

OFFICE OF INSPECTOR GENERAL

U.S. Agency for International Development

Terminated USAID Awards in Haiti: USAID Approved Disposition Plans for Selected Assets, but Some Approval Procedures Were Unclear and Disposition Was Incomplete

Audit Report I-000-26-002-P
May 13, 2026

Audit



Office of Audits, Inspections, and Evaluations



OFFICE OF INSPECTOR GENERAL U.S. Agency for International Development

DATE: May 13, 2026

TO: Eric Ueland
Performing the Duties of Administrator and Chief Operating Officer
U.S. Agency for International Development

FROM: Gabriele Tonsil /s/
Acting Assistant Inspector General for Audits, Inspections, and Evaluations

SUBJECT: Terminated USAID Awards in Haiti: USAID Approved Disposition Plans for Selected Assets, but Some Approval Procedures Were Unclear and Disposition Was Incomplete

This memorandum transmits our final audit report. Our audit objective was to determine the status of the disposition of USAID-funded physical assets procured under selected terminated awards in Haiti.

USAID did not provide a response to or comments on the draft report. Should we receive written comments from the Agency on this report at a later date, we will update and reissue the report to reflect the comments and technical changes as applicable.

The report contains three recommendations to help safeguard U.S. government assets and ensure compliance with federal regulations and agency policies and procedures. We consider the three recommendations open and unresolved. Please provide us with a management decision for each recommendation, including agreement or disagreement with the recommendation and a plan and target date for corrective action, copying the Audit Performance and Compliance division.

We appreciate the assistance you and your staff provided to us during this audit.

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Pursuant to Pub. L. No. 117-263 § 5274, USAID OIG provides nongovernmental organizations and businesses specifically identified in this report 30 days from the date of report publication to submit a written response to USAID OIG. Comments received will be posted on <https://oig.usaid.gov/>. Please direct inquiries to oignotice_ndaa5274@oig.usaid.gov.



Report in Brief

Why We Did This Audit

On January 20, 2025, the President issued Executive Order 14169, “Reevaluating and Realigning United States Foreign Aid,” initiating a pause and review of all U.S. foreign assistance, including USAID programs. As of March 2025, USAID has terminated over \$76.5 billion out of a total of \$159 billion (almost 50 percent) in foreign assistance awards. As a result of the termination of awards, USAID implementers began preparing to dispose of government-funded assets, in accordance with award closeout procedures.

In response to the award terminations and subsequent preparation for asset disposal, we initiated a series of audits examining these processes for eight USAID missions around the world. The objective of this audit was to determine the status of the disposition of USAID-funded physical assets procured under selected terminated awards in Haiti.

We reviewed 8 out of a total of 32 awards with activities in Haiti that USAID terminated as a result of the foreign assistance review. These 8 awards included priority assets, such as armored vehicles, port construction materials, and health commodities—with a total purchase value of \$4.2 million. We selected these specific types of assets given their heightened security, reputational, and diversion risks and high-dollar value compared to other types of priority assets in Haiti. We reviewed asset disposition activities through August 31, 2025, due to the closure of USAID’s mission in Haiti and separation of Agency Staff.

What We Recommend

We recommended that USAID implement plans to ensure the complete and appropriate disposal of port rehabilitation materials and health commodities that implementers procured under USAID terminated awards in Haiti and were pending disposition as of August 31, 2025. We also recommended that USAID clarify procedures for determining armored vehicles’ security levels prior to approving disposition plans.

What We Found

USAID approved implementers’ disposition plans to donate, transfer, or retain selected assets, but approval procedures for armored vehicles were unclear. USAID implemented expedited procedures to dispose of approximately \$4.2 million in priority assets for the eight selected terminated awards. As of August 31, 2025, USAID had requested, received, and approved disposition plans for the selected assets. However, USAID approved disposition plans for armored vehicles without confirming the security level, which was necessary to determine appropriate disposition methods.

Implementers completed disposition of all armored vehicles and some health commodities, but \$1.4 million of selected assets remained undisposed. By August 31, 2025, implementers had disposed of about two-thirds of the selected assets but not approximately \$566,000 of port rehabilitation materials and \$784,000 of health commodities. The closure of the USAID Mission for Haiti, lack of clarity on responsibilities transferred to the Department of State, and risks related to unanticipated costs and possible theft, waste, and abuse raise concerns about the delayed final disposition actions for these assets.



