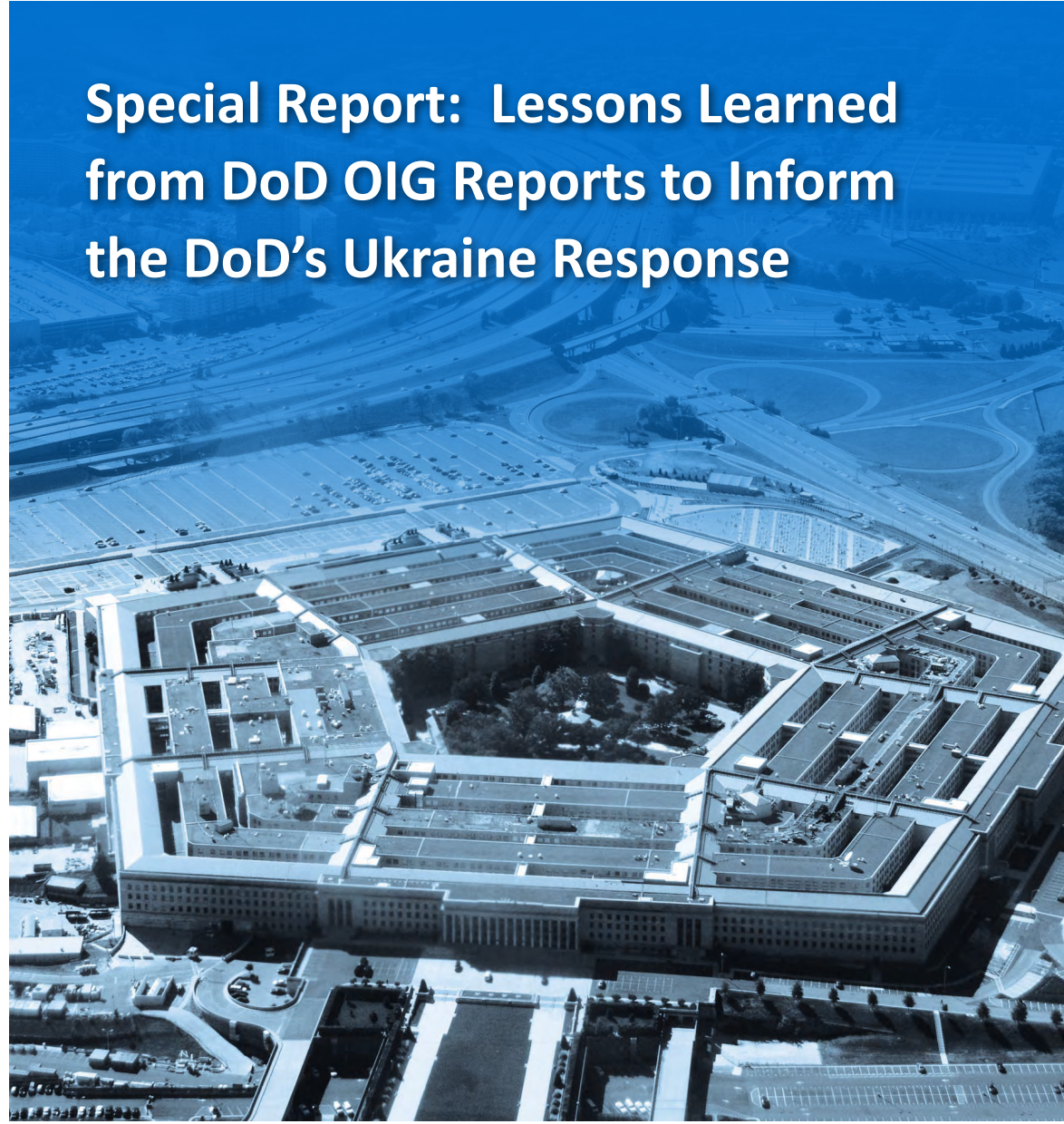




# INSPECTOR GENERAL

*U.S. Department of Defense*

JULY 20, 2023



## Special Report: Lessons Learned from DoD OIG Reports to Inform the DoD's Ukraine Response

INTEGRITY ★ INDEPENDENCE ★ EXCELLENCE







**OFFICE OF INSPECTOR GENERAL**  
**DEPARTMENT OF DEFENSE**  
4800 MARK CENTER DRIVE  
ALEXANDRIA, VIRGINIA 22350-1500

July 20, 2023

MEMORANDUM FOR DISTRIBUTION

SUBJECT: Special Report: Lessons Learned from DoD OIG Reports to Inform the DoD's Ukraine Response (Report No. DODIG-2023-094)

This special report provides lessons learned from previous DoD Office of Inspector General (DoD OIG) reports that may help to inform the DoD's Ukraine response efforts and mitigate and avoid similar potential issues identified in our prior reporting. We reviewed DoD OIG audit and evaluation reports from the previous 10 years to identify trends and recurring challenges during contingencies and other DoD operations. Specifically, we identified lessons learned in 46 DoD OIG reports issued before May 31, 2023, related to facility physical security, maintenance operations and equipment storage, supply chain management, and contract pricing and oversight.

