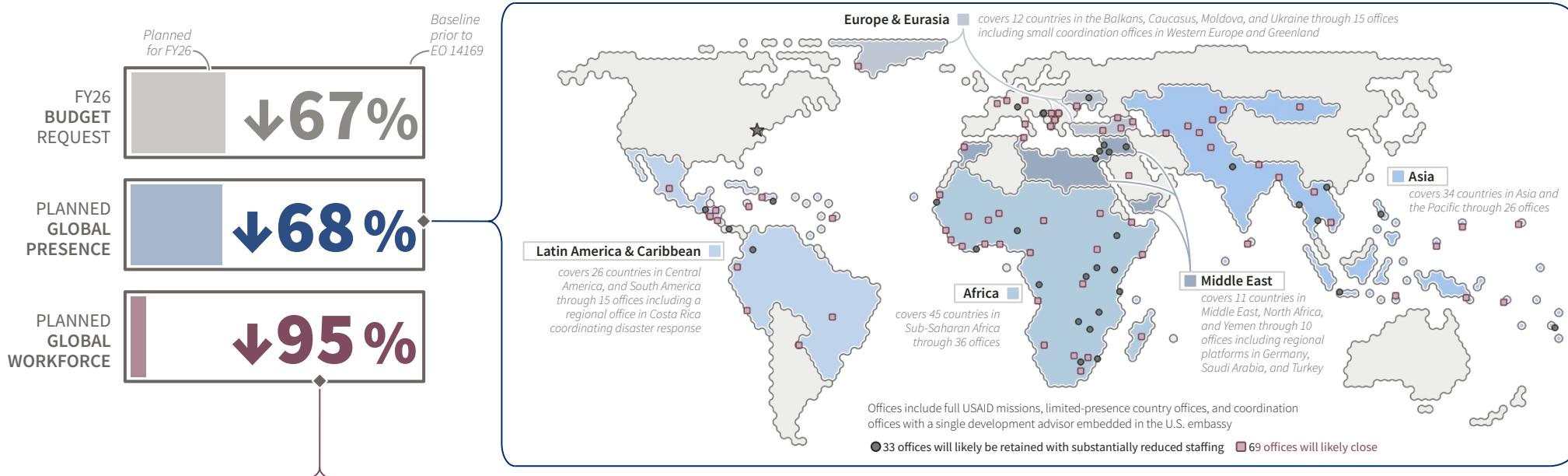


Poor planning guts the oversight and management of taxpayer dollars and weakens U.S. influence abroad



DOMESTIC OPERATIONS

3% of 5,960 positions likely retained

191 of 5,960 U.S. hires

each unit represents 10 positions

LATIN AMERICA & CARIBBEAN OPERATIONS

3% of 1,015 positions likely retained in 4 of 15 locations supporting 27 countries

18 of 284 U.S. hires

14 of 731 local hires

EUROPE & EURASIA OPERATIONS

7% of 636 positions likely retained in 3 of 15 locations supporting 12 countries

20 of 200 U.S. hires

24 of 436 local hires

AFRICA OPERATIONS

7% of 3,441 positions likely retained in 14 of 36 locations supporting 45 countries

50 of 854 U.S. hires

204 of 2,587 local hires

MIDDLE EAST OPERATIONS

13% of 646 positions likely retained in 5 of 10 locations supporting 11 countries

17 of 211 U.S. hires

64 of 435 local hires

ASIA OPERATIONS

7% of 1,608 positions likely retained in 7 of 26 locations supporting 34 countries

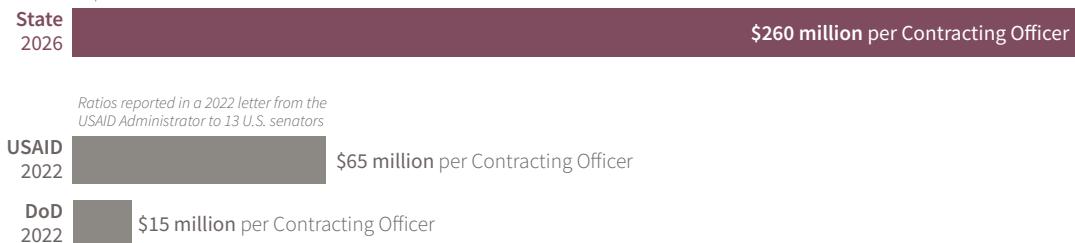
27 of 469 U.S. hires

84 of 1,139 local hires

NOTE all figures exclude inspectors general but include all other workforce categories except for a small number of employees provided from other federal agencies

Proposed staffing pattern will overwhelm capacity for funding oversight

40 Contracting Officers planned for \$10.7 billion requested in FY26 bilateral economic assistance



As of July 1 over 8,000 USAID staff have been separated from the agency, and remaining foreign assistance projects have been ‘transferred’ to the Department of State. At the same time, a planned RIF at the Department of State is moving forward, while State has announced plans to hire roughly 700 development experts to manage a foreign assistance budget exceeding \$10 billion, per FY26 President’s Budget Request.

The dismantling of U.S. global development capacity is a strategic collapse that directly threatens our national security and economic interests. It cripples our ability to curb illegal immigration, prevent the spread of deadly diseases like COVID-19, and open new markets for American goods and services. Meanwhile, adversaries like China and Russia are rapidly filling the void—gaining influence over local governments, securing trade footholds, and expanding their global reach at the expense of U.S. leadership.

Moreover, these staffing gaps will lead to more waste, more fraud, and ultimately higher costs for American taxpayers. Multiple Office of Inspector General’s reports have highlighted increased risks of waste, fraud, and abuse due to staff shortages and reduced oversight. This mismatch between staff capacity and funding oversight will be exacerbated and the State Department risks failure in delivering effective, accountable foreign assistance.

At USAID, even at full capacity, Contracting Officers (COs) managed an average of \$65M—already more than four times the DoD average of \$15M per CO. Under the State Department’s current plan, just 40 COs—all based in D.C.—would oversee up to \$260M each, 17 times the DoD ratio. With fewer in-country staff and greater geographic distance from implementation sites, this structure will lead to major gaps in oversight, accountability, and technical compliance.

Congressional Action Items

1 Ensure a realistic and adequately staffed global footprint to lead U.S. foreign assistance. This includes protecting against forced reductions in overseas presence that undermine effectiveness, oversight, and long-term partnerships. Staffing plans must be distributed globally—especially in countries where programs are implemented—not over-concentrated in Washington, D.C.

2 Require the State Department to apply tailored accountability mechanisms to development assistance awards—adjusted to fit the recipient type, whether a local NGO or a multilateral agency. Adequate funding and prioritization are also needed to:

- Hire and retain staff with specialized expertise in development and humanitarian response;
- Ensure secure, modernized information and financial systems that are resilient against malign interference.

3 Appropriate sufficient Operating Expenses (OE) funding to maintain healthy staff-to-dollar ratios. These should meet benchmarks set and monitored by HFAC and SFOPS. Key positions include:

- Contracting and Agreement Officers (COs/AOs)
- Contracting and Agreement Officer Representatives (CORs/AORs)
- Technical Specialists
- Program Officers, Analysts, and Assistants
- Legal Counsel, Executive Officers, and Logistics Staff
- Independent and well-resourced Offices of Inspectors General (OIGs)

4 Mandate quarterly, semi-annual, or annual reporting to Congress on staffing levels, mapped against development spending, to ensure resources are aligned with mission needs and not hollowed out from within.