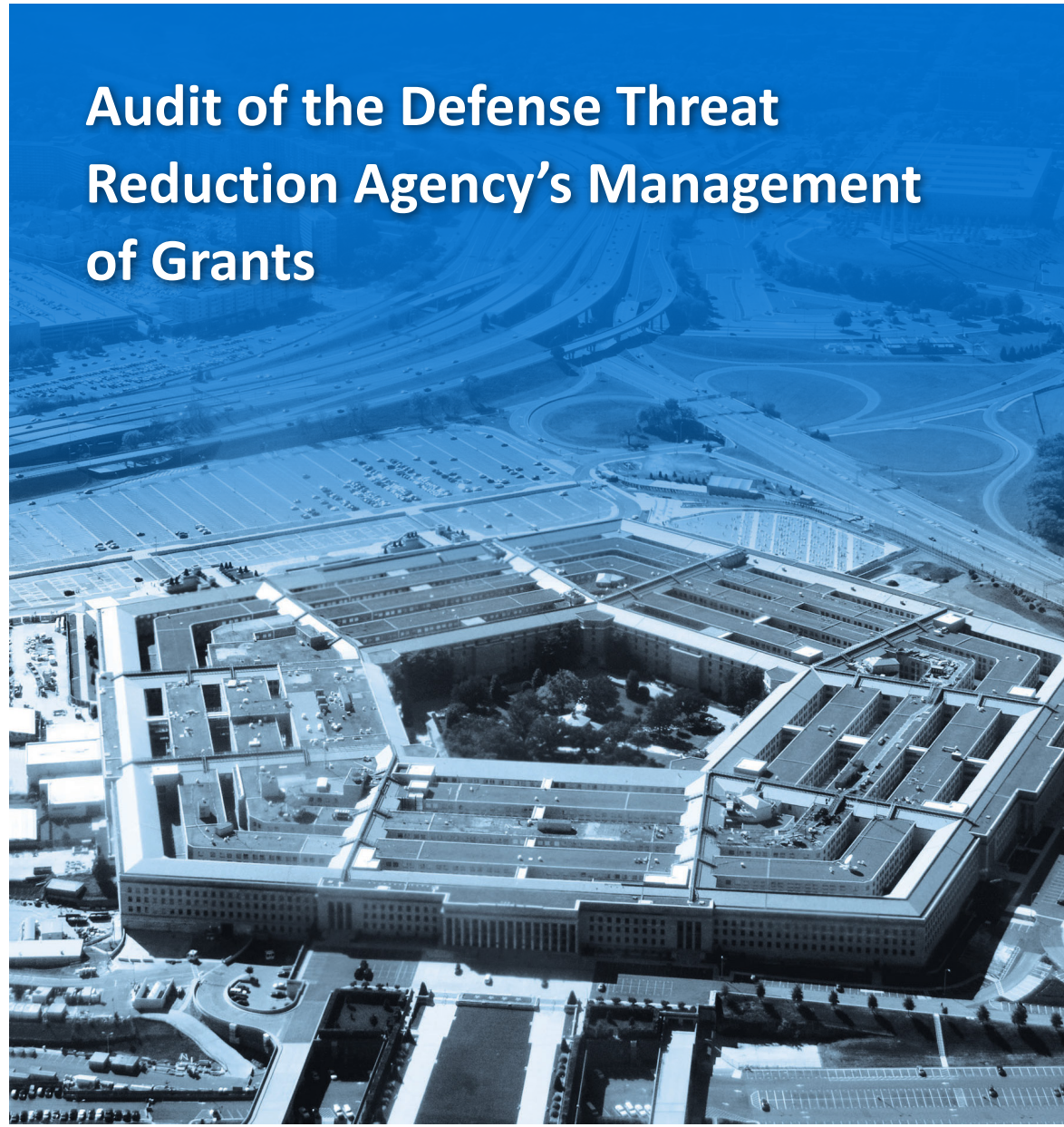




INSPECTOR GENERAL

U.S. Department of War

MAY 15, 2026



Audit of the Defense Threat Reduction Agency's Management of Grants



Pursuant to Executive Order 14347, "Restoring the United States Department of War," September 5, 2025, the Department of Defense Inspector General (DoD IG) and Office of Inspector General (DoD OIG) use the secondary titles of the Department of War Inspector General (DoW IG) and Office of Inspector General (DoW OIG), respectively. The use of these secondary titles does not in any way affect the primary statutory title or authorities of the DoD IG under The Inspector General Act of 1978, as amended (5 U.S.C. Chapter 4, Inspectors General), or the authorities or responsibilities of the DoD IG or DoD OIG pursuant to any laws, regulations, or policies.



Results in Brief

Audit of the Defense Threat Reduction Agency's Management of Grants

May 15, 2026

Objective

The objective of this audit was to determine whether the Defense Threat Reduction Agency (DTRA) effectively managed grants in accordance with the grant terms and conditions.

Background

DTRA awards grants for scientific research, training, and support related to combating weapons of mass destruction. DTRA grant officer's representatives (GORs) are responsible for managing and monitoring grant performance. Grants include general and specific terms and conditions that require grantees to submit timely, accurate, and complete financial, performance, and technical reporting (deliverables) throughout a grant's lifecycle. These deliverables enable GORs to measure each grantee's compliance and performance against the terms and conditions, as well as grant objectives and goals.

Findings

For our sample of 62 grants reviewed, valued at \$232.8 million, DTRA did not effectively manage 54 grants, valued at \$191.6 million, that had: (1) late deliverables, (2) missing deliverables, (3) no supporting documents to measure whether the deliverables were timely, or (4) a combination of those deficiencies.

These deficiencies occurred because DTRA policies and procedures were not comprehensive and lacked guidance on how GORs were to monitor deliverables, document information in grant files, and

Findings (cont'd)

hold grantees accountable for noncompliance. In addition, these deficiencies occurred because DTRA did not have a formal training program for GORs or a designated official responsible for grant operations.

