Office of Inspector General
United States Department of State

AUD-FA-26-17 Office of Audits July 2026

Evaluation of the Department of State's Administration of Foreign Assistance Programs Transferred from the U.S. Agency for International Development

FOREIGN ASSISTANCE DIVISION

HIGHLIGHTS
Office of Inspector General
United States Department of State

AUD-FA-26-17

What OIG Evaluated
In July 2025, the Department of State (Department) assumed responsibility for select U.S. Agency for International Development (USAID) functions, including the administration of foreign assistance programs and associated awards referred to as the Green List.

The Office of Inspector General (OIG) conducted this evaluation to describe the Department's administration of USAID foreign assistance programs and associated awards transferred to the Department.

What OIG Recommends
OIG did not offer new recommendations based on the results of this evaluation. However, OIG encouraged the Department to fully implement the recommendations offered in May 2025 related to resource and workforce capacity, establishing an implementation plan to guide the realignment, and developing a strategic workforce plan to support reform efforts. OIG considers the prior recommendations resolved, pending further action, as of July 2026. Implementing these recommendations may improve challenges related to updating award terms and conditions and addressing staffing needs, personnel training needs, and access to IT systems and complete and accessible data issues identified in this report.

The Office of the Under Secretary for Management provided an informal response to a draft of this report, noting that implementation of the May 2025 recommendations is in progress. In addition, the Bureau of Budget and Planning, the Bureau of the Comptroller and Global Financial Services, the Bureau of Global Acquisition, and the Office of Foreign Assistance Oversight provided technical comments on a draft of this report, which OIG incorporated, as appropriate.

July 2026
OFFICE OF AUDITS
FOREIGN ASSISTANCE DIVISION

Evaluation of Department of State Administration of Foreign Assistance Programs Transferred from the U.S. Agency for International Development

What OIG Found
In September 2025, 17 Department bureaus and offices were responsible for administering 1,504 foreign assistance programs and associated awards transferred from USAID. The total obligated value of these Green List awards was $51.5 billion, and their total expected cost surpassed $86 billion. This represents a significant increase in the Department's foreign assistance portfolio. Additionally, the Green List awards used award mechanisms unfamiliar to Department officials. Moreover, the place of performance for these awards spanned 100 countries, including conflict zones such as Israel and the Palestinian Territories and Ukraine. During this evaluation, Department officials reported issues related to staffing, training, and IT systems access, as well as a lack of comprehensive guidance related to updating the terms and conditions for Green List awards.

Prior OIG work identified potential risks that the Department faced with respect to the realignment of select USAID functions to the Department. OIG offered recommendations intended to advance the long-term success of the Department's realignment efforts. Specifically, OIG recommendations intended to ensure that entities with realignment responsibilities have the appropriate resources and capacity to manage implementation processes, evaluate the Department's workforce capacity, and develop a strategic workforce plan for its reform efforts. However, as of July 2026, the Department had not fully implemented OIG's recommendations. The Department's ability to administer foreign assistance programs and associated awards could be improved if these recommendations are fully implemented.

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OBJECTIVE

The Office of Inspector General (OIG) conducted this evaluation to describe the Department of State's (Department) administration of U.S. Agency for International Development (USAID) foreign assistance programs and associated awards transferred to the Department.

BACKGROUND

Since January 20, 2025, multiple Executive orders, [1] congressional notifications, [2] and other executive actions [3] have changed the way the U.S. government manages foreign assistance. One significant change was the realignment of select USAID functions to the Department. July 1, 2025, marked the end of the initial phase of the realignment of USAID functions to the Department.[4] Concurrent with the realignment of USAID activities, the Department implemented an internal reorganization affecting many bureaus and offices.[5]

As OIG previously reported, [6] two groups led the realignment of USAID functions to the Department: the Coordination Support Team (CST) and the Assistance Transition Working Group. These entities reviewed USAID foreign assistance programs and associated awards—commonly referred to as the Green List—and led the integration of select USAID functions with existing Department operations. The Green List began as a spreadsheet that the Department used to track and coordinate which USAID awards to terminate or continue under Department administration. The list was later integrated with Department and USAID IT systems.

Department Stakeholders

Most Department bureaus and offices were impacted by the realignment of select USAID functions and subsequently played a role in administering foreign assistance programs and associated awards. However, for this evaluation, OIG focused on the bureaus and offices to which former USAID foreign assistance programs and associated awards were assigned and continued to operate following the Department's reorganization in March 2025. Specifically, OIG identified 24 key Department stakeholders for the administration of foreign assistance programs and associated awards transferred from USAID.

[1] Executive Order 14150, America First Policy Directive to the Secretary of State, January 20, 2025, § 1 and 2; and Executive Order 14169, Reevaluating and Realigning United States Foreign Aid, January 20, 2025, § 3(a)-(c).
[2] Department, "Secretary of State Letter to Chairman and Ranking Members of the U.S. Senate and U.S. House of Representatives Committees on Foreign Relations and Appropriations," February 3, 2025. See also Department, Congressional Notification 25-032, May 29, 2025; and Department, Congressional Notification, March 28, 2025.
[3] Department, Office of the Spokesperson, "Secretary Marco Rubio Appointed as Acting Administrator for the United States Agency for International Development (USAID)," February 3, 2025.
[4] See Appendix B for a timeline.
[5] Department, Congressional Notification 25-032, May 29, 2025; and Secretary of State Marco Rubio Press Statement, "Building an America First State Department," April 22, 2025.
[6] OIG, *Evaluation of the Department of State's Approach to Realigning U.S. Agency for International Development Functions* (AUD-GEER-25-20, May 2025).

In July 2025, the Department had assigned Green List awards to 19 Department entities, including the Under Secretary for Management and the Under Secretary for Foreign Assistance, Humanitarian Assistance, and Religious Freedom (Under Secretary for Foreign Assistance). OIG considered these 19 entities, as well as 5 additional bureaus and offices that support foreign assistance activities and Department operations, as key stakeholders for this evaluation. The number of bureaus and offices assigned Green List awards and those supporting foreign assistance program implementation changed between July 2025 (when OIG initially identified the bureaus and offices) and September 2025 because of the Department's reorganization and the reassignment of awards.[7] In September 2025, OIG identified 17 bureaus or offices that had been assigned Green List awards and 4 additional bureaus and offices that supported foreign assistance activities. Table 1 provides a list of key Department stakeholders that OIG identified as part of this evaluation in July and September 2025.

Table 1: OIG-Identified Department Stakeholders

<table>
<tr><th>Department Stakeholders Assigned Green List Awards in StateInsight</th><th>Assigned as of July 2025</th><th>Assigned as of September 2025</th></tr>
<tr><td>Bureau of Administration</td><td>Y</td><td>Y</td></tr>
<tr><td>Bureau of African Affairs (AF)</td><td>Y</td><td>Y</td></tr>
<tr><td>Bureau of Diplomatic Security (DS)</td><td>Y</td><td>Y</td></tr>
<tr><td>Bureau of Diplomatic Technology (DT)</td><td>Y</td><td>Y</td></tr>
<tr><td>Bureau of East Asian and Pacific Affairs (EAP)</td><td>Y</td><td>Y</td></tr>
<tr><td>Bureau of Economic and Business Affairs (EB)[a]</td><td>Y[a]</td><td rowspan="2">Y[a]</td></tr>
<tr><td>Bureau of Energy and Resources (ENR)[a]</td><td>Y[a]</td></tr>
<tr><td>Bureau of European and Eurasian Affairs (EUR)</td><td>Y</td><td>Y</td></tr>
<tr><td>Bureau of Global Health Security and Diplomacy (GHSD)</td><td>Y</td><td>Y</td></tr>
<tr><td>Bureau of Near Eastern Affairs (NEA)</td><td>Y</td><td>Y</td></tr>
<tr><td>Bureau of Oceans, Environment, and International Scientific Affairs (OES)</td><td>Y</td><td>Y</td></tr>
<tr><td>Bureau of Overseas Buildings Operations (OBO)</td><td>Y</td><td>Y</td></tr>
<tr><td>Bureau of Human Resources (HR)[b]</td><td>Y</td><td>Y</td></tr>
<tr><td>Bureau of Populations, Refugees, and Migration (PRM)</td><td>Y</td><td>Y</td></tr>
<tr><td>Bureau of South and Central Asian Affairs (SCA)</td><td>Y</td><td>Y</td></tr>
<tr><td>Bureau of Western Hemisphere Affairs (WHA)</td><td>Y</td><td>Y</td></tr>
<tr><td>Office of Global Food Security (GFS)</td><td>Y</td><td>N</td></tr>
<tr><td>Office of the Secretary</td><td>N</td><td>Y</td></tr>
<tr><td>Under Secretary for Foreign Assistance</td><td>Y</td><td>N</td></tr>
<tr><td>Under Secretary for Management</td><td>Y</td><td>Y</td></tr>
<tr><th colspan="3">Department Stakeholders Indirectly Supporting Green List Award Management</th></tr>
<tr><td colspan="3">Bureau of the Comptroller and Global Financial Services (CGFS)</td></tr>
<tr><td colspan="3">Bureau of Democracy, Human Rights, and Labor (DRL)</td></tr>
</table>

[7] The Department outlined its reorganization plan in a Congressional Notification dated May 29, 2025.

Department Stakeholders Assigned Green List Awards in StateInsight	Assigned as of July 2025	Assigned as of September 2025
Bureau of Global Acquisitions (GA)		
Office of the Legal Adviser		
Office of the Secretary		

[a] As part of the Department's reorganization, these bureaus were combined to form the Bureau of Economic, Energy and Business Affairs.
[b] As part of its reorganization, the Department renamed the Bureau of Global Talent Management as the Bureau of Personnel and Training (PERT) and realigned the National Foreign Affairs Training Center (formerly the Foreign Service Institute) under PERT. Later, in 2026, the Department renamed PERT as the Bureau of Human Resources (HR). OIG will use HR in this report, which was the name for the bureau as of July 2026.
Source: Generated by OIG from data provided by the Department regarding Department stakeholders assigned Green List Awards or those indirectly supporting Green List award management.