Port rehabilitation materials pending disposition were exposed to weather and may be vulnerable to theft or waste. Source: OIG (June 2025)

Introduction

On January 20, 2025, the President issued Executive Order 14169, “Reevaluating and Realigning United States Foreign Aid,” initiating a pause and review of all U.S. foreign assistance, including USAID programs. As of March 2025, USAID has terminated over \$76.5 billion out of a total of \$159 billion (almost 50 percent) in foreign assistance awards. As a result of the termination of awards, USAID implementers began preparing to dispose of government-funded assets, in accordance with award closeout procedures. On March 28, 2025, the Secretary of State announced that USAID would cease operating as an independent agency, and on July 1, 2025, the Department assumed responsibility for many of the Agency’s functions and its ongoing programming. However, remaining USAID personnel were responsible for closing out terminated awards and winding down the Agency’s independent operations.

In response to the award terminations and subsequent preparation for asset disposal, we initiated a series of audits examining these processes for eight USAID missions around the world. The objective of this audit was to determine the status of the disposition of USAID-funded physical assets procured under selected terminated awards in Haiti.¹

To answer our audit objective, we identified 32 awards managed by USAID in Haiti that were terminated between January 20, 2025, and May 22, 2025. Of these awards, we selected 8 awards with 11 high-value critical assets that USAID identified for expedited disposition.² These assets included armored vehicles, port rehabilitation materials, and health commodities.³ We selected these specific asset types given heightened security and diversion risks and high-dollar value compared to other types of priority assets in Haiti. To determine the disposition status of assets, we reviewed disposition activities for all 11 assets as of August 31, 2025, verifying existence and condition where possible given the closure of USAID’s mission in Haiti and September 2, 2025, separation of most Agency staff. We reviewed Federal regulations and USAID policy related to asset disposition and examined award documentation, disposition plans, and supporting documentation. To better understand and corroborate asset disposition processes, we interviewed officials from USAID and implementer staff who were responsible for award management and asset oversight of the selected awards. We conducted this audit in accordance with generally accepted government auditing standards. Appendix A provides additional details on our scope and methodology.

¹ The other seven audits cover USAID missions for Egypt, El Salvador, Pakistan, the Philippines, Southern Africa, Ukraine, and the Regional Development Mission for Asia located in Thailand.

² USAID defined four priority asset categories for expedited disposition: critical security risk, high-value, reputationally sensitive, and program commodities.

³ For the purposes of this report, USAID includes both USAID/Haiti and the Bureau for Global Health. Armored vehicles fell into the “critical security risk” priority asset category; and port rehabilitation materials and health commodities fell into the “program commodities” priority asset category. All 8 selected awards were managed by USAID/Haiti or the Bureau for Global Health. Our three focus areas were armored vehicles, port rehabilitation materials, and health commodities. We excluded 24 other terminated awards in Haiti managed by USAID/Haiti, the Bureau for Global Health, and the Bureau for Humanitarian Assistance because they did not have priority assets in the three focus areas, though they may have reported other types of priority assets, such as high-value unarmored vehicles and information technology equipment.

Background

USAID Assistance to Haiti

USAID missions around the world implemented humanitarian and development programs in their respective countries and regions. To implement these programs, the missions awarded grants, cooperative agreements, and contracts to implementers, who were responsible for executing activities aligned with strategic development objectives. Over the course of an award, implementers may have procured physical assets, including vehicles and IT hardware, to support project objectives.

USAID obligated about \$417 million in fiscal year 2024 for development and humanitarian assistance programs in Haiti, located in the Caribbean (see Figure 1). In addition to programs managed by USAID/Haiti, located in the capital of Port-au-Prince, USAID bureaus for Global Health and Humanitarian Assistance managed Haiti programs from Washington, DC, typically as part of larger, global awards.

