd.mil/expeditionary, or contact:

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*Building effective and
accountable defense
institutions*

*Partnering American defense
civilian experts with foreign
counterparts*

*Expanding professional
opportunities for senior
Defense Department civilians*

The MoDA Program



Program Overview

The Ministry of Defense Advisors (MoDA) program is designed to forge long-term relationships that strengthen a partner state's defense ministry. The program matches senior Department of Defense (DoD) civilians with partner-identified requirements and provides backfill funding to the experts' parent organizations. The advisors deploy for up to two years under the auspices of the Civilian Expeditionary Workforce. While deployed, the advisors exchange expertise with foreign counterparts in similar defense specialties.



The 2010 Quadrennial Defense Review emphasized building the security capacity of partner states as an area of strategic importance, and highlighted the MoDA program as a "key initiative to strengthen capacities for ministerial-level training." This cutting-edge and young program continues to garner widespread support from senior leaders throughout the Department. The MoDA program initially focused on ministerial development efforts in Afghanistan, but was granted global authority in the FY12 National Defense Authorization Act. The first global deployments are anticipated in 2012.



Why the MoDA program?

The MoDA program was developed as a result of operational requirements in Afghanistan and Iraq. Defense capacity building efforts in these countries often focus heavily on improving the tactical proficiency of security forces, but may neglect ministerial capacity building. This unbalanced approach can undermine the hard-won tactical gains that will only be sustained by a partner state's effective and accountable defense institutions.

In addition, past U.S. defense institution building activities abroad relied heavily on contractors and military personnel. The MoDA program adds defense civilians to this effort and demonstrates the value of building a cohesive civil-military team. Finally, the MoDA program enhances the professional development of participating U.S. senior defense civilians.



What makes MoDA unique?

Extensive Training. The MoDA program offers a comprehensive seven-week training course that includes: professional advisor training; cultural awareness, country familiarization, and language instruction; senior-level consultations and briefings; and an evaluated capstone exercise.

Temporary Backfill. The MoDA program funds a backfill for the deployed advisor. The advisor's parent organization may hire a temporary replacement to cover the period of absence. This unique feature encourages employers to release experienced volunteers for security missions abroad while ensuring continuity at home.



Enhanced Reach-back. Advisors may reach-back to their parent organizations for substantive support, but the MoDA program office also coordinates a reach-back mechanism designed to provide DoD-wide support. This resource empowers advisors to develop creative solutions to ministerial development challenges.

Long-term Relationships. Civilian experts return to DoD and may maintain connections with foreign counterparts. The network of relationships established during deployment promises greater defense cooperation in the future.