As a result, DTRA did not ensure that 54 grants represented the best use of Government funding and met agreed-upon objectives and goals that align with DTRA's mission.

For 11 completed grants in our sample, valued at \$36.1 million, DTRA did not submit any final technical reports to the Defense Technical Information Center as required by DoW guidance and each grant's terms and conditions. This occurred because DTRA officials were not aware of the requirement. As a result, DTRA did not share research methodologies or innovations on combating weapons of mass destruction with the DoW research community, resulting in the \$36.1 million that DTRA awarded on these grants not being fully maximized.

Recommendations

We recommend that the DTRA Director of Acquisition, Contracts, and Logistics, develop detailed comprehensive policies and procedures for grant operations; establish and implement a formal training program; and designate an official responsible for grant operations. We also recommend that DTRA review all completed grants and ensure all final technical reports are submitted to the Defense Technical Information Center.

Management Comments, Actions Taken, and Our Response

The DTRA Director of Acquisition, Contracts, and Logistics, agreed with all the recommendations and implemented or initiated corrective actions to address them; therefore, one recommendation is closed and three are resolved but will remain open. We will close the recommendations once we verify that DTRA has completed the agreed-upon actions. Please see the Recommendations Table on the next page for the status of the recommendations.

Recommendations Table

Management	Recommendations Unresolved	Recommendations Resolved	Recommendations Closed
Director of Acquisition, Contracts, and Logistics, Defense Threat Reduction Agency	None	A.1, A.2, and B.1	A.3

Note: The following categories are used to describe agency management’s comments to individual recommendations.

- **Unresolved** – Management has not agreed to implement the recommendation or has not proposed actions that will address the recommendation.
- **Resolved** – Management agreed to implement the recommendation or has proposed actions that will address the underlying finding that generated the recommendation.
- **Closed** – The DoW OIG verified that the agreed-upon corrective actions were implemented.