2025 Department Reorganization

The Department reorganization significantly impacted foreign assistance administration. For example, the Under Secretary for Civilian Security, Democracy, and Human Rights position and its associated bureaus and offices, which had significant roles in the administration of foreign assistance, were eliminated or realigned to other Under Secretaries. The Department created a new Under Secretary for Foreign Assistance responsible for several bureaus and offices that administer foreign assistance including DRL, PRM, GHSD, and GFS. In addition, the Bureau of Global Talent Management and the National Foreign Affairs Training Center, [8] which support Department staffing and training, were combined under the newly established PERT, later renamed HR. Furthermore, ENR and EB were merged to form the Bureau of Economic, Energy, and Business Affairs.[9]

Data Management Tools for Foreign Assistance Programs

In July 2025, CGFS unveiled StateInsight, an AI-driven data management tool built to improve transparency and support the transfer of Green List awards to the Department. Accessible to all Department officials, StateInsight is a web-based platform that compiles award data from multiple Department and former USAID IT systems and presents it on a single interface. Some of the key USAID databases that feed Green List data into the StateInsight platform include the following:

- **Global Acquisitions and Assistance System (GLAAS)** - USAID's centralized platform for managing the full lifecycle of acquisition and assistance actions. GLAAS supports the creation, review, approval, and administration of contracts, grants, and cooperative

[8] Prior to the reorganization, the National Foreign Affairs Training Center was referred to as the Foreign Service Institute.
[9] See Appendix C for the Department's organizational hierarchy prior to and following the Department-wide reorganization.

agreements. GLAAS interfaces with Phoenix, the Agency Secure Image and Storage Tracking (ASIST) system, and the Federal Procurement Data System.[10]

- **Agency Secure Image and Storage Tracking (ASIST)** - USAID's official electronic records management system. ASIST provides a secure platform for organizing, storing, and retrieving official documentation, including records generated through GLAAS and Phoenix.
- **Phoenix** - USAID's official financial management system, supporting the full range of budgeting, accounting, obligation tracking, and financial reporting functions. Phoenix is integrated with GLAAS and ASIST.
- **Abacus** - A web-based application used to support USAID's Bureau of Humanitarian Assistance business process to facilitate the delivery of humanitarian aid and food assistance. Abacus specifically supported USAID's Bureau of Humanitarian Assistance and captured approvals and data elements to meet humanitarian assistance statutory funding requirements and mandates.[11]

EVALUATION RESULTS

Finding A: The Department's Administration of Transferred USAID Foreign Assistance Programs and Associated Awards Could Be Improved by Implementing Prior OIG Recommendations

OIG found that in September 2025, [12] 17 Department bureaus and offices were responsible for administering 1,504 foreign assistance programs and associated awards transferred from USAID. The total obligated value of these Green List awards was $51.5 billion, and their total expected cost [13] surpassed $86 billion. This represents a significant increase in the Department's foreign assistance portfolio. Additionally, the Green List awards used award mechanisms unfamiliar to Department officials. Moreover, the place of performance for the transferred awards spanned more than 100 countries, including conflict zones such as Israel and the Palestinian Territories and Ukraine. During the evaluation, Department officials reported issues related to staffing, training, and IT systems access, as well as a lack of comprehensive guidance related to updating the terms and conditions for Green List awards.

Prior OIG work [14] identified potential risks that the Department faced during the USAID realignment and offered recommendations [15] intended to advance the long-term success of the

[10] The Federal Procurement Data System was a single source for U.S.-government-wide procurement data and the central repository of information on federal contracting. The Federal Procurement Data System was incrementally transitioned to the System for Award Management, which is the official government system for contracting, foreign assistance, entity information and reporting, and federal hierarchy and wage determinations.
[11] System descriptions were obtained from CGFS's SharePoint site and SAM.gov.
[12] The number and value of awards that the Department reported as being transferred from USAID to the Department has fluctuated since the Department assumed responsibility for select USAID foreign assistance programs and associated awards after July 1, 2025.
[13] The total expected cost functions as a "not-to-exceed" value for federal assistance awards.
[14] AUD-GEER-25-20.
[15] See Appendix D for the recommendations.

Department's realignment efforts. However, as of July 2026, the Department had not fully implemented OIG recommendations initially offered in May 2025. The Department's ability to administer foreign assistance programs and associated awards may have been improved had these recommendations been fully implemented. Specifically, OIG recommended that the Department ensure that entities with realignment responsibilities have the appropriate resources and capacity to manage implementation processes, evaluate the Department's workforce capacity, and develop a strategic workforce plan for its reform efforts. Although OIG is not offering new recommendations to address the challenges identified, OIG encourages the Department to implement prior recommendations related to the USAID realignment to mitigate challenges Department officials face in administering foreign assistance programs and associated awards.

The Department's Expanded Foreign Assistance Portfolio

The number and value of awards that the Department has reported as being transferred from USAID to the Department have fluctuated since the Department assumed responsibility for select USAID foreign assistance programs and associated awards. OIG tracked these changes through StateInsight and interviewed Department officials to determine why the changes occurred. Department officials stated that following the USAID realignment in July 2025, the Department made determinations to add some awards to the Green List and removed other awards as they expired. As a result, the total number of Green List awards increased in July and August 2025 but decreased in September 2025. In September 2025, the Department was responsible for administering 1,504 foreign assistance programs and associated awards on behalf of USAID. These awards represented $86.6 billion in total expected cost and $51.5 billion in total obligated value. OIG estimated that of the $51.5 billion in Green List obligations, approximately $41 billion had been disbursed, leaving approximately $10 billion in unliquidated obligations.[16] Table 2 summarizes changes in the number and value of the Green List awards between June and September 2025.

Table 2: Changes in the Total Number and Value of the Green List Awards

Date	Number of Awards	Total Expected Cost	Total Obligated Value
June 20, 2025	973	$87,106,781,586	$74,970,977,967
July 29, 2025	1,388	Not Available	$46,357,092,069
August 20, 2025	1,709	$88,437,700,099	$49,494,265,700
September 30, 2025	1,504	$86,621,789,104	$51,484,915,125

Source: Generated by OIG based on data provided by the Department and StateInsight reviews.

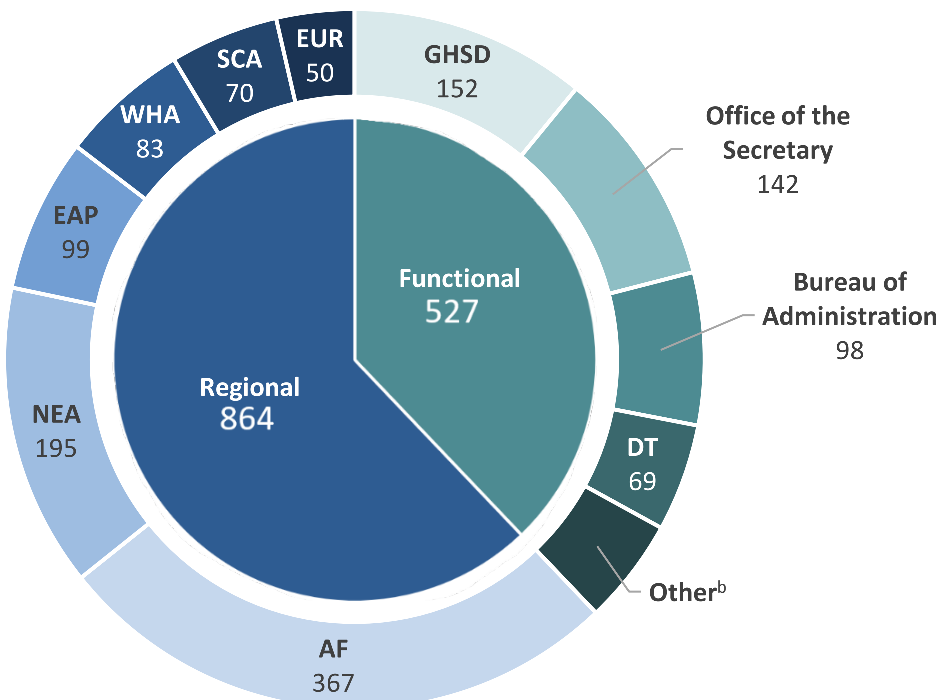
Bureaus and Offices Administering Foreign Assistance Programs and Associated Awards

In September 2025, the Department assigned Green List awards to 17 bureaus and offices that had different levels of experience administering foreign assistance programs and associated awards. AF received the greatest number of awards, 367 (24 percent) of the 1,504 Green List

[16] Foreign Affairs Manual, 4 FAM 654 (a), "Unliquidated Obligations," states that "[u]nliquidated obligations . . . are unexpended/unliquidated funds obligated under [f]ederal assistance awards or contracts."

awards transferred from USAID to the Department. GHSD received the highest dollar amount of awards, $33.6 billion (64 percent) of the $51.5 billion in obligated value. Regional bureaus received the greatest number of Green List awards, 864 (57 percent) of the 1,504 awards, valued at $11.4 billion; however, functional bureaus received the higher dollar amount represented by these awards, $39 billion [17] (76 percent) of the $51.5 billion for 527 awards. Additionally, in September 2025, 113 awards with an obligated value of approximately $907 million had not been assigned to a Department bureau or office. Figure 1 shows the distribution of Green List awards assigned to functional and regional bureaus.

Figure 1: Number of Green List Awards by Bureau and Bureau Type [a]



[a] The 113 Green List awards that were not assigned to a bureau or office as of September 30, 2025, were excluded from this figure.
[b] Each bureau in the "Other" category was assigned fewer than 30 awards. These bureaus included the Under Secretary for Management, DS, EB, OBO, OES, HR, and PRM.
Source: Generated by OIG based on data provided by the Department regarding the distribution of Green List Awards among Department entities and OIG's review of StateInsight.