The DoD's continuous and immediate assistance in response to the conflict in Ukraine presents DoD officials with challenges similar to issues identified during contingencies and DoD operations. The DoD OIG is actively engaged in conducting a series of audits and evaluations covering issues related to U.S. security assistance to Ukraine, and we are reporting the results in an agile fashion to enable timely action by the DoD. DoD officials should consider the lessons learned and take action to improve on recent practices in these areas to ensure that the DoD's responses to Ukraine's requests for assistance are efficient, immediate, and combat ready.

We conducted the work on this special report with integrity, objectivity, and independence, as required by the Council of the Inspectors General on Integrity and Efficiency's Quality Standards for Federal Offices of Inspector General. We are providing this report for information and use. We did not make any recommendations; therefore, no management comments are required.

If you have any questions, please contact me at [REDACTED].

FOR THE INSPECTOR GENERAL:

A handwritten signature in blue ink, which appears to read "Richard B. Vasquez", is positioned above the printed name.

Richard B. Vasquez  
Assistant Inspector General for Audit  
Readiness and Global Operations

***Distribution:***

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# Special Report

## DoD Office of Inspector General

### *Lessons Learned from DoD OIG Reports to Inform the DoD's Ukraine Response*

## Introduction

On February 24, 2022, Russian forces launched an unprovoked invasion of Ukraine, a country Russia has partially occupied for 9 years. Since February 2022, the United States, allies, and partners have provided Ukraine with equipment and training to defend against Russian aggression. Additionally, the U.S. Congress has appropriated more than \$113 billion for the U.S. Government's response to Russia's invasion of Ukraine, with DoD funding supporting:

- security assistance requirements in Ukraine and operational mission requirements within the U.S. European Command area of responsibility;
- replacement of DoD stocks provided to Ukraine through Presidential Drawdown and Excess Defense Article Authorities;
- reimbursement for defense services, education, and training provided to Ukraine; and
- service requirements, such as operations and maintenance, military personnel, and procurement of new munitions and equipment.

We reviewed previous DoD OIG reports for common themes and areas of focus during contingencies and other DoD operations and prepared this document to highlight lessons learned concerning facility security, maintenance operations and equipment storage, supply chain management, and contract pricing and oversight. DoD officials should reflect on and implement the lessons learned in an effort to increase readiness, enhance operational effectiveness, and improve the provision of combat ready assistance to Ukraine.

## Lessons Learned from Past DoD OIG Reports

We reviewed DoD OIG audit and evaluation reports from the previous 10 years to identify trends and recurring challenges during contingencies and other DoD operations. Specifically, we identified lessons learned in 46 DoD OIG reports issued before May 31, 2023, related to facility physical security, maintenance operations and equipment storage, supply chain management, and contract pricing and oversight. The 46 reports included 339 recommendations, of which 115 are open and 10 are unresolved, though not all recommendations directly relate to lessons learned.<sup>1</sup>

<sup>1</sup> An open recommendation is a recommendation for which corrective actions have not been completed. Unresolved recommendations are unresolved because the DoD OIG and DoD management have not reached an agreement on the report recommendations and the planned corrective actions to implement or address those recommendations.

See Appendix A for reports we reviewed categorized by lessons learned and Appendix B for a list of reports we reviewed. The challenges identified were limited to the reports and specific to the individual DoD Components we reviewed, and the DoD OIG is actively engaged in conducting a series of audits and evaluations to address specific issues related to U.S. security assistance to Ukraine as detailed in Appendixes A and B. Still, revisiting lessons learned from prior reporting and applying those lessons to current and future operations may assist DoD officials in mitigating and avoiding similar potential issues during the DoD's Ukraine response efforts.

## ***Facility Physical Security***

Physical security controls are critical to protecting personnel and equipment at DoD facilities. Previous DoD OIG audit reports and evaluations identify physical security concerns at facilities, such as military ocean terminals and medical treatment facilities. Specifically, in previous reports, we identified a lack of comprehensive security policies; outdated security policies and procedures; unauthorized personnel access to restricted areas; and inconsistent security monitoring procedures. For example, in one report we identified that physical security personnel at a military ocean terminal did not consistently perform physical security procedures, including procedures for vehicles and access controls, as directed by Army guidance.<sup>2</sup> As a result, we recommended the completion and issuance of all military ocean terminals' draft standard operating procedures for physical security personnel. As of the date of this report, the recommendation remains open.