One of the United States' closest neighbors, Haiti has continued to experience catastrophic political, security, and humanitarian crises. The 2021 assassination of Haiti's president sparked a new wave of violence, and by early 2024, competing gangs controlled an estimated 80 percent of Port-au-Prince. Gang violence continued to spiral. These events influenced the types of activities that USAID executed in Haiti, from lifesaving healthcare and food assistance interventions to longer-term education, democracy and governance, and economic growth projects. USAID-funded awards included different types of priority assets, including the following:

- **Armored Vehicles.** Prevalent insecurity contributed to the need for armored vehicles for selected implementers working in high-threat areas in Haiti. However, these assets could pose security and reputational risks if misappropriated to wrongdoers, such as gangs. USAID identified six armored vehicles procured under five terminated awards that we reviewed.
- **Port Rehabilitation Materials.** USAID/Haiti prioritized infrastructure and development projects to boost Haiti's economy and achieve stability.⁴ In 2023, the mission awarded a \$10 million contract to rehabilitate the port in Cap-Haïtien, the second largest city in Haiti. When USAID terminated the award in February 2025, portions of the port had been

Figure 1. Map of Haiti



Source: OIG generated.

⁴ Due to its proximity to the United States, USAID had identified low-cost container shipping as a vital source of accelerated economic development for Haiti, but poor seaport conditions reportedly hindered maritime trade and development for decades. For example, the World Bank's *Doing Business Report 2020* ranked Haiti 179 out of 190 countries sampled for the "Trading Across Borders" indicator. A significant contributing factor to this low ranking was Haiti's challenged port sector.

demolished but not yet rebuilt. USAID-funded materials for port rehabilitation consisted of construction materials,⁵ a generator, and an office trailer—which largely remained on-site, exposed to weather, and potentially vulnerable to theft or waste.

- **Health Commodities.** USAID Bureau for Global Health supported supply chains to deliver quality health products across Haiti. USAID continued health awards identified as lifesaving and terminated awards related to family planning and maternal and child health. For the two terminated awards, we examined \$1.1 million of commodities that were in the USAID-supported warehouse at the time of award termination.⁶ The warehouse, which also stores other health commodities for ongoing awards, is in a Port-au-Prince neighborhood known for gang activity.

Appendix B includes additional information on the 11 assets across the 8 awards that we examined for this audit.

Asset Disposition Procedures

USAID missions initiated the closeout process when an award had been completed or was terminated. At that time, implementers were required to submit a final inventory, listing assets above applicable thresholds—known as a disposition or inventory list—and request disposition instructions.⁷ Federal regulations require implementers to submit disposition lists for assets with a per unit purchase value of \$500 or more for contracts⁸ and a per unit fair market value over \$10,000 for grants and cooperative agreements.⁹ USAID staff worked with implementers to compile and validate this list. The implementer then submitted a proposed disposition plan to USAID, which was responsible for making the final determination to approve or disapprove the plan.

In line with federal requirements, USAID policy listed options for asset disposition.¹⁰ These options were:

1. Transfer to another USAID-funded program.
2. Retain for implementer use for other program uses within the country or region.¹¹
3. Donate for other programmatic uses within the country or region, including to a host country government or local organization.

⁵ For the purposes of our report, we group “construction materials” as 1 asset out of the 11 we identified. The group included various individual parts such as piping and fittings.

⁶ For the purposes of our report, we group “family planning” and “maternal and child health” commodities as 2 assets out of the 11 we identified. Each group included various individual products such as boxes of contraceptives.

⁷ 2 CFR § 200.313(e), “Equipment,” *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, U.S. Government Publishing Office; 48 CFR § 752.245-71, USAID Acquisition Regulation, *Title to and care of property*.

⁸ 48 CFR § 752.245-71, USAID Acquisition Regulation, *Title to and care of property*.

⁹ 2 CFR § 200.313(e), “Equipment,” *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, U.S. Government Publishing Office.

¹⁰ USAID, Automated Directives System (ADS) Chapter 534, Personal Property Management Overseas, section 534.3.7.

¹¹ Retention of assets by the implementer involves transferring asset ownership from USAID to the implementer for other programmatic related activities/programs.

4. Redistribute within USAID for operational uses.
5. Transfer to another U.S. Government agency.
6. Sell to a third party.