Sixteen of 17 Department bureaus and offices responsible for directly or indirectly administering the foreign assistance programs and associated awards transferred from USAID responded to a questionnaire that OIG distributed.[18] Department officials from 9 of these 16 entities stated that the foreign assistance programs and associated awards transferred from USAID represented a significant increase in their existing foreign assistance portfolios. For example, GA officials stated that the number of awards it managed increased by 17 percent after the Green List awards were transferred. Officials from NEA and OES estimated that their

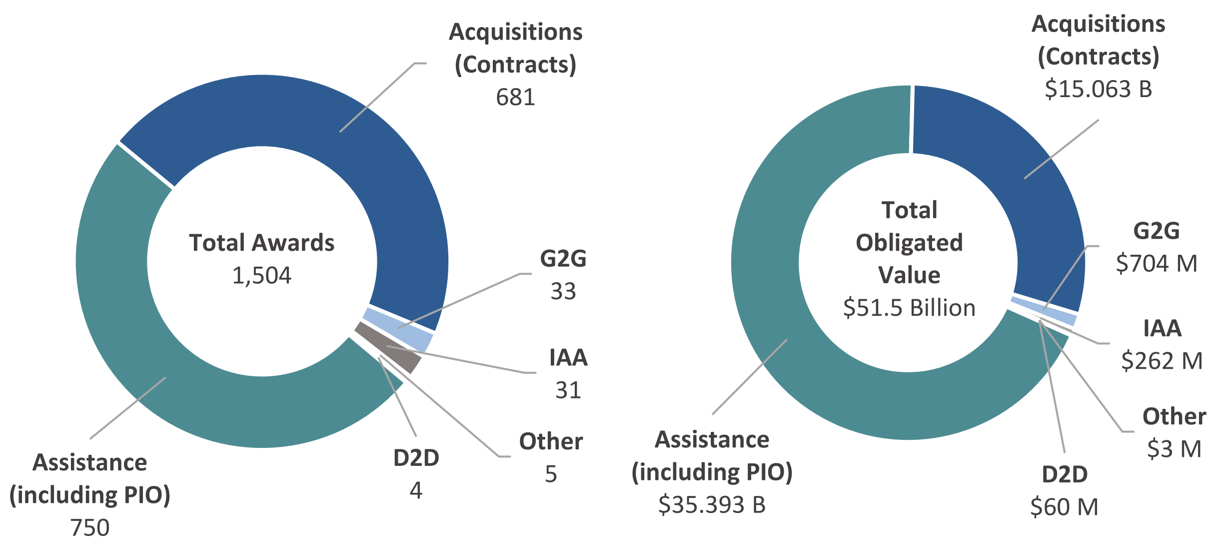
[17] $33.6 billion of the $39 billion in awards received by functional bureaus went to GHSD.
[18] See Appendix A for additional information regarding OIG's questionnaire.

bureaus' foreign assistance portfolio increased approximately tenfold after incorporating assigned Green List awards. WHA officials described the change as "an unprecedented expansion in scope and responsibility."

Green List Award Types and Mechanisms

Prior to the realignment of USAID programs to the Department, most Department bureaus used contracts, grants, cooperative agreements, and interagency agreements to administer foreign assistance programs. However, USAID used additional mechanisms to administer foreign assistance programs—specifically, government-to-government (G2G) and donor-to-donor (D2D) awards. Bureau officials stated that staff were not familiar with G2G and D2D awards when they became responsible for those awards. In September 2025, award data contained in StateInsight showed that of the 1,504 Green List awards, 33 were G2G awards and 4 were D2D awards, which represented approximately $764 million (1.5 percent) in combined value. The most common funding mechanisms—acquisitions and assistance—were executed via contracts and grants, respectively. Figure 2 shows the number and obligated value of Green List awards by award mechanism.

Figure 2: Number and Obligated Value of Green List Awards by Award Mechanism



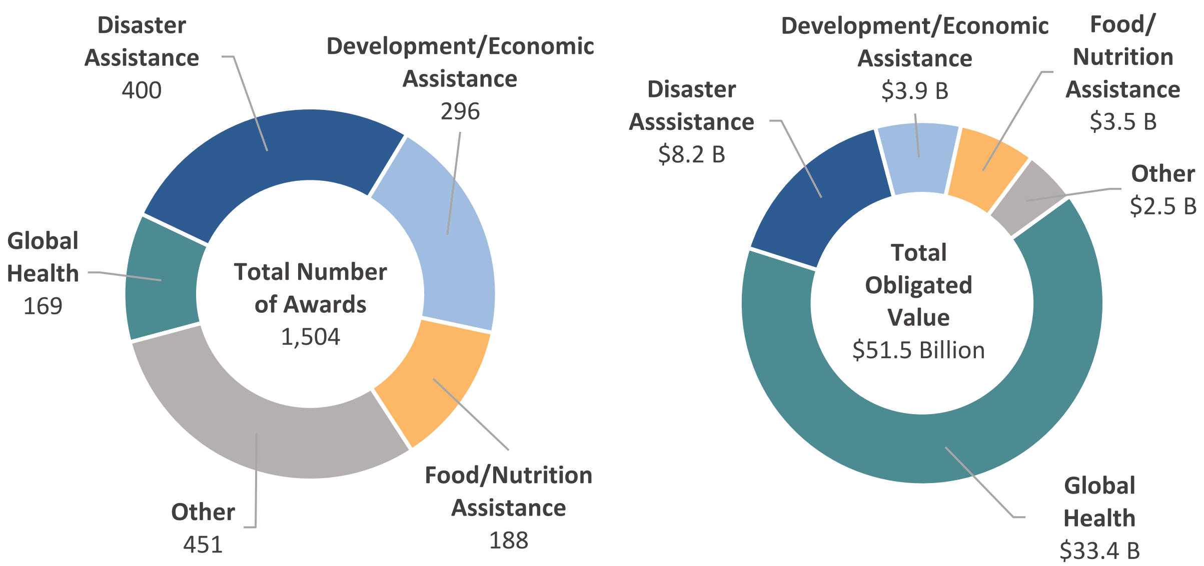
Source: Generated by OIG based on data provided by the Department regarding Green List awards and OIG's review of StateInsight.

In response to OIG's questionnaire, some Department officials noted that the types of awards transferred from USAID and their role with respect to those awards differed from the awards that the Department previously managed. Officials from 5 (32 percent) of the 16 entities that responded to OIG's questionnaire stated that they did not have any experience managing foreign assistance prior to the transfer of Green List awards to the Department. Furthermore, officials from 3 (19 percent) of the 16 entities noted that their roles regarding the awards transferred from USAID were different than their previous roles with respect to foreign assistance. Specifically, EUR officials stated that previously the bureau's role was "to coordinate and make strategic funding decisions, not to manage or administer foreign assistance awards." Similarly, GHSD officials stated that although they had a long history of overseeing global health programs, most of those funds were administered by other U.S. government agencies (including USAID).

Green List Award Sectors

In its Congressional Notification announcing the USAID realignment, the Department highlighted key USAID functions it intended to continue, including "humanitarian assistance, global health functions, strategic investment, and limited national security programs."[19] The Department defined humanitarian assistance as encompassing "food, water, shelter, emergency health care, sanitation and hygiene, and essential nutrition services."[20] These functions were selected to continue in part because they differed from the Department's previous operations, representing sectors that Department officials were unfamiliar with. For example, EAP officials noted that they were not familiar with administering International Disaster Assistance-funded awards, a category of funding previously administered solely by USAID. Figure 3 summarizes the number and total obligated value of Green List awards by assistance sector.

Figure 3: Number and Obligated Value of Green List Awards by Sector



Source: Generated by OIG based on data provided by the Department regarding the obligation value of Green List awards by sector and OIG's review of StateInsight.

Most global health awards transferred from USAID were assigned to GHSD; however, some regional and functional bureaus took ownership of some health sector awards as well. Awards associated with other sectors were distributed across bureaus. For example, in September 2025, 14 bureaus were assigned responsibility for administering awards related to the

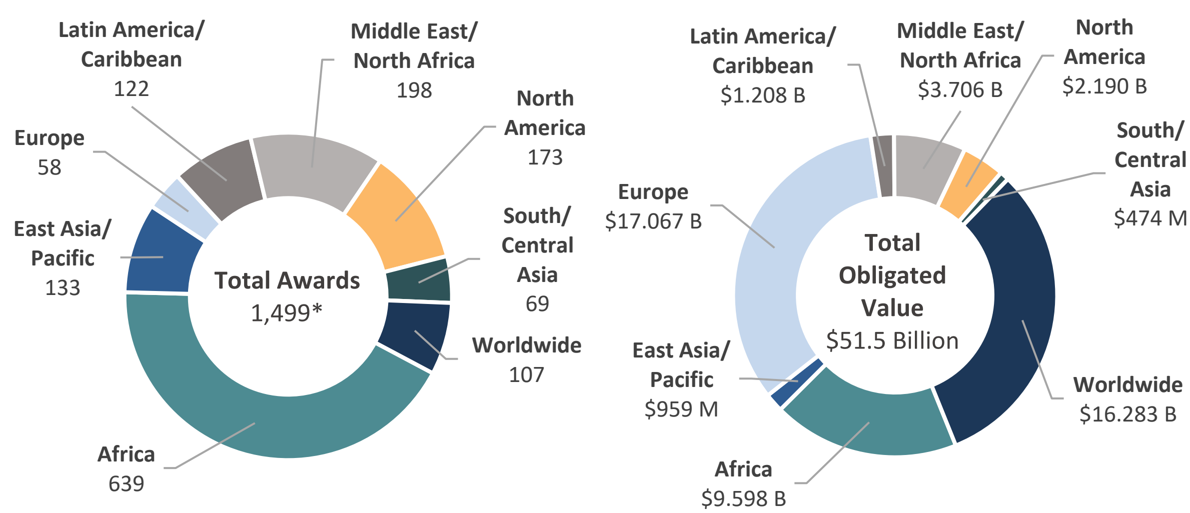
[19] Department, Congressional Notification, March 28, 2025.
[20] Ibid.

development/economic assistance sector and 11 bureaus were assigned responsibility for administering disaster assistance awards. Responsibility for administering food/nutrition assistance awards was assigned to four bureaus. Notably, the Office of the Secretary was responsible for administering most of the food/nutrition assistance funding and no food/nutrition assistance awards had been assigned to GFS.[21]

Green List Award Places of Performance

The places of performance for Green List awards spanned more than 100 countries and territories in 8 global regions, including conflict zones. Regionally, the greatest number of Green List awards (639 of 1,504) were in Africa, and the highest obligated award value ($17 billion of $51.5 billion) was for projects in Europe. Figure 4 depicts the number and total obligated value of Green List awards by region.