In support of Ukraine's defense against Russia, the United States has provided equipment and other items to Ukraine from global pre-positioned stock facilities, including facilities in the U.S. European Command area of responsibility. Pre-positioned war reserve materiel stocks of critical equipment and supplies are secured and maintained in strategic locations around the world for rapid response in a global operation. As determined in previous DoD OIG reports, to ensure the security of DoD facilities, DoD officials should:

- assess gaps in physical security coverage and develop and execute an implementation plan to address existing gaps;
- review facility access permissions and limit facility access to authorized personnel, especially in sensitive or hazardous areas, such as generator and fuel storage areas;
- issue guidance and training to personnel regarding physical security controls, such as requirements for employees to enter through designated facility entrances and for accessing classified spaces;
- install physical security devices, such as security cameras, to monitor activity;
- standardize and provide training to physical security personnel on security measures, such as procedures and requirements for active shooter events; and

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<sup>2</sup> Report No. DODIG-2021-099, "Audit of Physical Security Conditions at the U.S. Transportation Command Military Ocean Terminals," July 8, 2021.

- review and update physical security plans at least annually and after the change of a key official, such as an installation commander, director of emergency services, anti-terrorism officer, physical security officer, or chief of police.

Comprehensive physical security programs and physical security controls that are in place and operating as intended can help protect personnel and contribute to effective incident response at DoD facilities. By securing DoD facilities, DoD officials can prevent or mitigate the risk of unauthorized access and threats to personnel safety and equipment security.

### ***Maintenance Operations and Equipment Storage***

The DoD relies heavily on contractors to maintain and store equipment. Equipment that is not properly maintained and stored can deteriorate and become inoperable, require unexpected maintenance and additional repair costs over time, and ultimately not be available to equip troops or transfer to a foreign partner when needed. As determined in previous DoD OIG reports, the DoD has experienced challenges with maintenance operations and equipment storage, particularly for vehicles, equipment, weapon systems, and pre-positioned stocks. Specifically, we identified trends with past due and incomplete preventive maintenance; incorrect maintenance schedules; a lack of documented maintenance requirements, procedures, and technical data for weapon systems and equipment; and inadequate storage conditions for pre-positioned stocks. For example, in one recent report we determined that some equipment issued from Army pre-positioned stocks was not fully mission capable.<sup>3</sup> Therefore, we recommended that a review be conducted to determine whether an update to the maintenance processes was required to include and track the mission capability of Army pre-positioned stock equipment in storage, and implement the results of the review. The recommendation remains open as of the date of this report.

Since the full-scale invasion in February 2022, the DoD has provided Ukraine with equipment from U.S. inventory, including ammunition, small arms, air defense interceptors, and vehicles, as well as maintenance support essential to supporting Ukraine's defenders on the battlefield. DoD officials should reflect on the following lessons learned, especially for contractor maintenance operations and equipment storage, as the DoD continues to provide security assistance to Ukraine. DoD officials should:

- develop specific contract requirements and align contract language with DoD, Military Service, or Component procedures that describe contractors' roles and responsibilities, specify who is responsible for completing inspection and maintenance requirements, and state how often items should be inspected and maintained;
- review and update technical manuals and drawings for equipment and weapon systems;

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<sup>3</sup> Report No. DODIG-2023-053, "Evaluation of Army Pre-positioned Stocks Issued in Response to Ukraine and the NATO Defense Forces," February 27, 2023.



- review current oversight procedures and establish mechanisms for contracting officer’s representatives to follow for changes in maintenance schedules;
- develop standard operating procedures for recording completed inspections and maintenance, and automate processes for monitoring maintenance cycles;
- ensure that all required users are provided training on the proper use of maintenance scheduling and information systems; and
- document contractual deficiencies through formal, written coordination with contractors, enforce consequences such as withholding funding, and implement a plan of action and milestones to correct and monitor deficiencies.

Proper maintenance and storage of vehicles, equipment, and weapon systems are critical to ensuring that items are operable and combat ready to deploy when needed. Ensuring adequate maintenance and storage of vehicles, equipment, and weapon systems increases the DoD’s ability to fully support requests to provide immediate crisis response.

### ***Supply Chain Management***

A resilient and robust supply chain is critical to ensuring that the DoD has the parts and equipment it needs to maintain troop readiness and achieve the mission. Vulnerabilities in the supply chain increase the risk that parts and supplies are unavailable when needed, potentially affecting mission readiness. The DoD has faced longstanding problems with supply chain management, such as inadequate inventory management, unreliable forecasting for sustainment requirements, and obsolete or diminishing manufacturing sources. For example, in one report we determined that while Navy and Defense Logistics Agency officials were able to identify the quantity of needed parts to maintain operational readiness of the Super Hornet fleet, the officials could not obtain the quantity needed to satisfy current demand and fill backorders.<sup>4</sup> Therefore, we recommended that the program manager determine the parts or supplies that are obsolete, or limited in quantity, and develop and implement a plan to minimize the impact of obsolete materials. The recommendation remains open as of the date of this report.