USAID acquisition and assistance staff, including agreement officers and agreement officer's representatives, managed this process. The agreement officer's representatives were responsible for verifying asset inventories for disposition, which the agreement officer reviewed and signed-off.¹²

In addition, the Department of State issued specific disposition guidance for armored vehicles, which also applied to USAID. The Department of State considered armored vehicles with certain security level, determined based on specific criteria, to be a security risk if not under U.S. government control. As such, the only permissible disposition methods for these armored vehicles were proper destruction or inclusion in the U.S. embassy fleet. Other disposition methods, such as donation to a host country government or local organization, were not allowed.

USAID Award Terminations

While the President's review of foreign assistance was ongoing, on February 24, 2025, nearly all USAID staff were placed on administrative leave, and overseas staff were ordered to prepare to return to the United States.¹³ On March 10, 2025, the Secretary of State announced that the administration had concluded its review of foreign assistance and that 83 percent of USAID awards were terminated. USAID began award closeout and asset disposition for the terminated awards but had limited staff to execute these procedures since most USAID staff were placed on administrative leave.

Recognizing operational constraints, USAID's Office of Acquisition and Assistance issued supplemental guidance on March 13, 2025, directing operating units to expedite asset disposition decisions. This guidance applied to assets deemed critical security risks, high-value assets, reputationally sensitive assets, and

Expedited Disposition Categories Guidance

- (1) Critical Security Risks: Armored vehicles, IT and communications equipment containing sensitive data, and other assets whose mismanagement or loss could pose security or safety threats.
- (2) High-Value Assets: Essential or costly resources such as medical supplies, vehicles, and construction materials.
- (3) Reputationally Sensitive Assets: Heavily branded USAID resources or supplies that, if mishandled, could negatively impact U.S. government credibility or humanitarian goals.
- (4) Program Commodities: Essential commodities for beneficiaries, including food aid, medical supplies, textbooks, or infrastructure materials suitable for rapid distribution.

¹² USAID ADS Chapter 302sat, Guidance on Closeout Procedures for A&A Awards, An Additional Help Document for ADS Chapters 302, 303, and 309.

¹³ Staff were originally placed on administrative leave on February 7, 2025. They were temporarily reinstated on February 8, due to a temporary restraining order, until February 21, when a Federal judge ruled that the administration could proceed with plans for mass layoffs.

program commodities. Specifically, it required missions to obtain disposition plans for qualifying assets within 10 days. According to the guidance, expediting disposition decisions would allow USAID to safeguard program assets to maintain operational integrity and uphold U.S. government objectives.

On March 28, 2025, the Department of State formally notified Congress that it would assume the remaining responsibilities and functions of USAID by July 1, 2025. USAID staff at overseas missions were to return to the United States by August 15, 2025. As a part of this transition, nearly all non-statutory positions at USAID were to be eliminated, all missions closed, and personnel worldwide separated from the Agency by September 2, 2025. Accordingly, the Department of State assumed responsibility for ongoing awards and future foreign assistance on July 1, 2025. The remaining USAID personnel focused on managing award closeout procedures and other Agency wind down functions.

USAID Approved Implementers' Plans to Donate, Transfer, or Retain Assets, but Some Approval Procedures Were Unclear and Disposition Was Incomplete

USAID implemented expedited procedures in Haiti to dispose of approximately \$4.2 million in priority assets for the eight selected terminated awards. As of August 31, 2025, two days prior to the closure of USAID's mission in Haiti and separation of Agency staff, USAID had requested, received, and approved disposition plans for all selected assets. However, approval procedures for armored vehicles were unclear and implementers had not disposed of approximately \$1.4 million in selected assets—raising concerns about final disposition actions for these items.