Figure 4: Number and Obligated Value of Green List Awards by Region*



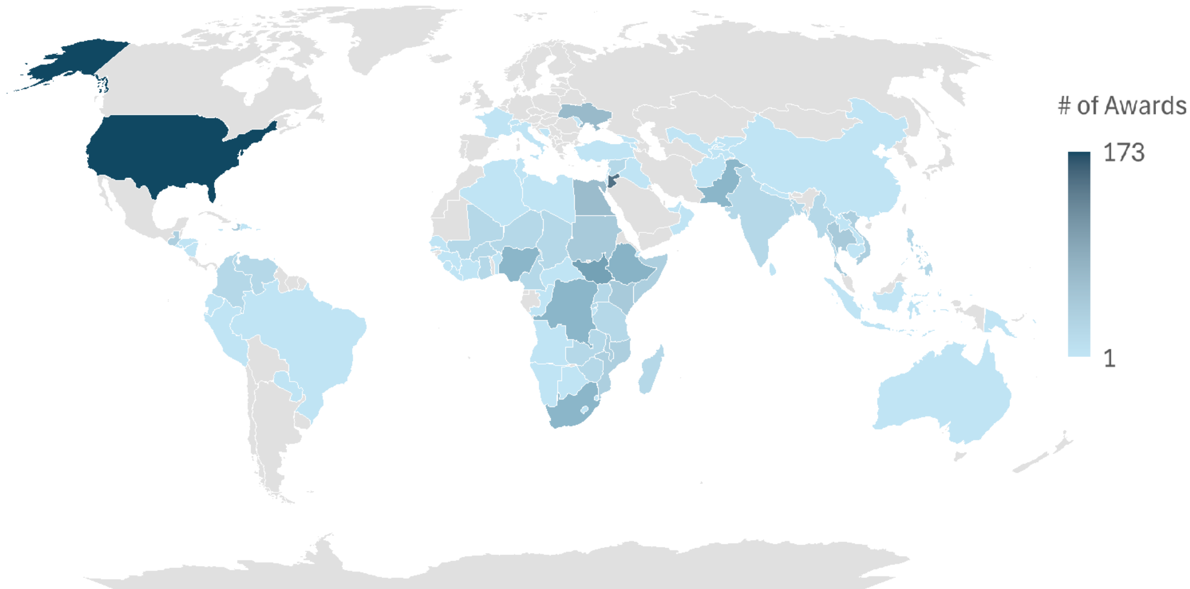
* StateInsight did not identify place of performance for five awards, which are excluded in this figure.
Source: Generated by OIG based on data provided by the Department regarding the obligated value of Green List awards by region and OIG's review of StateInsight.

Awards totaling approximately one-third of the Green List obligated value were identified as having a worldwide place of performance and 4 percent of the Green List obligated value identified the United States as the place of performance. Functionally, these awards provide funding to foreign assistance programs in multiple countries. The three countries where the greatest number of Green List awards were being performed were Jordan (90 awards), South Sudan (70 awards), and Ethiopia (56 awards). The three countries where the awards with the highest obligated value were being performed involved Switzerland ($14.7 billion),[22] Ukraine

[21] GFS coordinates U.S. diplomatic engagement on food systems, food security, and nutrition international fora, working closely with the U.S. Department of Agriculture and other departments and agencies.
[22] Three awards cited Switzerland as the place of performance; however, the award recipients were United Nations-affiliated organizations headquartered in Geneva, Switzerland, that had global operations.

($2.2 billion), and Jordan ($1.6 billion). Figure 5 illustrates the number of Green List awards by country.

Figure 5: Number of Green List Awards by Country



Source: Generated by OIG based on data provided by the Department regarding Green List Awards by country and OIG's review of StateInsight.

Green List Awards in Conflict Zones

The places of performance for Green List awards included conflict zones, such as Israel and the Palestinian Territories and Ukraine. According to data available in StateInsight, in September 2025, the Department became responsible for administering 37 (2.5 percent) of the 1,504 awards in Israel and the Palestinian Territories and 39 awards (2.6 percent) in Ukraine. The obligated value of foreign assistance programs and associated awards to Israel and the Palestinian Territories amounted to more than $1 billion (1.9 percent) of the $51.5 billion in total obligated award value. The obligated value of foreign assistance programs and associated awards to Ukraine amounted to more than $2 billion (3.9 percent) of the $51.5 billion in total obligated award value. The five awards to Israel and the Palestinian Territories with the highest obligated value supported food assistance, health services, and construction in the West Bank and Gaza. The five awards to Ukraine with the highest obligated value supported humanitarian assistance, agriculture, and direct support to the government of Ukraine. Tables 3 and 4 summarize the five highest obligated value awards to Israel and the Palestinian Territories and Ukraine, respectively.

Table 3: Five Highest Obligated Value Awards to Israel and the Palestinian Territories Transferred From USAID to the Department

Award Description	Award Type	Obligated Value
Unconditional food assistance in the West Bank and Gaza	Grant	$695,555,953
Emergency health, protection, nutrition, and disaster support in Gaza	Grant	$103,078,508
Architecture and engineering task order contract in the West Bank	Delivery Order / Task Order	$42,620,453
Multisectoral response in Gaza	Grant	$40,705,883
Emergency food security and support to vulnerable households in Gaza	Grant	$37,151,491

Source: Generated by OIG based on data provided by the Department regarding obligated awards to Israel and the Palestinian Territories and OIG's review of StateInsight.

Table 4: Five Highest Obligated Value Awards to Ukraine Transferred From USAID to the Department

Award Description	Award Type	Obligated Value
European Bank for Reconstruction and Development Chernobyl Amendment #11	Grant	$365,333,800
Technical and procurement assistance to the Government of Ukraine	Contract	$447,326,058
Multi-sector humanitarian assistance in Ukraine	Grant	$225,200,000
Agriculture Growing Rural Opportunities in Ukraine	Grant	$182,500,000
Multipurpose cash assistance in Ukraine	Grant	$154,000,000

Source: Generated by OIG based on data provided by the Department regarding obligated awards to Ukraine and OIG's review of StateInsight.

Actions Needed To Advance Long-Term Success of the Department's Realignment Efforts

During this evaluation, Department officials reported issues related to staffing, training, and IT systems access, as well as a lack of comprehensive guidance related to updating the terms and conditions for Green List awards. Although questionnaire respondents indicated that guidance was available through the Department's SharePoint that required Green List award terms and conditions to be updated no later than October 14, 2025, [23] OIG's Office of General Counsel found that not all Green List terms and conditions had been updated as of December 5, 2025. In response to a draft of this report, Department officials stated that guidance for updating award terms and conditions was formally published on December 15, 2025, following the government shutdown. This formal guidance required bureaus and offices to implement updated terms and conditions by January 30, 2026, more than 6 months after the transfer of those awards from

[23] GA, "U.S. Department of State USAID Award Management Guidebook," September 18, 2025, page 4.

USAID.[24] Prior OIG work [25] identified potential risks that the Department faced during the USAID realignment and offered recommendations intended to advance the long-term success of the Department's realignment efforts.[26] However, as of July 2026, the Department had not implemented those recommendations. The Department's ability to administer foreign assistance programs and associated awards could have been improved had the Department fully implemented these recommendations. Specifically, OIG recommended that the Department ensure that entities with realignment responsibilities have the appropriate resources and capacity to manage implementation processes, evaluate the Department's workforce capacity, and develop a strategic workforce plan for its reform efforts.

Green List Award Terms and Conditions Need To Be Updated

Prior to the realignment, the Department and USAID maintained independent, agency-specific policies that were cited in standard terms and conditions in each agency's federal assistance award vehicles.[27] Table 5 compares analogous Department and USAID guidance that was referenced in standard terms and conditions for each agency by topic area.

Table 5: Comparison of References Cited in Department and USAID Awards

Topic Area	USAID Guidance	Department Guidance
Acquisition Regulation	Agency for International Development Acquisition Regulation	Department of State Acquisition Regulation
Acquisition Policy	Automated Directives System 302	Department of State Acquisition Manual
Assistance Regulation	2 Code of Federal Regulations 700	2 Code of Federal Regulations 600
Assistance Policy	Automated Directives System 303	Federal Assistance Directive

Source: GA, "Guide for USAID Awards Managed by Department of State," page 5.

Department responses to OIG's questionnaire revealed confusion regarding updates to Green List award terms and conditions and specific concerns related to the short timeframe and lack of guidance. For example, in response to a question about the relevant regulations and guidance, Department officials provided a range of answers, including reference to the USAID Automated Directives System, the Memorandum of Agreement between the Department and USAID, and other federal and Department award management guidelines. Additionally, 4 (25 percent) of the 16 entities noted the need for guidance from GA and the Assistance Transition Working Group before modifying the terms and conditions of Green List awards.

Furthermore, Department officials noted the short period of time between the announcement of the realignment on February 3, 2025, and its implementation on July 1, 2025. Officials from one bureau stated that "the transition happened extremely fast, with evolving guidance" and

[24] GA, "Guide for USAID Awards Managed by Department of State," December 15, 2025, pages 3 and 4.
[25] AUD-GEER-25-20, and OIG, *Oversight Observations To Inform Department of State Realignment of U.S. Agency for International Development Functions* (AUD-GEER-25-19, May 2025).
[26] For the complete text of these recommendations, see Appendix D. For recommendation status, see Appendix A.
[27] These award vehicles include contracts, grants, and cooperative grants.

officials from another bureau cited the difficulty of "onboarding staff with USAID award-administration knowledge by [July 1, 2025]." In addition, OIG asked whether Department entities anticipated future changes to Green List award terms and conditions in its questionnaire. Four (25 percent) of the 16 entities that responded to the questionnaire stated that future changes would be needed, 4 (25 percent) entities stated that no future changes would be needed, and 8 (50 percent) entities stated that they did not know or did not answer the question.