Inconsistent year-over-year demand for new production has contributed to limiting supplier abilities to ramp up production rates to meet emergent military requirements. However, the conflict in Ukraine has resulted in a renewed DoD focus on stabilizing the defense industrial base and ensuring the procurement and replenishment of items, such as critical munitions,

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<sup>4</sup> Report No. DODIG-2020-030, “Audit of Navy and Defense Logistics Agency Spare Parts for F/A-18 E/F Super Hornets,” November 19, 2019.



that were transferred to Ukraine from DoD stockpiles and are required for U.S. use in deterring and prevailing in future strategic conflicts. As determined in previous DoD OIG reports, for managing and maintaining the supply chain, DoD officials should:

- develop a strategy to improve accuracy and reliability of demand forecasts, including establishing controls for monitoring and updating metrics used to forecast demand and requirements;
- develop and implement plans to ensure the availability of materials and support equipment needed to complete repairs;
- develop and implement a strategy to obtain technical data owned by contractors so that DoD personnel can perform repairs and maintenance;
- establish controls and oversight to improve the accuracy of the critical components list to manage risk;
- ensure rigorous test and evaluation capabilities and require establishment of verification and validation procedures for critical parts; and
- identify alternative options for procuring long-lead materials.

Demand forecasting affects the DoD's inventory decisions, which can reduce lead times and costs. Unreliable spare parts forecasts and ineffective management have caused the DoD to either buy too many parts and incur unnecessary acquisition and storage costs or buy too few parts, which negatively affects depot operations and troop readiness. Additionally, with the threat of obsolescence and diminishing sources, the DoD needs to identify ways to mitigate the risk of relying on contractors to maintain weapon systems. The DoD needs to fully identify, assess, and mitigate supply chain risk to avoid potential impacts, such as limited availability, compromised equipment, the inability to sustain weapon systems, and the possible introduction of counterfeit parts into the support chain.

### ***Contract Pricing***

DoD contracting officials face difficulties negotiating fair and reasonable prices when requirements are not well defined, proposals are submitted late or incomplete, policies limit the amount of data the DoD can obtain, contingency events require an expedited contracting process, and cost or price analyses are ineffective for determining fair and reasonable pricing. As a result, the DoD often pays excessive prices. For example, in one report we determined that contracting officers were unable to use cost analysis to determine fair and reasonable prices for sole-source spare parts bought in small quantities at low dollar values that were under the Truth in Negotiations Act threshold.<sup>5</sup> As a result, we recommended that officials determine whether current policy adequately addressed when cost analysis should be required by contracting officials to determine price reasonableness for sole-source

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<sup>5</sup> Report No. DODIG-2022-043, "Audit of the Business Model for TransDigm Group Inc. and Its Impact on Department of Defense Spare Parts Pricing," December 13, 2021.

spare parts not subject to the Truth in Negotiations Act and initiate actions to revise and update policy and guidance, as necessary. The recommendation is considered a high-priority recommendation that remains open as of the date of this report.<sup>6</sup>

Additionally, determining fair and reasonable prices for sole-source items is a challenge when only a single source exists to supply the DoD. This challenge increases when sole-source contractors leverage their position as the single source to deny requests for data or provide insufficient data. Furthermore, supporting quick-response events such as Russia's invasion of Ukraine comes with increased risks as a result of hurried contracting actions, including the potential for cost overruns, schedule delays, and capabilities that are not delivered or available to meet mission requirements. As determined in previous DoD OIG reports, DoD contracting officials should:

- request uncertified cost and pricing data to support their determinations of fair and reasonable prices;
- report contractors who refuse to provide cost data to Defense Pricing and Contracting;
- establish controls to validate price analysis when determining a fair and reasonable price;
- identify alternative contracting strategies when procuring sole-source spare parts; and
- define spare part requirements for contracting officials to use in negotiating more advantageous prices.

Contracting officials need accurate, complete, and well-defined contract requirements. When DoD officials did not provide well-defined, accurate contract requirements, contractors were more likely to include additional costs in proposals to account for the increased risk of unknown requirements. In addition, negotiating fair and reasonable prices with sole-source providers is difficult when contractors refuse to provide necessary information. Contracting officials need the ability to conduct cost analysis, as other methods are often ineffective and lead to the DoD paying inflated prices. Contracting officers must proactively and consistently exhaust all the tools at their disposal when negotiating with sole-source providers to protect the DoD from paying excessive prices.

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<sup>6</sup> "Compendium of Open Office of Inspector General Recommendations to the Department of Defense," July 29, 2022. The DoD OIG identified recommendations as high priority based on their potential for improving the effectiveness of DoD operations, financial management, contract oversight, and health and well-being of military personnel and their families, or for achieving cost savings.

## ***Contract Oversight***

Contract oversight is an enduring challenge, regularly appearing in the DoD OIG's annual "Top DoD Management Challenges." The objective of contract oversight is to monitor contractor performance to ensure services are consistent with contract quality requirements and received in a timely manner. Clear contract requirements developed for and included in performance work statements and quality assurance surveillance plans provide contracting officers with guidance on how to effectively evaluate contractor performance. Insufficient contract oversight may lead to an increased risk of goods and services not meeting the needs of the troops. Furthermore, contracting in contingency environments or during emergencies can increase the risk of contractor noncompliance due to expedited timelines and urgency in overseeing contracts. In previous DoD OIG reports, we identified oversight challenges, including failure to designate qualified personnel to perform contract oversight, inadequate voucher and invoice reviews, lack of dispute resolution procedures for questioned costs or other disagreements involving contractors, and incomplete or insufficiently detailed quality assurance surveillance plans to monitor contractor performance. For example, in one report we identified a lack of adequate surveillance of contractors responsible for open burning operations at government-owned, contractor-operated sites.<sup>7</sup> We recommended using clear requirements when developing performance work statements and quality assurance surveillance plans to evaluate contractor open burning of waste munitions and waste munition items. The recommendation remains open as of the date of this report.