USAID Approved Implementers' Disposition Plans to Donate, Transfer, or Retain Selected Assets, but Approval Procedures for Armored Vehicles Were Unclear

USAID approved all disposition plans to donate, transfer, or retain the 11 selected assets under the 8 awards in our sample, but we found that approval procedures for one type of critical security risk asset were unclear. USAID approved the implementer's plans to donate family planning and maternal and child health commodities with an approximate value of \$1.1 million to the Haitian government.¹⁴ Also, USAID approved implementers' plans to donate \$2.4 million in construction materials to the Haitian government for port rehabilitation works in Cap-Haïtien. For the six armored vehicles purchased for approximately \$675,000, USAID approved implementers' preferred disposition methods. However, procedures for validating the security

¹⁴ USAID Bureau for Global Health executed this award in multiple countries, including Haiti. Due to the size of the program, the implementer prepared multi-country disposition plans and managed commodities separately through country-specific divestiture plans. USAID explained to us that several factors, including where commodities were stored and the type of agreement in place with the host-country government, influenced divestiture plans. For this audit, we refer to the divestiture plans we reviewed as disposition plans for simplicity.

level of armored vehicles before approving disposition plans for them were unclear—putting the U.S. government at risk of potentially mishandling critical security assets.

Specifically, USAID approved implementers' plans to transfer five of the armored vehicles to the U.S. Embassy in Port-au-Prince and approved an implementer's plan to retain the sixth armored vehicle. However, USAID officials did not validate the security level of the armored vehicle, such as running the vehicle identification number (VIN) through the appropriate security office, before approving retention by a non-U.S. government entity. According to Department of State guidance, armored vehicles meeting certain levels of security criteria are not allowed to be retained by or donated to a non-U.S. government entity, even to friendly governments. The only allowed disposition options were proper destruction or inclusion in the embassy fleet.

Despite the potential security risk, USAID asset disposition guidance did not provide clear instruction for validating an armored vehicle's security level as part of the asset disposition process. Furthermore, according to the new contracting officer in charge of the award, the official award file lacked information on the vehicle procurement and security level, and USAID officials were unfamiliar with security criteria that may apply to armored vehicles under their purview. One USAID official explained that the Department of State would validate security level upon arrival at the U.S. Embassy in Haiti, but we noted that this procedure would not be exercised for the armored vehicle approved for implementer retention. The vehicle was verified as appropriate for implementer retention only after we asked the security office to run the VIN. Better guidance would have helped USAID ensure that approved disposition methods for critical security assets were based on quality information.¹⁵

The expedited timeframes for asset disposition, employment termination of most USAID staff, evolving guidance, and the closure of USAID/Haiti contributed to the lack of clarity for some disposition plan approval procedures. For example, USAID's March 13, 2025, *Guidance on Expedited Disposition of Program Assets* said: "additional specific guidance on the disposition of armored vehicles will be provided soon." The follow up guidance provided May 30, 2025, indicated that the Department of State's Defensive Equipment and Armored Vehicle division "may be able to assist" running VINs, but the guidance did not instruct USAID when or whether to validate security levels as part of the asset disposition process.

Implementers Completed Disposition of All Armored Vehicles and Some Health Commodities, but \$1.4 Million of Selected Assets Remained Undisposed

As of August 31, 2025, implementers had transferred, retained, or donated \$2.8 million of \$4.2 million of selected assets (68 percent) in accordance with their USAID-approved plans. However, disposition of other assets valued at approximately \$1.4 million (32 percent) had not yet been completed and officials were unclear on next steps. Specifically, by late August, USAID implementers of terminated awards had not donated any of the port materials and had not

¹⁵ The Government Accountability Office's *Standards for Internal Control in the Federal Government* states that quality information (i.e., appropriate, current, complete, accurate, accessible, and provided timely) helps management make informed decisions, address risks, and fulfill internal control responsibilities (Principle 13).

donated \$784,000 of the health commodities. Delayed disposition actions may increase security and diversion risks.