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

May 15, 2026

**MEMORANDUM FOR DIRECTOR OF ACQUISITION, CONTRACTS, AND LOGISTICS,
DEFENSE THREAT REDUCTION AGENCY**

**SUBJECT: Audit of the Defense Threat Reduction Agency's Management of Grants
(Report No. DOWIG-2026-085)**

This final report provides the results of the DoW Office of Inspector General's audit. We previously provided copies of the discussion draft for comments. We considered management's comments on the discussion draft when preparing the final report. These comments are included in the report.

The DTRA Director of Acquisition, Contracts, and Logistics, agreed with all four recommendations and implemented or initiated corrective actions to address them; therefore, we consider one recommendation closed and three resolved and open. We will close the three resolved recommendations when management officials provide documentation showing that all the agreed-upon actions to implement the recommendations are completed. Therefore, please provide us within 90 days your response concerning specific actions in process or completed on the recommendation. Please send your response to [REDACTED].

If you have any questions, please contact me at [REDACTED]. We appreciate the cooperation and assistance received during the audit.

Carmen J. Malone
Assistant Inspector General for Audit
Acquisition, Contracting, and Sustainment

Contents

Introduction

Objective.....	1
Background.....	1

Finding A. DTRA Did Not Effectively Manage Grants in Accordance with Terms and Conditions..... 4

Ineffective Grant Management.....	4
DTRA Lacked Detailed Comprehensive Policies and Procedures for Grant Operations.....	6
DTRA GORs Were Not Adequately Trained.....	7
DTRA Did Not Designate an Official Responsible for Grant Operations.....	8
DTRA’s Ineffective Management Did Not Ensure Grants Represented the Best Use of Funds.....	8
Recommendations, Management Actions Taken and Comments, and Our Response.....	8

Finding B. DTRA Did Not Share Final Technical Reports with the DoW Research Community..... 12

DoW Policy for Submitting Technical Results to DTIC.....	12
Final Technical Reports Not Submitted to DTIC.....	12
DTRA Officials Were Unaware of the Regulatory Requirement.....	13
DTRA-Funded Research Investments Were Not Fully Maximized.....	14
Recommendation, Management Action Taken and Comments, and Our Response.....	14

Appendix

Scope and Methodology.....	16
Internal Control Assessment and Compliance.....	17
Use of Computer-Processed Data.....	18
Prior Coverage.....	19

Management Comments

Defense Threat Reduction Agency.....	20
--------------------------------------	----

Acronyms and Abbreviations..... 22

Introduction

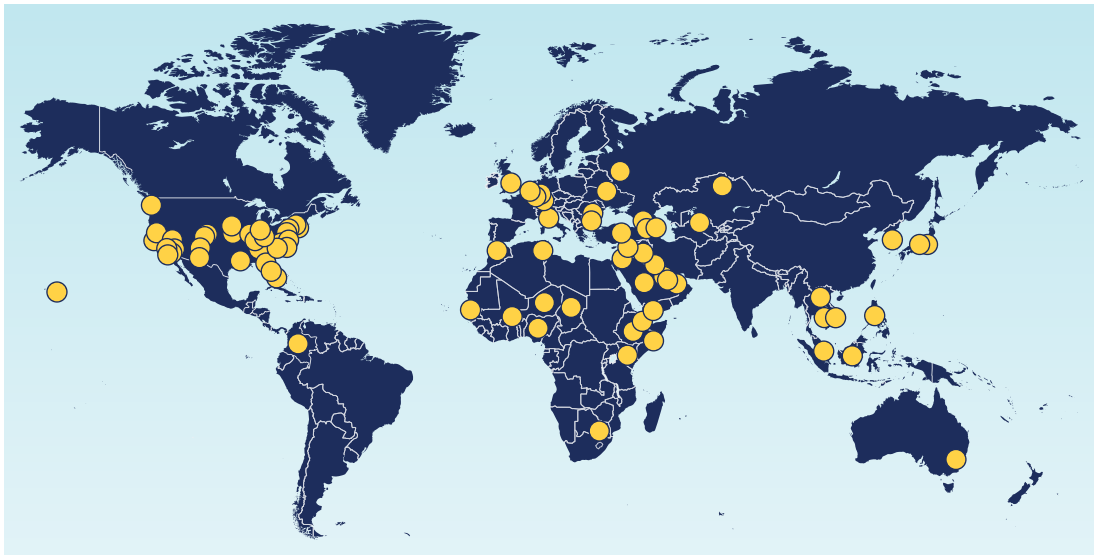
Objective

The objective of this audit was to determine whether the Defense Threat Reduction Agency (DTRA) effectively managed grants in accordance with the grant terms and conditions. A grant is a type of Federal financial assistance that the Government uses to fund ideas and projects without substantial involvement from the Government. See the appendix for a discussion on the scope, methodology, and prior coverage related to the audit objective.