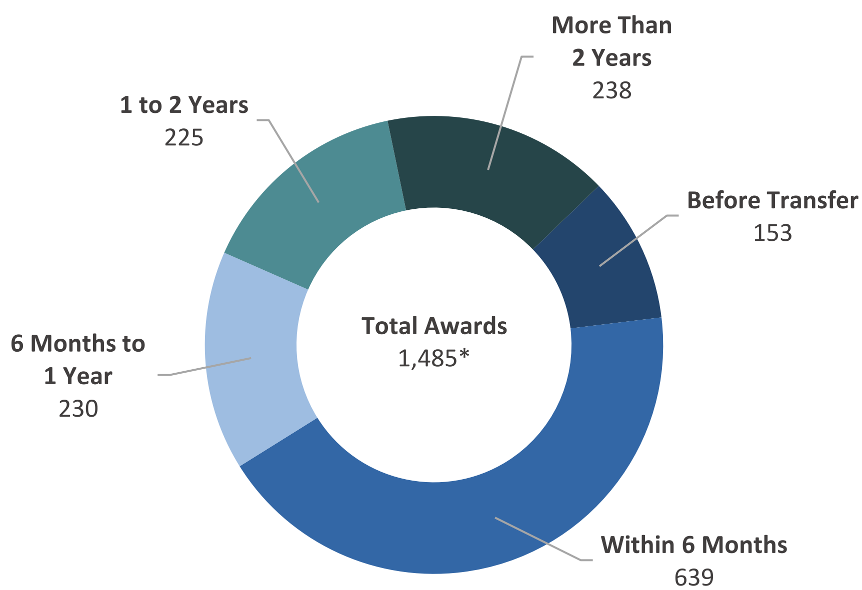
According to Department officials' responses to an OIG questionnaire, officials relied in part on guidance in SharePoint to govern their administration of former USAID awards. OIG identified guidance on the GA SharePoint site requiring that Contracting and Grants Officers update Green List award terms and conditions by October 14, 2025.[28, 29] However, OIG's Office of General Counsel found that as of December 5, 2025, not all Green List terms and conditions had been updated. In response to a draft of this report, Department officials stated that guidance for updating the terms and conditions was formally published on December 15, 2025, following the government shutdown.[30]

GA published the "Guide for USAID Awards Managed by Department of State" (the Guide) on December 15, 2025, mandating changes to award terms and conditions for all awards transferred from USAID to the Department by January 30, 2026.[31] The required changes to language for transferred awards spanned four categories: Executive order compliance, access and authorities, operational conflicts and administration, and payment and invoicing. For example, the Guide instructed contracting and grants personnel to modify Green List awards to comply with Executive orders [32] by deleting or modifying references to the Federal Acquisition Regulation and specific clauses referencing outdated versions of the USAID Acquisition Regulation and Automated Directives System.[33] According to the Guide, these modifications should have been completed "no later than January 30, 2026," more than 6 months after the transition of USAID foreign assistance programs and associated awards.[34] In May 2026, OIG initiated an audit to determine whether the Department updated the terms and conditions of awards transferred from USAID to reflect applicable regulations and guidance.

[28] GA, "U.S. Department of State USAID Award Management Guidebook," page 4.
[29] The "U.S. Department of State USAID Award Management Guidebook" was provided in addition to advisory notices addressing specific award issues, including the following: Department, GA Acquisition Alert 26-07, "Class Deviation - Branding and Marking of State and USAID Contracts," November 28, 2025, and Department, GA Acquisition Alert 26-08, "Class Deviation – Management of UASID-Issued Contracts and Grants," December 18, 2025.
[30] GA, "Guide for USAID Awards Managed by Department of State," pages 3 and 4.
[31] Ibid., pages 3 and 5.
[32] The specific Executive orders cited in the Guide are Executive Order 14173, Ending Illegal Discrimination and Restoring Merit-Based Opportunity; Executive Order 14148, Initial Rescissions of Harmful Executive Orders and Actions; and Executive Order 14208, Ending Procurement and Forced Use of Paper Straws. GA, "Guide For USAID Awards Managed by Department of State," page 6.
[33] GA, "Guide For USAID Awards Managed by Department of State," page 7.
[34] Ibid., page 4.

The Department's deadline for updating Green List award terms and conditions coincided with the expiration of more than 40 percent of all Green List awards. According to StateInsight data, 639 (42 percent) of the 1,504 Green List awards had periods of performance that ended within 6 months of the date they were transferred to the Department (i.e., July 1, 2025). An additional 230 (16 percent) Green List awards were set to expire within 1 year of transfer to the Department. Figure 6 depicts the number of Green List awards by the length of time between transfer to the Department and the end of the associated period of performance.

Figure 6: Number of Green List Awards by End Date*



* StateInsight listed no period of performance end date for 19 awards, which are excluded in this figure.
Source: Generated by OIG based on data provided by the Department regarding the number of Green List awards by period of performance end date and OIG's review of StateInsight.

The challenges that Department entities faced in updating Green List award terms and conditions negatively impacted the Department's ability to effectively and efficiently administer foreign assistance programs and associated awards transferred from USAID. Based on the obstacles identified in this report, OIG encourages the Department to fully implement Recommendations 1, 2, and 3, initially offered in the *Evaluation of the Department of State's Approach to Realigning U.S. Agency for International Development Functions*.[35]

Staffing Needs for Managing Foreign Assistance

According to HR officials, the Department authorized 838 new positions to support the administration of foreign assistance transferred from USAID. These positions were located domestically and overseas, and they included both U.S. direct hire positions and locally

[35] AUD-GEER-25-20. See Appendix D of this report for the full text of these recommendations.

employed staff positions.[36] Table 6 summarizes staffing information provided by the Department in August 2025.

Table 6: Number of New Positions by Bureau

Bureau/Office	Total Hired	Domestic	Overseas	U.S. Direct Hires	Locally Employed Staff
Bureau of Administration	5	5	0	5	0
AF	232	3	229	21	211
Bureau of Budget and Planning	5	5	0	5	0
CGFS	24	16	6	16	6
DT	3	3	0	3	0
EAP	76	5	71	16	60
EUR	45	5	40	16	29
Under Secretary for Foreign Assistance	20	20	0	20	0
National Foreign Affairs Training Center	2	2	0	2	0
GFS	65	51	14	65	0
GHSD	80	50	30	80	0
Office of the Legal Adviser	5	5	0	5	0
GA	43	43	0	43	0
NEA	86	7	79	21	65
OIG	25	25	0	25	0
PRM	61	47	14	61	0
SCA	25	2	23	5	20
WHA	38	7	31	15	23
Subtotals		**424**	**414**	**301**	**537**
Total	**838**	**838**		**838**	

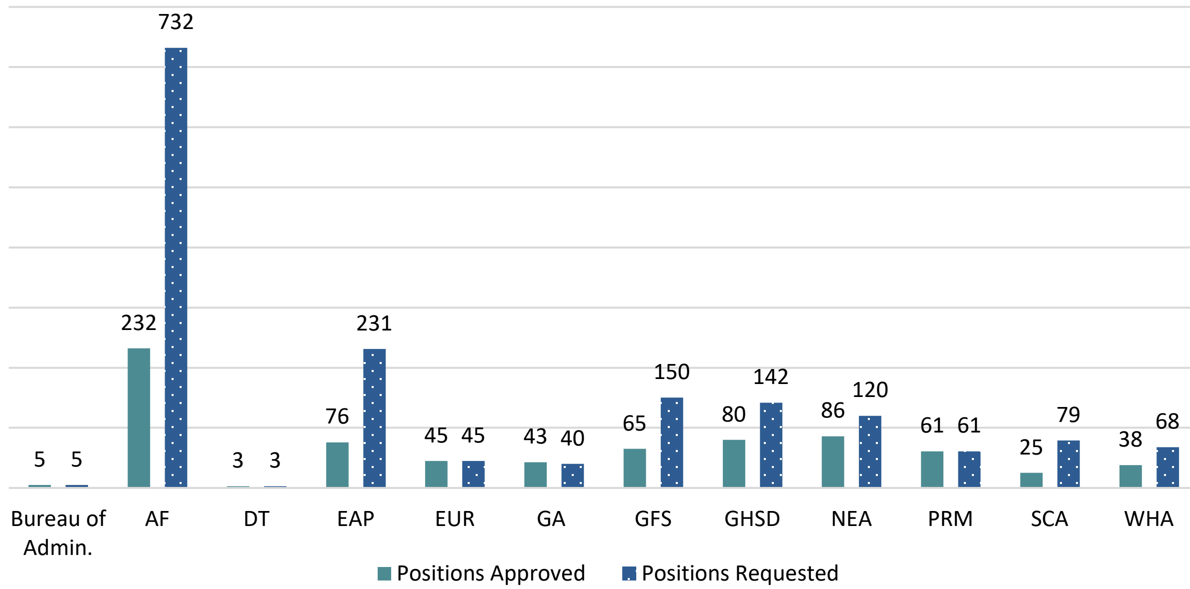
Source: Generated by OIG based on personnel data provided by the Department regarding the placement of 838 new positions by bureau and office.

OIG's questionnaire included several questions regarding the staffing needs of those Department bureaus and offices that assumed responsibility for Green List awards. By comparing questionnaire responses to HR data, OIG determined that 7 (44 percent) of the 16 entities that responded to the questionnaire received fewer positions than requested to support USAID realignment efforts; 5 (31 percent) received as many or more than the number of positions requested; and 4 (25 percent) did not request any new positions. On average, bureaus and offices received 76 fewer positions than they requested to administer Green List awards. For example, the largest deficit in positions compared to a bureau's request was AF, which requested 732 positions to support 367 transferred awards; however, the bureau received only 232 positions, 32 percent of the positions requested. Officials in 11 (69 percent) of the 16 entities that responded to OIG's questionnaire agreed that despite receiving fewer

[36] U.S. direct hire staff can be located domestically or overseas. Locally employed staff are only employed by the Department at overseas posts.

positions than requested, they had autonomy to determine how best to use the additional positions provided. Figure 7 depicts the differences in number of requested positions versus approved positions by bureau or office.

Figure 7: Number of Positions Requested and Positions Approved by Bureau*



* The four bureaus that responded to OIG's questionnaire that did not request any new positions—CGFS, EB, OBO, and OES—were excluded from this figure.
Source: Generated by OIG based on data provided by the Department regarding positions requested and approved.

In its questionnaire, OIG asked how Department-funded and former USAID awards would be distributed between domestic and overseas staff. Officials from 7 (44 percent) of the 16 entities that responded to the questionnaire stated that the transferred awards would be managed differently than pre-existing Department awards had been managed. Specifically, bureau officials explained that previous Department awards were centrally managed at headquarters with support from overseas posts. Conversely, USAID award management occurred at regional hubs or individual posts, a model that many Department bureaus planned to replicate as they assumed responsibility for administering transferred USAID awards. For example, AF officials stated that the "new approach relies heavily on [locally employed] staff and regional assistance for post-award management."

Officials from 12 (75 percent) of the 16 entities stated that they would administer Green List awards through collaborative efforts between Washington, DC, regional assistance hubs, and overseas posts. Among regional bureaus, officials from EAP, EUR, and WHA noted that they established regional assistance hubs in their respective areas of responsibility prior to the realignment, whereas AF and NEA planned to establish similar hubs post-realignment. Officials from SCA stated that they did not intend to establish any regional hubs but planned to rely on GA Contracting and Grants Officers as well as Grants Officer Representatives and program managers at overseas posts to manage foreign assistance. By contrast, most functional bureaus stated that their foreign assistance awards would be managed from Washington, DC, with the support from embassies, as needed.