- **Armored Vehicles.** Disposition of the six armored vehicles had been completed as of August 31, 2025. Of the five armored vehicles transferred to the U.S. Embassy in Haiti, three were on the secure U.S. embassy compound in Port-au-Prince; and one was under repair with an external mechanic in Port-au-Prince. The fifth armored vehicle was located at the airport in Cap-Haïtien in a secured parking area, where it would stay for U.S. embassy trips to the north. The sixth armored vehicle was approved for implementer retention and was in transit to the implementer from its place of acquisition in Dubai, United Arab Emirates.
- **Port Rehabilitation Materials.** As of August 31, 2025, USAID had not provided proof of transfer of the approved donation of a generator, office trailer, and construction materials—valued at about \$1.8 million—to Haiti’s National Port Authority in Cap-Haïtien. The transfer did not occur due in part to delays conducting inventory and approving the disposition plan. In addition, \$566,000 in construction materials remained in the United States in warehouses in Florida, Colorado, and Oregon with uncertain plans for disposition due to an ongoing termination negotiation settlement with the implementer. USAID did not know what the implementer would do with the materials, how domestic warehousing costs were being covered given the terminated status of the award, or who would receive the materials should they ultimately be shipped to Haiti. A USAID official said the Department of State had expressed interest in following through on the terminated activity but had not confirmed plans to do so as of late August 2025.
- **Health Commodities.** The implementer delivered a portion of the family planning commodities and all maternal and child health commodities to public health facilities run by the Haitian government. However, the rest of the family planning commodities, valued at approximately \$784,000, remained in the implementer’s Port-au-Prince warehouse. The implementer planned to deliver the remaining items to the Haitian Ministry of Health’s central warehouse, but the central warehouse did not have sufficient capacity to accept the items. As of August 31, 2025, the implementer did not know when space would become available in the central warehouse for the transfer to occur and said items would remain in the implementer’s Port-au-Prince warehouse, which continued to store other health commodities for ongoing activities that were previously funded by USAID and transferred to the Department of State on July 1, 2025.

The unfinished status of asset disposition as of August 31, 2025, raised concerns, including:

- **Lack of points of contact.** USAID officials with employment termination dates of September 2, 2025, said they did not have definitive points of contact at the Department of State or USAID who would see asset disposition through to completion.
- **Obligations to pay unanticipated costs.** It was unclear to USAID officials who would pay unanticipated storage costs for the construction materials in the United States, or the health commodities in Port-au-Prince, since the awards that covered the costs previously had been terminated. Relying on implementers to continue covering the costs without appropriate approvals could put the U.S. government at risk of unauthorized commitment.

- Risks of theft or waste.** The port rehabilitation materials, though in a locked lay-down area, were exposed to weather and could be vulnerable to theft or waste. USAID officials also questioned whether the Haitian government would have the capability to use the donated materials for port rehabilitation as intended. We also noted that the armored vehicle at the Port-au-Prince repair shop could be vulnerable to gang activity until moved to the more secure U.S. embassy compound. Additionally, without a clear timeline for transfer to the central warehouse, health commodities remaining in the Port-au-Prince warehouse could be at risk of diversion or expiration. See Figure I for photos of these assets.

Figure I. Examples of Undisposed Assets and Associated Risks


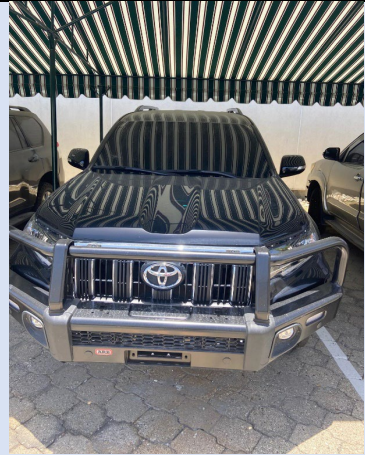

		
<p>*Construction materials for port rehabilitation were exposed to weather and may be vulnerable to theft or waste.</p>	<p>*The implementer transferred a similar vehicle to the U.S. Embassy in Haiti, but it was not yet on the secure compound due to repairs.</p>	<p>**Family planning commodities waiting transfer to the central warehouse may be at risk of theft or expiration.</p>

Photo credits: *OIG and **Chemonics International Inc. (July and August 2025).

Conclusion

USAID conducted expedited procedures to approve implementer disposition plans and facilitate transfer, donation, or retention following award terminations in Haiti. However, lack of clarity on procedures for validating the security level of armored vehicles and delayed disposition of priority assets increased security and diversion risks to the U.S. government. Ensuring the complete and appropriate disposal of port rehabilitation materials and health commodities that implementers procured under USAID terminated awards in Haiti and were pending disposition as of August 31, 2025, would help safeguard U.S. government assets and ensure compliance with federal regulations and agency policies and procedures.