Background

Established in 1998, DTRA's mission is to provide solutions to enable the DoW, U.S. Government, and international partners to deter strategic attacks against the United States and its allies; prevent, reduce, and counter weapons of mass destruction and emerging threats; and prevail against adversaries armed with weapons of mass destruction during conflicts. With headquarters in Virginia at the Fort Belvoir Army installation and offices worldwide, DTRA employs approximately 1,700 civilian and uniformed Service members as of January 2026. DTRA's worldwide footprint enables them to better understand the operational environment, requirements, and capabilities to prevent, reduce and counter weapons of mass destruction and emerging threats. Figure 1 shows DTRA's worldwide footprint.

Figure 1. DTRA's Worldwide Footprint



Source: DTRA.

DTRA Grant Program

DTRA accomplishes its mission, in part, through the awarding of grants for scientific research, training, and support to domestic and international entities. DTRA uses broad agency announcements to solicit ideas and proposals from the research community that could lead to innovative solutions for combating weapons of mass destruction. These announcements are typically open to various domestic and international organizations, including universities, industries, and nonprofit research institutions. An example of a domestic DTRA grant is a \$2.1 million grant awarded to the Massachusetts Institute of Technology to develop a platform for drug discovery that supports rapid and cost-effective medical countermeasure development for emerging chemical and biological threats. An example of an international DTRA grant is a \$10.6 million grant awarded to the Food and Agriculture Organization of the United Nations in Rome, Italy, to reduce the risks and impact of biological threats through strengthened national animal health systems in Southeast Asia. Since 2009, DTRA has awarded 491 grants, valued at \$2 billion, for scientific research, training, and support to domestic and international entities.¹

Policies and Procedures for Grant Management

The Defense Grant and Agreement Regulatory System (DGARS) is a system of policies and procedures to guide operations of DoW grants.² DGARS establishes requirements for DoW stakeholders to efficiently and effectively execute and oversee programs; properly manage Federal funds; comply with relevant statutes and executive orders; and collect, retain, and disseminate management and fiscal data. In addition to DGARS, DTRA Standard Operating Procedures (SOPs) define roles and responsibilities for stakeholders and require that the grant officer's representative (GOR) be responsible for managing and monitoring grant performance. GOR responsibilities include activities such as evaluating and maintaining deliverables and documenting grant performance.³ Furthermore, DTRA's grant award agreements reinforce the requirement for the GOR to monitor the technical and programmatic performance of the grant, including compliance with the grant agreement's reporting requirements.

Required Financial, Performance, and Technical Reporting Deliverables

Grants include general and specific terms and conditions that require grantees to submit timely, accurate, and complete financial, performance, and technical reporting (deliverables) throughout a grant's lifecycle. These deliverables enable

¹ Data obtained from the DoW's multidomain, enterprise-wide data, analytics, and artificial intelligence platform, Advancing Analytics (ADVANA) as of April 25, 2025. ADVANA is the official DoW repository of common enterprise data.

² DoD Directive 3210.06, "Defense Grant and Agreement Regulatory System," (Incorporating Change 2, October 15, 2018). The DoW publishes the DGARS in the Code of Federal Regulations.

³ DTRA Standard Operating Procedures, "Receipt, Inspection, and Acceptance/Unliquidated Obligation," November 2024.

grant officials to measure each grantee's compliance and performance against the terms and conditions, as well as grant objectives and goals. Grant terms and conditions provide the grantee with the necessary framework for grant operations and allow for effective DTRA management. Although each grant has its own specific terms and conditions for reporting, Table 1 shows the financial, performance, and technical deliverables that DTRA typically requires.