To support Ukraine, the DoD has been rapidly producing and procuring systems using undefinitized contract actions, indefinite delivery and quantity contracts, and other methods to procure defense articles directly from industry to support Ukraine and to replace equipment drawn from U.S. inventory. To promote effective contract oversight, DoD officials should:

- ensure that qualified contracting officer's representatives are designated to perform contract oversight, including monitoring contractor performance;
- develop and implement standard operating procedures for contract oversight that include procedures for invoice review and approval, quality assurance, and dispute resolution;
- review and validate all contractor vouchers and invoices, including labor and material costs, and determine whether costs are supportable and allowable in accordance with contract pricing and Federal regulations;

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<sup>7</sup> Report No. DODIG-2022-013, "Evaluation of Department of Defense Compliance at Sites Conducting Open Burning or Open Detonation of Waste Military Munitions in the United States," November 4, 2021.

- take appropriate contractual actions to recoup costs when contractor costs are not supported by proper documentation or are deemed unallowable;
- develop quality assurance surveillance plans that include detailed checklists for monitoring activities and specify what, when, and how personnel will perform surveillance through survey, observation, sampling, and testing to evaluate contractor performance and compliance with contract requirements.

Effective contract oversight is essential to assuring officials that the U.S. Government obtained contractually compliant goods and services at the allowable costs and times. Designating qualified personnel to perform contract oversight procedures is critical for successfully monitoring contractor performance and compliance with contract requirements. Ensuring that qualified personnel perform detailed contract oversight procedures will enable the DoD to receive contracted goods and services that meet the DoD's requirements at the expected costs and in time to assist the troops.

## Summary

The DoD's continuous and immediate assistance in response to the conflict in Ukraine presents DoD officials with challenges similar to issues identified during contingencies and DoD operations. The DoD OIG is actively engaged in conducting a series of audits and evaluations covering the full range of issues related to U.S. security assistance to Ukraine, and we are reporting the results of that work in an agile fashion to enable timely action by the DoD. We believe that consideration of lessons learned from our prior work can also help to inform the DoD's actions and avoid many of the pitfalls and concerns we noted in previous reports. More particularly, we outlined lessons learned related to facility physical security, maintenance operations and equipment storage, supply chain management, contract pricing, and contract oversight related to the current situation. DoD officials should consider the lessons learned and take action to improve on recent practices in these areas to ensure that the DoD's responses to Ukraine's requests for assistance are efficient, immediate, and combat ready.



# Appendix A

## Reports Categorized by Lessons Learned

We reviewed DoD OIG audit and evaluation reports from the previous 10 years to identify trends and recurring challenges during contingencies and other DoD operations. Tables 1 through 5 list the reports we reviewed and the lessons learned or implemented that we identified in the reports related to facility physical security, maintenance operations and equipment storage, supply chain management, contract pricing, and contract oversight. We are providing the tables as a resource for DoD management. The reports referenced in each table contain additional details related to the lessons learned and past deficiencies identified by the DoD OIG. Unrestricted DoD OIG reports can be accessed at <http://www.dodig.mil/reports.html/>.

*Table 1. Lessons Learned or Implemented: Facility Physical Security*

Report No.	Lessons Learned or Implemented					
	Assess Gaps in Physical Security Coverage	Review Facility Access Permissions and Limit Access	Issue Guidance on Physical Security Controls	Install Physical Security Devices	Standardize And Provide Training on Security Measures	Review and Update Physical Security Plans
DODIG-2022-115					X	X
DODIG-2021-099			X			X
DODIG-2020-078	X	X	X	X		
DODIG-2019-063					X	
DODIG-2019-034	X	X		X	X	
DODIG-2016-002	X					

Source: The DoD OIG.

*Table 2. Lessons Learned or Implemented: Maintenance Operations and Equipment Storage*

Report No.	Lessons Learned or Implemented					
	Establish Procedures That Describe Maintenance Roles, Responsibilities, and Frequency	Review and Update Technical Manuals and Drawings	Review Oversight Procedures and Establish Mechanisms for Changes in Maintenance Schedules	Develop Procedures to Record Completed Inspections and Maintenance and Automate Maintenance Cycle Monitoring	Ensure Users are Provided Training on Maintenance Scheduling and Information Systems	Document Contractual Deficiencies, Enforce Consequences, and Implement Action Plans to Correct and Monitor Deficiencies
DODIG-2023-076				X		X
DODIG-2023-053				X		
DODIG-2022-103				X	X	

Table 2. Lessons Learned or Implemented: Maintenance Operations and Equipment Storage (cont'd)