Recommendations

We recommend that USAID take the following actions:

- Clarify procedures for validating the security level of armored vehicles when approving asset disposition plans.

2. Implement a plan to ensure remaining health commodities associated with terminated awards in Haiti are donated in accordance with their USAID-approved disposition plans.
3. Implement a plan to ensure port rehabilitation materials located in the U.S. and in Haiti are disposed of in accordance with USAID-approved disposition plans.

OIG Response to Agency Comments

We provided our draft report to USAID on February 10, 2026. As of April 27, 2026, the Agency had not provided a response to or comments on the draft report. Should we receive comments from the Agency at a later date, we will reissue this report to incorporate those comments.

We consider the three recommendations open and unresolved.

Appendix A. Scope and Methodology

We conducted our work from April 2025 through February 2026 in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective.

The objective of this audit was to determine the status of the disposition of USAID-funded physical assets procured under selected terminated awards in Haiti.

In planning and performing the audit, we gained an understanding and assessed internal controls that were significant to the audit objectives. Specifically, we designed and conducted procedures related to one of the five components of internal control as defined by the U.S. Government Accountability Office.¹⁶ This was Information and Communication. The steps we took to assess these controls are discussed below.

The audit covered USAID programmatic awards implemented in Haiti that USAID terminated between January 20 and May 22, 2025. We conducted our work from San Salvador, El Salvador and on-site in Port-au-Prince and Cap-Haïtien, Haiti.

To identify the universe of terminated awards in Haiti, we asked USAID/Haiti and the bureaus for Global Health and Humanitarian Assistance—USAID’s three primary operating units managing Haiti programs—to provide us with a list of awards terminated as a result of the foreign assistance review. By May 30, 2025, USAID identified 32 terminated awards that were implemented in Haiti and included priority assets. Of the 32 awards, we determined that 8 included one or more of the three types of priority assets that we judgmentally selected for testing: armored vehicles, port rehabilitation materials, and health commodities. We judgmentally selected these specific asset types given heightened security, reputation, and diversion risks and high dollar value compared to other types of priority assets in Haiti. We identified a total of 11 such assets across the 8 awards, as described in Appendix B. Our results and conclusions are limited to the awards and assets we reviewed and are not generalizable. However, we determined that our method for selecting these awards and assets was appropriate for our audit objectives and that the selection would generate valid, reliable evidence to support our findings and conclusions.

To verify asset existence, disposition plan completeness and accuracy, and disposition status, we reviewed disposition plans and supporting documentation such as proofs of transfer for the 11 selected assets as of August 31, 2025. We selected this cut-off date to align with the closure of USAID/Haiti and the September 2, 2025, separation of most Agency staff. We physically verified assets where possible given travel and security restrictions. Specifically, for the armored vehicles, we (1) physically verified the three armored vehicles that had been transferred to the U.S. Embassy in Haiti and were on the embassy compound, and (2) relied on documentary evidence for the two armored vehicles that had been transferred to the embassy but were not

¹⁶ U.S. Government Accountability Office, *Standards for Internal Control in the Federal Government* (GAO-14-704G), September 2014.

in the compound and for the final armored vehicle in Dubai due to temporary restrictions on operational travel. For the port rehabilitation materials, we physically verified the construction materials, generator, and office trailer located in Cap-Haïtien. We relied on documentary evidence for the construction materials in the United States due to temporary restrictions on operational travel. For the health commodities, which were located in a heightened security risk area, we obtained photographs and traced assets to supporting documentation, including disposition plans and proofs of transfer.

In addition, we reviewed relevant Federal regulations and USAID policies related to asset disposition for terminated awards, including Title 2 of the Code of Federal Regulations and USAID's Automated Directives System. We also reviewed applicable contract clauses, such as Agency for International Development Acquisition Regulation 752.245-70, "Government Property—USAID Reporting Requirements," and the Bureau for Management Office of Acquisition and Assistance's "Guidance on Expedited Disposition of Program Assets," issued on March 13, 2025.