In response to a request for information on how regional hubs and overseas posts would support foreign assistance programs and associated awards in OIG's questionnaire, bureau officials referenced a wide range of critical support functions, including subject matter expertise, award management, and oversight. For example, WHA officials stated that the bureau's four regional assistance hubs were staffed with Grants Officer Representatives and Contracting Officer's Representatives who managed most of the bureau's foreign assistance awards. PRM officials noted that although most Green List awards would be administered from Washington, DC, its overseas staff would serve as Grants Officer Representatives specifically for disaster response programs. GA officials highlighted the oversight and subject matter expertise that overseas posts provide, supporting its largely domestic office.

The challenges that Department entities faced in meeting staffing needs negatively impacted the Department's ability to effectively and efficiently administer foreign assistance programs and associated awards transferred from USAID. Based on the obstacles identified in this report, OIG encourages the Department to fully implement Recommendations 1, 2, and 3, initially offered in AUD-GEER-25-20.[37]

Department Personnel Training Needs

OIG found that some bureaus required additional training to administer Green List awards effectively. Following the realignment, the Department provided training to officials through the National Foreign Affairs Training Center and the USAID Transition Hub to facilitate the transfer of USAID foreign assistance programs and associated awards. Department officials from 10 (63 percent) of the 16 entities that responded to the OIG questionnaire reported that their staff participated in these Department-wide opportunities. In addition to Department-wide training, officials from 5 (44 percent) of 16 bureaus and offices stated that they developed their own training plans, arranged meetings with USAID counterparts, and suggested subjects for individual study that were tailored to the specific needs of their staff. For example, EUR officials stated that they hosted knowledge handover engagements with two USAID bureaus prior to the transition of responsibilities and facilitated knowledge sharing with overseas missions. Similarly, officials from EAP stated that the bureau conducted an orientation training session for locally employed staff in Bangkok, Thailand.

Despite these efforts, some bureaus reported during this evaluation that staff had not received requested training. For example, AF officials reported that they requested training and guidance related to USAID regulations governing transferred awards, such as the Automated Directives System, as well as new Department policies; however, in August 2025, AF had not received the requested training and guidance. In addition, WHA officials noted that although it implemented robust training for its staff, the bureau faced challenges navigating "USAID-

[37] See Appendix D for the full text of these recommendations.

specific federal statutes, regulations, and Congressional mandates that require compliance and reporting."

The challenges that Department entities faced in addressing personnel training needs negatively impacted the Department's ability to effectively and efficiently administer foreign assistance programs and associated awards transferred from USAID. Based on the obstacles identified in this report, OIG encourages the Department to fully implement Recommendations 1, 2, and 3, initially offered in AUD-GEER-25-20.[38]

Department and USAID IT Systems Access and Completeness and Accessibility of Data

The Department developed new data management tools and provided staff with access to USAID IT systems to support the administration of Green List awards transferred to the Department. However, not all Department staff charged with administering transferred USAID foreign assistance programs and associated awards were provided access to the IT systems and tools they needed. The former USAID IT systems used to manage foreign assistance included GLAAS, ASIST, Phoenix, and Abacus. In addition, to support Department administration of these programs, the Department incorporated some of the transferred awards into Department IT systems, such as MyGrants,[39] the Integrated Logistics Management System,[40] the Global Financial Management System,[41] and the Payment Management System.[42] Officials from 7 (44 percent) of the 16 entities that responded to OIG's questionnaire stated that personnel had access to all necessary IT systems; officials from 5 entities (31 percent) stated that most personnel had access to necessary IT systems; officials from 2 entities (13 percent) could not state whether staff had access to necessary IT systems; and officials from 2 entities (13 percent) reported that their personnel did not have access to necessary IT systems. Additionally, officials from two bureaus reported that their personnel required additional training on how to use USAID IT systems to administer assigned awards, beyond what the Department had provided.

Furthermore, OIG identified issues with the completeness and accessibility of the data provided in the Department's new tools. For example, while analyzing information from StateInsight for this evaluation, OIG found that the assigned Department bureau was blank for 113 (7 percent) of the 1,504 Green List awards in September 2025, and the award type was blank for 115 of the awards (8 percent).[43] Department officials acknowledged that although StateInsight improved transparency, it had significant data integrity issues. In addition, OIG found that key terms used in StateInsight were not well defined, which caused confusion regarding the status of transferred awards. Specifically, the options for award status included terms such as "Expired at

[38] See Appendix D for the full text of these recommendations.
[39] MyGrants is the Department's federal financial assistance management system for executing and managing grants, cooperative agreements, and other types of federal assistance.
[40] The Integrated Logistics Management System supports the requisition, procurement, distribution, transportation, receipt, and tracking of goods and services both domestically and overseas.
[41] The Global Financial Management System is the Department's accounting and financial management system used by domestic bureaus and offices.
[42] The Payment Management System is a service provider for processing federal government grant payments.
[43] Six awards were missing information for both the assigned bureau and award type; the rest did not overlap.

State," "Expired at USAID," "Under Review," and "Archived," which were not defined in the platform. Furthermore, some awards that expired—meaning their period of performance had elapsed—were later marked as terminated, moving those awards to a dataset separate from the awards transferred from USAID to the Department. Department and contracting officials did not clarify why they modified the status of some awards after their expiration. In April 2026, OIG's Office of Inspections had an evaluation underway regarding StateInsight's data reliability.

The challenges that Department entities faced in providing IT systems access and maintaining complete and accessible data negatively impacted the Department's ability to effectively and efficiently administer foreign assistance programs and associated awards transferred from USAID. Based on the obstacles identified in this report, OIG encourages the Department to fully implement Recommendations 1, 2, and 3, initially offered in AUD-GEER-25-20.[44]

Conclusion

The realignment of select USAID functions to the Department was a complex undertaking, compounded by the concurrent reorganization of Department bureaus and offices. As this report demonstrates, Department entities charged with managing the USAID realignment faced significant obstacles, including updating Green List award terms and conditions and addressing staffing needs, personnel training needs, and access to IT systems and complete and accessible data. These challenges negatively impacted the Department's ability to effectively and efficiently administer foreign assistance programs and associated awards transferred from USAID. Based on the issues identified in this report, OIG encourages the Department to fully implement Recommendations 1, 2, and 3, initially offered in AUD-GEER-25-20. These recommendations address providing Department entities with the appropriate resources and capacity to manage the realignment, creating an implementation plan for realigning USAID functions to the Department, and evaluating and addressing the Department's workforce needs. Implementing these recommendations, which remained resolved pending further action as of July 2026, could improve the Department's administration of foreign assistance programs and associated awards. In response to a draft report of this evaluation report, the Office of the Under Secretary for Management stated that implementation of the recommendations offered in AUD-GEER-25-20 is in progress.

[44] See Appendix D for the full text of these recommendations.

APPENDIX A: PURPOSE, SCOPE, AND METHODOLOGY

The objective of this evaluation was to describe the Department of State's (Department) administration of U.S. Agency for International Development (USAID) foreign assistance programs and associated awards transferred to the Department.

The Office of Inspector General (OIG) conducted this evaluation from July 2025 to June 2026 in the Washington, DC, metropolitan area. The issuance of this report was delayed due to the lapse in appropriations, which began October 1, 2025, and ended November 12, 2025. The scope of this evaluation was foreign assistance programs and associated awards transferred from USAID to the Department after July 1, 2025. OIG conducted this evaluation in accordance with the Council of the Inspector's General on Integrity and Efficiency's *Quality Standards for Inspection and Evaluation*. These standards require that OIG plan and perform the evaluation to obtain sufficient, appropriate evidence to provide a reasonable basis for the findings and conclusions based on the evaluation objective. OIG believes that the evidence obtained provides a reasonable basis for the findings and conclusions based on the evaluation objective.

To address the objective, OIG obtained and reviewed documentation related to the realignment of certain USAID functions to the Department and data from Department and USAID systems. OIG also reviewed criteria, such as Executive orders, congressional notifications, and Department policies published between January and December 2025. OIG interviewed officials from the Bureau of African Affairs, the Bureau of the Comptroller and Global Financial Services, and the Bureau of Global Acquisitions. In addition, OIG's Office of General Counsel shared information with the evaluation team regarding its communication with the Department regarding updates to the Green List[1] terms and conditions as of December 2025.

OIG also sent a questionnaire to regional and functional bureaus, as well as offices that administer or support foreign assistance programs and associated awards. Specifically, in August and September 2025, OIG requested that 20 bureaus and offices [2] complete a questionnaire regarding Green List award administration. OIG designed the questionnaire to

[1] The Green List is another name for USAID foreign assistance programs and associated awards and led to the integration of select USAID functions—commonly referred to as the Green List—with existing Department operations. The Green List began as a spreadsheet that was used to track and coordinate which USAID awards to terminate and which awards to continue under Department administration and was later integrated with Department and USAID IT systems.

[2] In July 2025, OIG identified 24 bureaus and offices as key stakeholders that were assigned Green List programs or indirectly supported those programs (see Table 1 in the Background section of this report for a list of these bureaus and offices). However, OIG did not send questionnaires to the Under Secretary for Foreign Assistance, Humanitarian Affairs, and Religious Freedom; the Under Secretary for Management; or the Office of the Secretary. Before the questionnaire was distributed by OIG, officials from these entities stated that they did not manage any Green List awards directly, despite StateInsight reflecting that they were assigned awards. OIG also did not send a questionnaire to the Bureau of Energy and Resources. The Bureau of Energy and Resources was combined with the Bureau of Economic Affairs into the new Bureau of Energy, Economic, and Business Affairs before OIG sent out questionnaires. Therefore, OIG distributed 20 questionnaires. Four of the 20 bureaus that were asked to complete questionnaires declined, citing a lack of involvement in managing Green List awards or other functions supporting foreign assistance programs.

collect data on bureau and offices' awareness of Department policy changes, staffing decisions, training opportunities, and IT system access, all of which impacted their assumption of responsibilities for administering foreign assistance programs and associated awards transferred from USAID. The questionnaire included 20 questions related to topics including access, award administration, personnel and hiring, and award knowledge and experience. The questionnaire allowed OIG to accumulate standardized information across entities in a more efficient manner than individual interviews. OIG received responses from 16 (80 percent) of the 20 bureaus and offices that OIG asked to complete the questionnaire. Three bureaus and one office [3] declined to respond to OIG's questionnaire because the bureaus and offices stated that no awards had been assigned to them or the questions were not applicable to their operations.