Table 1. DTRA Grant Report Deliverables and Descriptions

DTRA Financial, Performance, and Technical Reporting Requirements for Grants		
<p>Financial Reports</p> <p>The grantee shall provide Federal financial reports semiannually or annually. The purpose of a Federal financial report (SF-425) is for grantees to report the financial status of their awards to the Federal government.¹</p>	<p>Annual Performance Reports</p> <p>The grantee shall provide an annual report that describes actions that occurred during the time period. Broadly, the report shall address items such as accomplishments, products, participants, and other collaborating organizations, impact, changes, and problems.</p>	<p>Annual Quad Charts</p> <p>The grantee shall provide an annual quad chart which is a one-page document that provides a brief summary of the grant during the time period. It includes the objective of the grant, status of effort, personnel supporting the grant, major milestones, and a funding profile.</p>
<p>Quarterly Performance Reports</p> <p>The grantee shall provide brief updates of the work completed quarterly.</p>	<p>Annual Technical Reviews</p> <p>The grantee is expected to attend and present at annual technical program review meetings. This is a key event where DTRA reviews the progress of its research programs.</p>	<p>Final Technical Reports</p> <p>Upon completion of the grant, the grantee will prepare a final report. The final report shall be a comprehensive technical summary of the significant work accomplished. DTRA is required to send the report to the Defense Technical Information Center so that the results of the effort can be shared with the research community.²</p>

¹ The SF-425 is a standard form which allows Federal agencies to monitor how grant funds are disbursed, expended, and accounted for by the grantee. It also helps ensure that grantees use Government funds in accordance with the terms and conditions of their grant agreements.

² The Defense Technical Information Center's mission is to ensure the innovation and knowledge stemming from the DoW's past and current investment in science and technology forms the building blocks for the next generation of discovery and accelerates capability to the warfighter.

Source: DTRA.

Finding A

DTRA Did Not Effectively Manage Grants in Accordance with Terms and Conditions

For the 62 grants, valued at \$232.8 million, that we reviewed, DTRA did not effectively manage 54 grants, valued at \$191.6 million (82 percent of the total grant value reviewed), in accordance with the terms and conditions. Specifically, DTRA records showed:

- 30 grants, valued at \$100.2 million, had a combination of late deliverables, missing deliverables, or no supporting documentation to measure whether deliverables were timely;
- 16 grants, valued at \$66.2 million, had only late deliverables;
- 4 grants, valued at \$12.9 million, had only missing deliverables; and
- 4 grants, valued at \$12.3 million, lacked only supporting documentation to measure whether deliverables were timely.