Report No.	Lessons Learned or Implemented					
	Establish Procedures That Describe Maintenance Roles, Responsibilities, and Frequency	Review and Update Technical Manuals and Drawings	Review Oversight Procedures and Establish Mechanisms for Changes in Maintenance Schedules	Develop Procedures to Record Completed Inspections and Maintenance and Automate Maintenance Cycle Monitoring	Ensure Users are Provided Training on Maintenance Scheduling and Information Systems	Document Contractual Deficiencies, Enforce Consequences, and Implement Action Plans to Correct and Monitor Deficiencies
DODIG-2021-133				X		
DODIG-2020-026				X		X
DODIG-2018-152	X	X	X	X		
DODIG-2018-151	X	X		X	X	X
DODIG-2018-132		X	X			
DODIG-2015-107						X

Source: The DoD OIG.

Table 3. Lessons Learned or Implemented: Supply Chain Management

Report No.	Lessons Learned or Implemented					
	Improve Accuracy and Reliability of Demand Forecasts	Ensure Availability of Materials and Support Equipment For Repairs	Obtain Technical Data to Increase Repair Capability	Improve Accuracy of the Critical Components List to Manage Risk	Ensure Rigorous Test and Evaluation Capabilities and Establish Validation Procedures for Critical Parts	Identify Alternative Options for Procuring Long-Lead Materials
DODIG-2022-104	X					X
DODIG-2022-088	X					
DODIG-2021-083	X	X	X			
DODIG-2021-043		X				X
DODIG-2020-037				X	X	
DODIG-2020-030		X	X			X
DODIG-2019-036	X					
DODIG-2018-143				X	X	
DODIG-2016-011	X					
DODIG-2015-136	X					
DODIG-2015-104	X					
DODIG-2014-124	X					

Source: The DoD OIG.

Table 4. Lessons Learned or Implemented: Contract Pricing

Report No.	Lessons Learned or Implemented				
	Request Uncertified Cost and Pricing Data to Determine Fair and Reasonable Prices	Report Contractors Who Deny Providing Cost Data	Establish Controls to Validate Price Analysis	Identify Alternative Contracting Strategies for Sole-Source Parts	Define Requirements to Use in Negotiating More Advantageous Prices
DODIG-2022-104	X	X		X	X
DODIG-2022-043				X	X
DODIG-2019-060	X	X		X	
DODIG-2017-053	X		X		
DODIG-2016-093			X		X
DODIG-2016-059	X			X	X
DODIG-2016-023	X			X	
DODIG-2015-103			X		

Source: The DoD OIG.

Table 5. Lessons Learned or Implemented: Contract Oversight

Report No.	Lessons Learned or Implemented				
	Designate a Qualified Contracting Officer's Representative	Develop and Implement Contract Oversight Procedures	Review and Validate Invoices and Costs	Take Action to Recoup Costs When Not Supported or Allowable	Develop Detailed Quality Assurance Surveillance Plans
DODIG-2023-056		X	X		
DODIG-2022-069		X	X	X	
DODIG-2022-013	X				X
DODIG-2021-101	X				X
DODIG-2021-047		X		X	
DODIG-2020-108		X			
DODIG-2019-128		X	X	X	X
DODIG-2019-103		X			X
DODIG-2018-151	X				
DODIG-2018-139	X				X
DODIG-2018-135		X	X	X	
DODIG-2018-132		X			
DODIG-2018-119		X	X		X
DODIG-2018-117		X			

Source: The DoD OIG.

## Ongoing DoD OIG Projects

The DoD OIG has ongoing Ukraine oversight projects that may provide additional lessons learned in the areas of facility physical security, maintenance operations and equipment storage, supply chain management, contract pricing, and contract oversight. Table 6 lists the DoD OIG ongoing projects on Ukraine oversight and the expected area of focus for each project. This list includes ongoing projects related to the focus areas of this report as of May 31, 2023, and is not inclusive of all ongoing DoD OIG Ukraine oversight projects and topic areas.

Table 6. Ongoing DoD OIG Projects on Ukraine Oversight and Expected Areas of Focus

Project No.	Expected Area of Focus				
	Facility Physical Security	Maintenance Operations and Equipment Storage	Supply Chain Management	Contract Pricing	Contract Oversight
D2023-D000AX-0116.000		X			X
D2023-DEV0PE-0111.000			X		
D2023-DEV0PC-0096.000		X	X		
D2023-DEV0PC-0089.000		X	X		
D2023-D000RH-0088.000		X			
D2023-D000RH-0082.000					X
D2023-DEV0PC-0073.000			X		
D2023-DEV0PD-0070.000	X		X		
D2023-DEV0PC-0066.000	X		X		
D2023-D000RH-0034.000		X	X		
D2023-DEV0PC-0004.000	X		X		
D2022-D000RJ-0163.000		X	X		
D2022-DEV0PA-0149.000			X		
D2022-D000RH-0122.001					X

Source: The DoD OIG.