To understand USAID's oversight processes and controls for priority assets procured under terminated awards and the disposition of those assets in Haiti, we interviewed USAID officials responsible for award management. We also discussed oversight processes, security concerns, and country contextual factors with USAID/Haiti's Front Office managers, the U.S. Embassy in Haiti's Regional Security Office, and Department of State officials in Washington, DC, including those responsible for approving U.S. government travel to Haiti. We conducted site visits in Cap-Haïtien, Haiti and corroborated information from site visits, interviews, and document review with USAID and implementer staff.

In answering the audit objective, we did not rely on computer-processed data to conduct our work. Audit findings, conclusions, and recommendations were based on testing of asset disposition plans; physical assets for completeness, accuracy, and existence; and analysis of relevant Federal and USAID requirements.

Appendix B. Disposition Status of Selected Assets Under USAID Terminated Awards in Haiti, As of August 31, 2025

#	Asset Description	Purchase Value	Award Information [†]	Date Award Terminated	Date Disposition Plan Approved	Approved Method	Disposition Status
ARMORED VEHICLES							
1	Toyota Landcruiser	\$145,000	DAI Global USAID Eau Project, \$33 million. 02/12/2024 – 02/11/2029	2/26/2025	4/29/2025	Transfer to U.S. Embassy in Haiti	Complete
2	Toyota Prado	\$135,000	Mennonite Economic Development Associates Atteindre Project, \$16.9 million. 08/12/2020 – 08/11/2026	2/26/2025	5/9/2025	Transfer to U.S. Embassy in Haiti	Complete
3	Toyota Landcruiser	\$118,750	Interchurch Medical Assistance Improved Health Service Delivery-Integrated Health Resilience Activity, \$57 million. 06/13/2022 – 06/12/2027	2/26/2025	4/11/2025	Transfer to U.S. Embassy in Haiti	Complete
4	Toyota Landcruiser	\$118,750				Transfer to U.S. Embassy in Haiti	Complete
5	Toyota Land Cruiser	\$125,000	Institut Pour la Santé, la Population et le Développement in Haiti BRIDGE Project, \$25.5 million. 12/10/2019 – 07/23/2025	2/26/2025	4/10/2025	Retain by implementer	Complete
6	Chevrolet Blazer	\$32,000 [‡]	DAI Global Haiti Resilience and Agriculture Sector Advancement Activity, \$26.9 million. 09/30/2021 – 09/29/2026	2/26/2025	5/10/2025	Transfer to U.S. Embassy in Haiti	Complete
PORT REHABILITATION MATERIALS							
7	Construction Materials	\$1.8 million (Haiti)	NH Global Service	2/26/2025	8/25/2025	Donate to Government of Haiti	Incomplete

#	Asset Description	Purchase Value	Award Information†	Date Award Terminated	Date Disposition Plan Approved	Approved Method	Disposition Status
		\$566,000 (U.S.)	<i>Cap-Haitien Port Rehabilitation,</i> \$10.4 million. 08/31/2023 – 08/30/2025				
8	Office Trailer	\$66,250				Donate to Government of Haiti	Incomplete
9	Generator	\$17,500				Donate to Government of Haiti	Incomplete
HEALTH COMMODITIES							
10	Family Planning	\$1.1 million	Chemonics <i>Global Health Supply Chain-Procurement and Supply Management (GHSC-PSM) Task Order 3,</i> \$28.4 million* 04/20/2015 – 03/14/2025	3/14/2025	6/17/2025	Donate to Government of Haiti	Incomplete
11	Maternal and Child Health	\$14,974	Chemonics <i>GHSC-PSM Task Order 4,</i> \$11.5 million* 09/16/2016 – 03/14/2025	3/14/2025	4/11/2025	Donate to Government of Haiti	Complete
TOTAL		\$4.2 million					

†Award information includes implementer name, title of project/activity, anticipated total estimated cost, and anticipated life of the award prior to early termination following the foreign assistance review.

‡The implementer confirmed that the vehicle was purchased as a soft-skinned vehicle and armored later, thus accounting for the lower purchase price compared to other armored vehicles.

*Amount represents the funded portion of this global award related specifically to Haiti.

Source: OIG analysis of USAID and implementer documentation.



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