



## Ukraine Response: USAID/Ukraine Adjusted Its Internal Processes and Strategies to Support Recovery Goals for Ukraine

### Why We Did This Audit

On February 24, 2022, Russia invaded Ukraine. At that time, the USAID Mission in Ukraine (USAID/Ukraine) managed 41 awards across the country totaling roughly \$1.1 billion. The escalating hostilities in Ukraine increased USAID/Ukraine's need for flexible programming, which led the Administrator to grant approval for the mission to modify its awards to address wartime conditions. An award modification is an adjustment to an agreement between USAID and a contractor due to new contract needs.

We conducted this audit to determine the extent to which (1) USAID/Ukraine assessed selected awardees' past performance and capacity before modifying development awards to respond to Russia's invasion and (2) selected modified awards supported recovery goals in Ukraine.

### What We Recommend

We are making no recommendations as USAID continues to update its processes and modification of existing awards to respond to Russia's invasion.

### What We Found

**USAID developed a Framework for the Agency's response to Russia's invasion.** USAID ensured that the Framework's lines of effort aligned with USAID/Ukraine's development objectives and the government of Ukraine's priorities for recovery. We found that modifications USAID/Ukraine made to all the selected awards aligned with at least one of the Framework's three strategic goals and at least one of its four lines of effort.

**Before modifying awards, USAID/Ukraine assessed selected awardees' past performance and their capacity to take on additional funds.** The mission ensured that the modified awards aligned with Ukraine's recovery efforts and developed an internal process to speed up the modification effort. However, the mission inconsistently documented awardee performance during the modification process. USAID/Ukraine has updated its guidance for award modifications to address these inconsistencies.

## Key Decision Points In USAID/Ukraine's Planning and Award Modification



Source: OIG-generated timeline based on review of congressional appropriations acts and Agency actions to provide assistance in Ukraine.