Data Reliability

OIG obtained data from Department IT systems, such as StateInsight, to support its findings and designed procedures to provide reasonable assurance over the reliability of the information provided. For example, OIG compared multiple versions of the Green List provided by the Department and downloaded data from the StateInsight platform on four separate occasions. Department officials provided the June 20, 2025, Green List data to OIG in conjunction with prior OIG reporting on the USAID realignment. OIG used this data as a point of comparison for the Green List prior to July 1, 2025, when select foreign assistance programs and associated awards were transferred to the Department. OIG also downloaded Green List data from StateInsight on July 29, 2025, August 20, 2025, and September 30, 2025.[4] For each data pull, OIG reviewed and summarized all foreign assistance programs and associated awards transferred from USAID to the Department as documented in StateInsight. The number and value of these awards changed over the course of the evaluation; however, OIG considered the Green List in its entirety each time data was obtained from the Department or downloaded from a Department system. Thus, any incompleteness in OIG's Green List data reflects incompleteness in StateInsight.

OIG identified several specific data quality issues in StateInsight and communicated these data reliability issues to the Department's StateInsight team. Specifically:

- The number of Green List awards changed from 1,388 (July 29) to 1,709 (August 20) to 1,504 (September 30, 2025).
- On September 30, 2025, 113 awards (7 percent) of the total 1,504 awards did not identify an assigned bureau, 114 awards (8 percent) did not identify an award type, and 19 awards did not identify an end date.
- StateInsight is the only complete source of USAID award data available to Department employees.

[3] The Bureau of Democracy, Human Rights, and Labor; the Bureau of Diplomatic Security; the Bureau of Personnel and Training; and the Office of the Legal Adviser.
[4] OIG completed the download prior to the October 1, 2025, lapse in appropriations, which did not materially affect the evaluation's findings.

- Department officials acknowledged that StateInsight had significant data integrity issues, due to frequent changes and ongoing integration of multiple legacy USAID systems.

OIG consulted with its Statistician, the Bureau of the Comptroller and Global Financial Services, the Bureau of Global Acquisitions, and the StateInsight Team to verify OIG's scope, sampling plan, and methods of data analysis. Based on its efforts, OIG concluded that the data provided by the Department was sufficiently reliable for the purposes of this report because StateInsight provides an up-to-date operating picture available to Department decision-makers. In addition, OIG supplemented the data with questionnaire responses and interviews. OIG's Office of Inspections is overseeing an evaluation of StateInsight's data reliability, which is presently underway and being conducted by an independent public accountant.

Sampling Methodology

The universe of foreign assistance programs and associated awards evolved due to the Department's ongoing determinations regarding which awards to continue and changes to StateInsight's data methodology. OIG downloaded a universe of Green List data from StateInsight at the following three points:

- July 29, 2025: 1,388 awards ($46.4 billion obligated value)
- August 20, 2025: 1,709 awards ($49.5 billion obligated value)
- September 30, 2025: 1,504 awards ($51.5 billion obligated value)

OIG conducted a 100-percent review of StateInsight reported data for all Green List awards.[5] OIG did not conduct a review of the individual award files for all Green List awards. Despite the universe size changing over time, OIG reviewed 100 percent of the target universe at each point in time. This evaluation uses the September 30, 2025, universe as the primary reference point.

Prior Office of Inspector General Reports

Evaluation of the Department of State's Approach to Realigning U.S. Agency for International Development Functions **(AUD-GEER-25-20, May 2025)**

OIG performed this evaluation to determine whether the Department applied key practices in developing a strategy and plan for realigning USAID functions to the Department as described in its February and March 2025 congressional notifications. OIG reported that, despite short timeframes and a dynamic operational environment, the Department's Assistance Transition Group efforts for realigning USAID functions partially reflected selected Government Accountability Office key practices. However, OIG determined that additional actions were needed to ensure the long-term success of the Department's realignment efforts. OIG offered

[5] OIG's review specifically looked at how the universe of awards compared to prior foreign assistance funded awards and which Department personnel were responsible for administering Green List awards. Additionally, OIG's Office of General Counsel reviewed some individual awards to determine what, if any, changes had been made, or were planned, to the terms and conditions of Green List awards now being administered by the Department.

three recommendations concerning the Department's implementation and strategic workforce planning related to efforts to realign USAID functions. As of July 2026, all three recommendations were considered resolved, pending further action.[6]

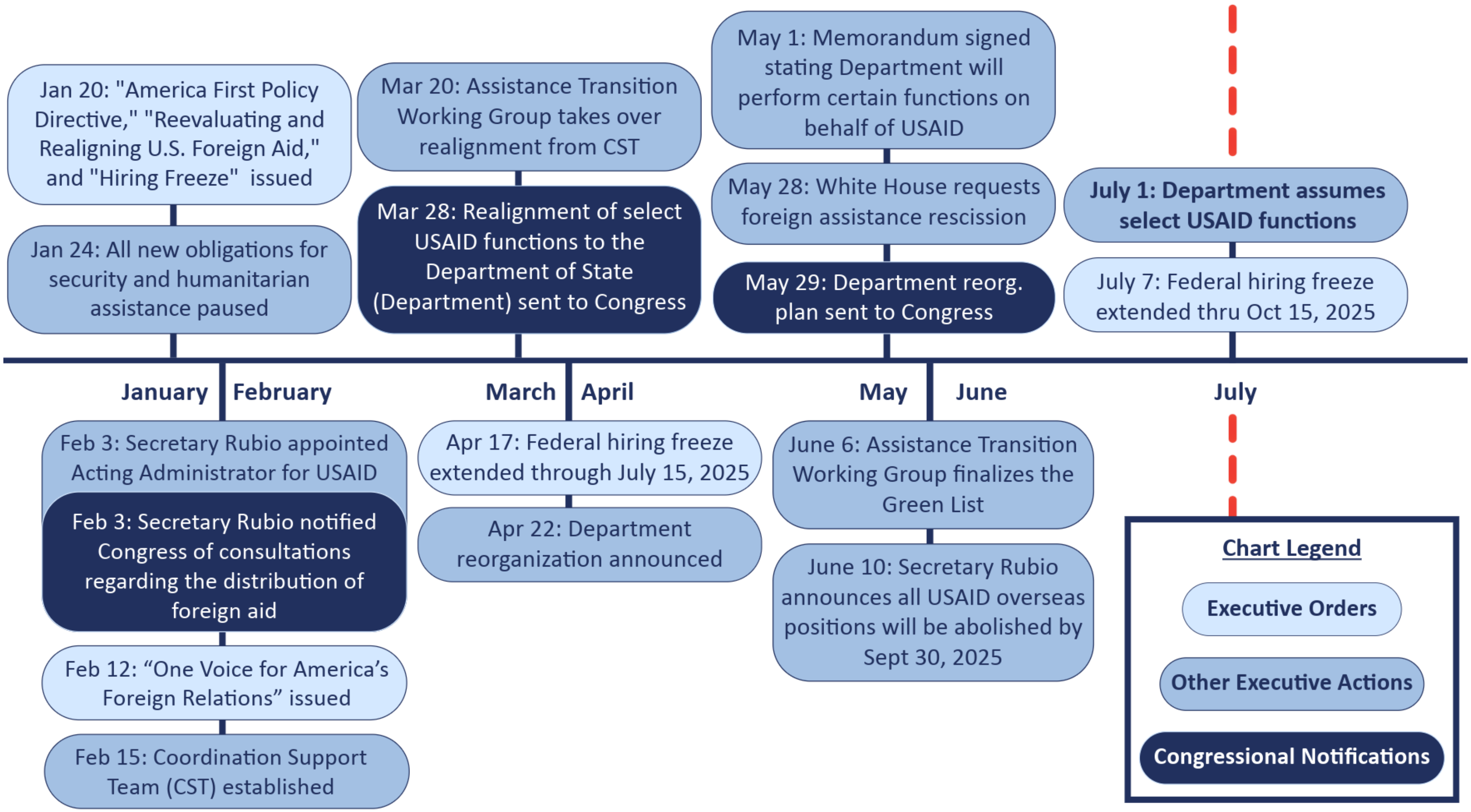
Oversight Observations To Inform Department of State Realignment of U.S. Agency for International Development Functions **(AUD-GEER-25-19, May 2025)**

On March 28, 2025, the Department notified Congress of its intent to realign selected USAID functions within the Department. According to the Department, the decision to realign certain USAID functions corresponded with broader federal efforts to streamline government functions, eliminate redundancy, and enhance accountability. The effective planning and implementation of the realignment of functions from USAID to the Department was a large-scale, high stakes undertaking. This information report, which OIG developed as part of an evaluation of the Department's initial realignment efforts (AUD-GEER-25-20), was designed to highlight OIG observations from its prior work, and the work of other federal oversight bodies, that could help the Department more efficiently and effectively realign USAID functions. The report covered relevant topic areas, such as foreign assistance; strategic planning; personnel management; and grants, cooperative agreements, and contracts.

[6] See Appendix D for the full text of these recommendations.