# Appendix B

## List of DoD OIG Reports Reviewed

Table 7 lists the DoD OIG reports we reviewed to prepare this document.

*Table 7. Comprehensive List of DoD OIG Reports Reviewed*

Report No.	Title	Issue Date
DODIG-2023-076	Management Advisory: Maintenance Concerns for the Army's Prepositioned Stock-5 Equipment Designated for Ukraine	May 23, 2023
DODIG-2023-056	Audit of the Air Force Contract Augmentation Program's Oversight of Operation Allies Welcome Contracts at DoD Installations	March 17, 2023
DODIG-2023-053	Evaluation of Army Pre-Positioned Equipment Issued in Response to Ukraine and the NATO Defense Forces	February 27, 2023
DODIG-2022-115	Evaluation of DoD Law Enforcement Organizations' Response to Active Shooter Incidents	August 10, 2022
DODIG-2022-104	Audit of Sole-Source Depot Maintenance Contracts	July 21, 2022
DODIG-2022-103	Audit of the Department of Defense's Implementation of Predictive Maintenance Strategies to Support Weapon System Sustainment	June 13, 2022
DODIG-2022-088	Evaluation of the DoD's Actions to Develop Interoperable Systems and Tools for Forecasting Logistics Demand Across the Joint Logistics Enterprise	April 28, 2022
DODIG-2022-069	Audit of Department of Defense Small Business Subcontracting Requirements	March 7, 2022
DODIG-2022-043	Audit of the Business Model for TransDigm Group Inc. and Its Impact on Department of Defense Spare Parts Pricing	December 13, 2021
DODIG-2022-013	Evaluation of Department of Defense Compliance at Sites Conducting Open Burning or Open Detonation of Waste Military Munitions in the United States	November 4, 2021
DODIG-2021-133	Audit of Navy and Marine Corps Actions to Address Corrosion on F/A-18C-G Aircraft	September 29, 2021
DODIG-2021-101	Audit of U.S. Army Corps of Engineers Quality Assurance Over Contracts for the Conversion of Facilities to Alternative Care Sites in Response to the Coronavirus Disease-2019 Pandemic	July 16, 2021
DODIG-2021-099	Audit of Physical Security Conditions at the U.S. Transportation Command Military Ocean Terminals	July 8, 2021
DODIG-2021-083	Evaluation of the Readiness of the U.S. Navy's P-8A Poseidon Aircraft to Meet the U.S. European Command's Anti-Submarine Warfare Requirements	May 19, 2021
DODIG-2021-047	Evaluation of Department of Defense Contracting Officer Actions on Questioned Direct Costs	January 21, 2021
DODIG-2021-043	Audit of Depot-Level Repairable Items at Tobyhanna Army Depot	January 8, 2021
DODIG-2020-108	Audit of the Air Force Remotely Piloted Aircraft Operations and Maintenance Support Contract	August 3, 2020
DODIG-2020-078	Audit of Physical Security Controls at Department of Defense Medical Treatment Facilities	April 6, 2020

Table 7. Comprehensive List of DoD OIG Reports Reviewed (cont'd)

Report No.	Title	Issue Date
DODIG-2020-037	Audit of the Defense Logistics Agency's Purchases of Aviation Critical Safety Items	December 3, 2019
DODIG-2020-030	Audit of Navy and Defense Logistics Agency Spare Parts for F/A-18 E/F Super Hornets	November 19, 2019
DODIG-2020-026	Audit of the DoD Requirements for the National Maintenance Strategy-Ground Vehicle Support Contract	December 13, 2019
DODIG-2019-128	Audit of U.S. Army Corps of Engineers Oversight of Contracts for Repair and Restoration of the Electric Power Grid in Puerto Rico	September 30, 2019
DODIG-2019-103	Audit of Air Force Accountability of Government Property and Oversight of Contractual Maintenance Requirements in the Contract Augmentation Program IV in Southwest Asia	July 22, 2019
DODIG-2019-063	Followup Audit on the Military Departments' Security Safeguards Over SIPRNET Access Points	March 18, 2019
DODIG-2019-060	Review of Parts Purchased From TransDigm Group, Inc.	February 25, 2019
DODIG-2019-036	Defense Hotline Allegations Concerning the MQ-9 Block 5 Reaper Unmanned Aerial System	December 12, 2018
DODIG-2019-034	Security Controls at DoD Facilities for Protecting Ballistic Missile Defense System Technical Information	December 10, 2018
DODIG-2018-152	Management of Army and Marine Corps Prepositioned Stocks in U.S. European Command	September 17, 2018
DODIG-2018-151	Military Sealift Command's Maintenance of Prepositioning Ships	September 24, 2018
DODIG-2018-143	Air Force Space Command Supply Chain Risk Management of Strategic Capabilities	August 14, 2018
DODIG-2018-139	DoD Management of the Enhanced Army Global Logistics Enterprise Maintenance Contract in Afghanistan	July 23, 2018
DODIG-2018-135	Defense Logistics Agency Award and Administration of Energy Savings Performance Contracts	July 6, 2018
DODIG-2018-132	Management of Army Equipment in Kuwait and Qatar	June 29, 2018
DODIG-2018-119	DoD Oversight of Logistics Civil Augmentation Program in Afghanistan Invoice Review and Payment	May 11, 2018
DODIG-2018-117	Department of the Navy Qualified Recycling Programs	May 10, 2018
DODIG-2017-053	The Air Force Did Not Adequately Determine or Document Fair and Reasonable Prices for Lot 7 Sole-Source Initial Spare Parts for the C-5 Aircraft	February 7, 2017
DODIG-2016-093	The Naval Air Systems Command Did Not Obtain Fair and Reasonable Prices on ScanEagle Spare Parts	May 31, 2016
DODIG-2016-059	U.S. Air Force Spent Billions on F117 Engine Sustainment Without Knowing What a Fair Price Was	March 11, 2016
DODIG-2016-023	Improvements Needed in the Defense Logistics Agency's Evaluation of Fair and Reasonable Prices for C-130 Aircraft Spare Parts	November 16, 2015
DODIG-2016-011	The Navy Needs to Improve the Management of Parts Required to Sustain the AN/SPY-1 Phased Array Radar System	November 6, 2015
DODIG-2016-002	DoD Needs a Comprehensive Approach to Address Workplace Violence	October 15, 2015

Table 7. Comprehensive List of DoD OIG Reports Reviewed (cont'd)

Report No.	Title	Issue Date
DODIG-2015-136	Defense Logistics Agency Aviation Retained Excessive V-22 Osprey Spare-Parts Inventory	June 24, 2015
DODIG-2015-107	Challenges Exist for Asset Accountability and Maintenance and Sustainment of Vehicles Within the Afghan National Security Forces	April 17, 2015
DODIG-2015-104	Summary of DoD Office of Inspector General Spare-Parts Inventory Audits: Additional Guidance is Needed	March 31, 2015
DODIG-2015-103	Summary of DoD Office of Inspector General Spare-Parts Pricing Audits: Additional Guidance is Needed	March 31, 2015
DODIG-2014-124	Army Needs to Improve the Reliability of the Spare Parts Forecasts It Submits to the Defense Logistics Agency	September 29, 2014

Source: The DoD OIG.

## Ongoing DoD OIG Projects

Table 8 lists the ongoing DoD OIG projects on Ukraine oversight that may provide future lessons learned related to facility physical security, maintenance operations and equipment storage, supply chain management, contract pricing, and contract oversight.

Table 8. Ongoing DoD OIG Project List

Project No.	Title	Project Announcement Date
D2023-D000AX-0116.000	Audit of Remote Maintenance and Distribution Cell – Ukraine Restructuring Contract	May 15, 2023
D2023-DEV0PE-0111.000	Evaluation of the Security Assistance Group-Ukraine Coordination of the Movement of Defense Articles to Ukraine	April 24, 2023
D2023-DEV0PC-0096.000	Evaluation of the Sustainment Strategies for Selected Air Defense Systems Transferred to the Government of Ukraine	March 27, 2023
D2023-DEV0PC-0089.000	Evaluation of the Security Assistance Group-Ukraine's Sustainment Strategies for Selected Weapon Systems Transferred to the Government of Ukraine	February 21, 2023
D2023-D000RH-0088.000	Audit of DoD Maintenance Operations for Military Equipment Provided to Ukraine	February 21, 2023
D2023-D000RH-0082.000	Audit of the DoD Award and Administration of Noncompetitively Awarded Contracts in Support of Ukraine	February 7, 2023
D2023-DEV0PC-0073.000	Evaluation of DoD's Enhanced End-Use Monitoring of Defense Articles Provided to Ukraine	January 17, 2023
D2023-DEV0PD-0070.000	Evaluation of the U.S. European Command's Planning and Execution of Ground Transportation of Equipment to Support Ukraine From Port to Transfer Locations	January 12, 2023
D2023-DEV0PC-0066.000	Evaluation of Land-based Security Controls for Equipment Being Transferred to Ukraine	January 9, 2023

Table 8. Ongoing DoD OIG Project List (cont'd)

Project No.	Title	Project Announcement Date
D2023-D000RH-0034.000	Audit of the DoD's Controls for Validating and Responding to Ukraine's Requests for Support	December 12, 2022
D2023 -DEV0PC-0004.000	Evaluation of Security Controls for Defense Items Transferred to Ukraine within the U.S. European Command Area of Responsibility	October 3, 2022
D2022-D000RJ-0163.000	Audit of the Army's Management of Army Prepositioned Stock-5 Equipment	August 1, 2022
D2022-DEV0PA-0149.000	Evaluation of the Department of Defense's Replenishment of Weapons Stockpiles Provided to Ukraine	June 21, 2022
D2022-D000RH-0122.001	Audit of the Army's Administration and Oversight of the Logistics Civil Augmentation Program V Contract in the U.S. European Command Area of Responsibility – Focus on Ukraine	April 4, 2022

Source: The DoD OIG.



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