APPENDIX B: TIMELINE OF KEY EVENTS RELATED TO THE U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT REALIGNMENT

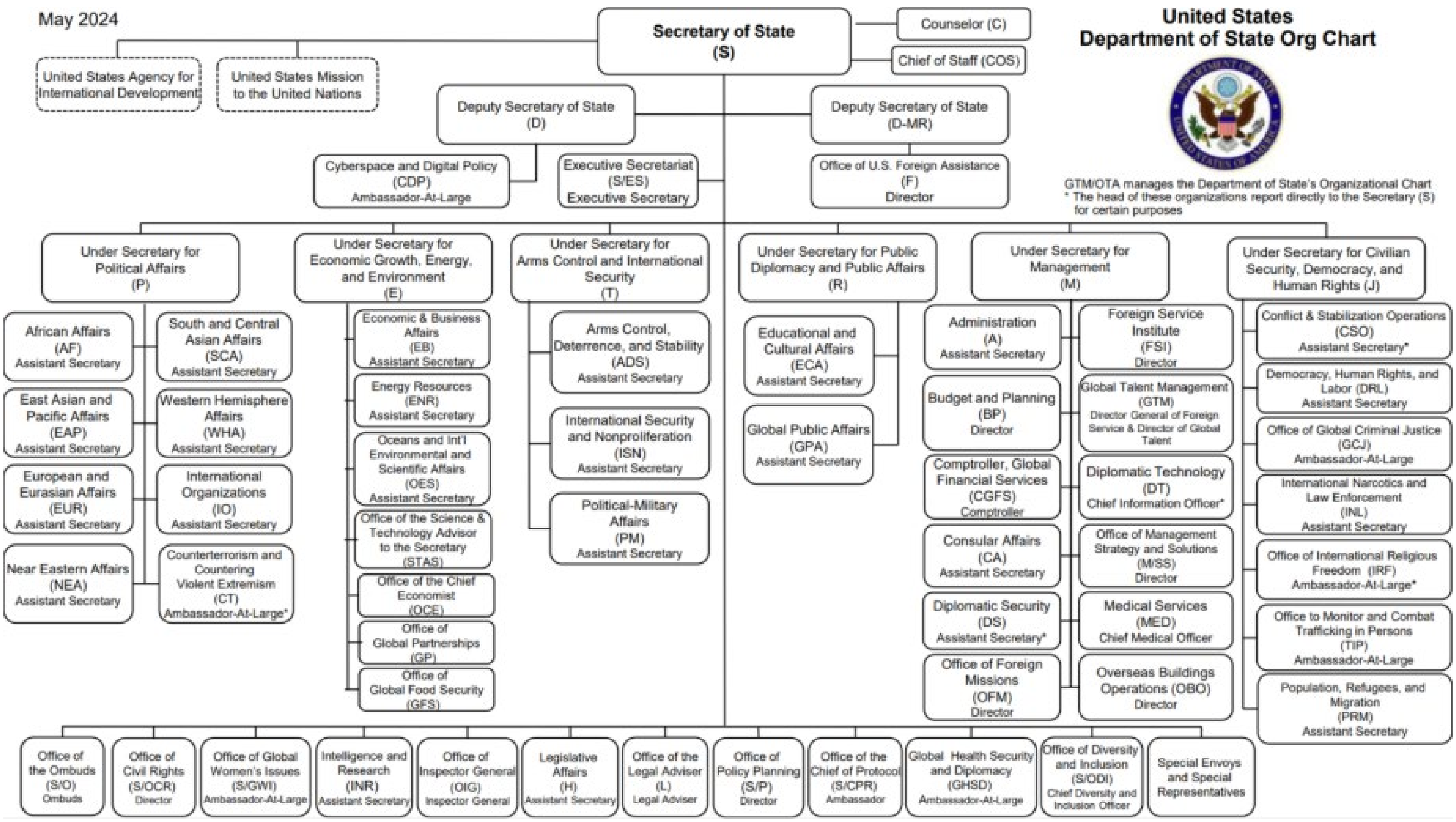
Figure B.1: Timeline of Events Related to the U.S. Agency for International Development (USAID) Realignment



Source: Generated by OIG based on U.S. government memoranda and announcements regarding the realignment of select USAID's function to the Department of State.

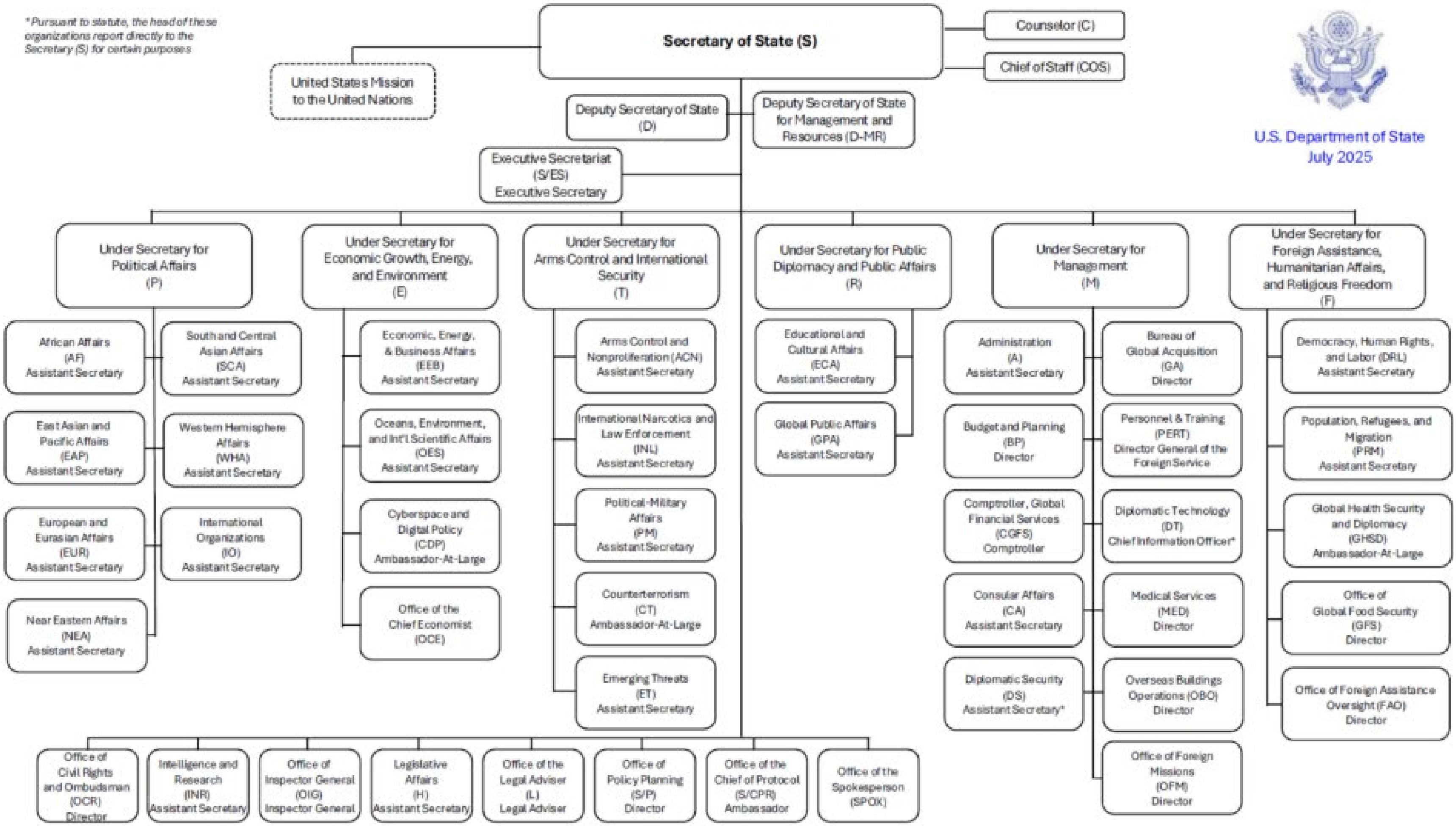
APPENDIX C: DEPARTMENT OF STATE ORGANIZATION CHARTS

Figure C.1: Department of State Organization Chart, May 2024 (Before Reorganization)



Source: Downloaded from 2021-2025.state.gov.

Figure C.2: Department of State Organization Chart, July 2025 (After Reorganization)



Source: Downloaded from www.state.gov.

APPENDIX D: PRIOR OFFICE OF INSPECTOR GENERAL RECOMMENDATIONS RELATED TO CURRENT AUDIT

The Office of Inspector General (OIG) issued *Evaluation of the Department of State's Approach to Realigning U.S. Agency for International Development Functions* (AUD-GEER-25-20, May 2025), which directly relates to the work performed during this audit. In that report, OIG offered three recommendations. As of July 2026, all three recommendations were considered resolved, pending further action.

Recommendation 1: OIG recommends that the Secretary of State delegate responsibility for completion of U.S. Agency for International Development realignment efforts to the Deputy Secretary of State for Management and Resources (D-MR). After the sunset of the Assistance Transition Working Group on July 1, 2025, in accordance with Government Accountability Office key practices, D-MR should ensure that Department of State bureaus, offices, and overseas posts with realignment responsibilities have the appropriate resources and capacity to manage implementation processes.

Recommendation 2: OIG recommends that, following implementation of Recommendation 1, the Deputy Secretary of State for Management and Resources, in coordination with the Assistance Transition Working Group or other Department of State (Department) entities or individuals as appropriate, complete the implementation plan for realigning U.S. Agency for International Development functions. The implementation plan should account for decisions that have already been made, actions required beyond July 1, 2025, and the concurrent Department reorganization announced on April 22, 2025.

Recommendation 3: OIG recommends that the Under Secretary for Management, in consultation with the Deputy Secretary of State for Management and Resources and other stakeholders as appropriate, evaluate the Department of State's (Department) workforce capacity and develop a strategic workforce plan for its reform efforts, including the realignment of U.S. Agency for International Development functions. The evaluation and strategic workforce plan should enable the Department to have "the right person with the right skills, in the right position at the right time" as described by the Office of Personnel Management.[1]

[1] OIG, *Evaluation of the Department of State's Approach to Realigning U.S. Agency for International Development Functions*, (AUD-GEER-25-20, May 2025), page 24.

ABBREVIATIONS

AF	Bureau of African Affairs
ASIST	Agency Secure Image and Storage Tracking
CGFS	Bureau of the Comptroller and Global Financial Services
CST	Coordination Support Team
D2D	Donor to Donor
DRL	Bureau of Democracy, Human Rights, and Labor
DS	Bureau of Diplomatic Security
DT	Bureau of Diplomatic Technology
EAP	Bureau of East Asian and Pacific Affairs
EB	Bureau of Economic and Business Affairs
ENR	Bureau of Energy and Resources
EUR	Bureau of European and Eurasian Affairs
G2G	Government to Government
GA	Bureau of Global Acquisitions
GFS	Office of Global Food Security
GHSD	Bureau of Global Health Security and Diplomacy
GLAAS	Global Acquisitions and Assistance System
HR	Bureau of Human Resources
NEA	Bureau of Near Eastern Affairs
OBO	Bureau of Overseas Buildings Operations
OES	Bureau of Oceans, Environment, and International Scientific Affairs
OIG	Office of Inspector General
PERT	Bureau of Personnel and Training
PRM	Bureau of Populations, Refugees, and Migration
SCA	Bureau of South and Central Asian Affairs
USAID	U.S. Agency for International Development
WHA	Bureau of Western Hemisphere Affairs

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