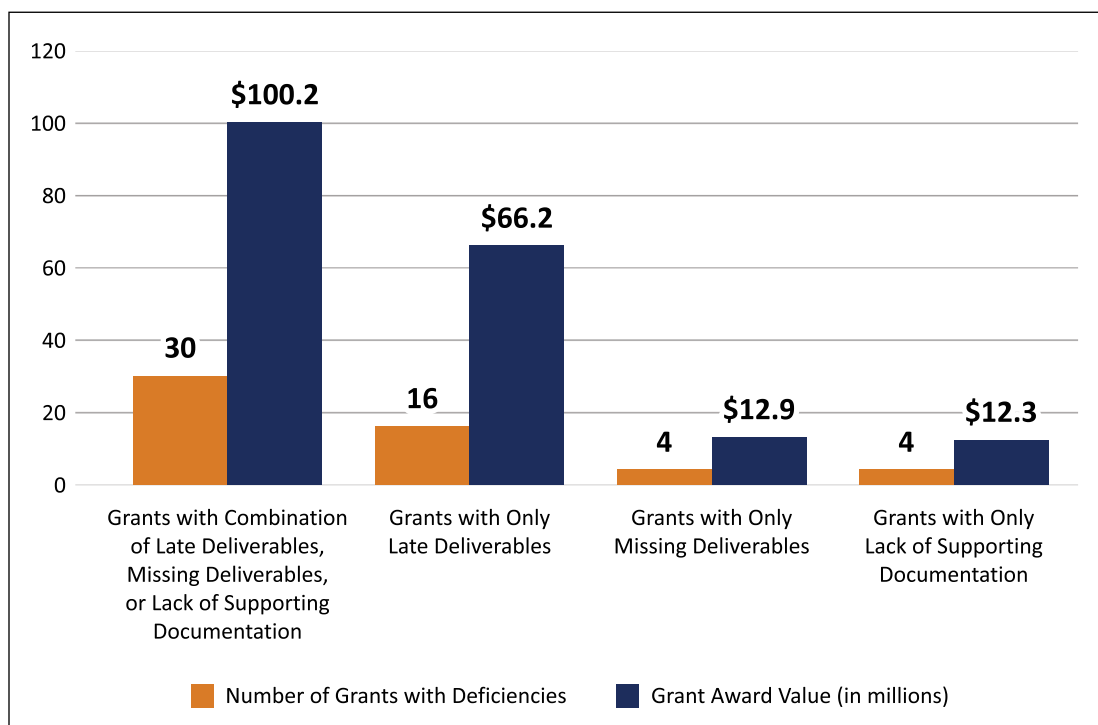
These deficiencies occurred because DTRA policies and procedures were not comprehensive and lacked guidance on how GORs were to monitor deliverables, document information in grant files, and hold grantees accountable for noncompliance. In addition, this occurred because DTRA did not have a formal training program for GORs or a designated official responsible for grant operations.

As a result, DTRA did not ensure that 54 grants, valued at \$191.6 million, represented the best use of Government funding and met agreed-upon objectives and goals that aligned with DTRA's mission to prevent, reduce, and counter weapons of mass destruction and emerging threats.

Ineffective Grant Management

DTRA did not effectively manage 54 grants, valued at \$191.6 million. Specifically, we identified grants with late deliverables, missing deliverables, lack of supporting documentation to measure whether the deliverables were timely, or a combination of the deficiencies. Figure 2 shows a summary of the number of grants with deficiencies and the value of those grants.

Figure 2. Number of Grants with Deficiencies and Value of Those Grants



Source: The DoW OIG.

The following examples describe grants with deficient deliverables.

Grant with a Combination of Deliverable Deficiencies. DTRA awarded Grant No. HDTRA12110002 on October 21, 2020, for \$2.4 million. From 2020 through 2024, the grant’s terms and conditions required 17 reporting deliverables. Of these 17 deliverables, DTRA records showed 4 deliverables were submitted late, 6 deliverables were missing, and 5 deliverables lacked supporting documentation to demonstrate when they were submitted.⁴ The four late deliverables ranged from 2 to 371 days beyond the dates required by the grant’s terms and conditions.

Grant with Late Deliverables. DTRA awarded Grant No. HDTRA12210005 on December 13, 2021, for \$2.5 million. For 2021 and 2022, the grant’s terms and conditions required five reporting deliverables. Of these five deliverables, DTRA records showed that four deliverables were submitted between 11 and 467 days late.⁵

⁴ Based on third-party coordination with the grantee, the grantee provided evidence that two of the six missing deliverables and one of the five deliverables lacking supporting documentation were submitted to DTRA on-time. However, DTRA did not have this information in its grant files.

⁵ Based on third-party coordination with the grantee, the grantee stated that one of the four deliverables was submitted on time; however, based on the grantee evidence provided, we could not confirm when the deliverable was submitted.

Grant with Missing Deliverables. DTRA awarded Grant No. HDTRA12110016 on April 12, 2021, for \$2 million. From 2021 through 2025, the grant's terms and conditions required 12 reporting deliverables. Of these 12 deliverables, DTRA could not provide 2 deliverables. Therefore, we reported them as missing from DTRA's grant files.⁶

Grant with No Supporting Documentation for Deliverable Submissions. DTRA awarded Grant No. HDTRA12210012 on March 15, 2022, for \$2.7 million. From 2022 through 2025, the grant's terms and conditions required nine reporting deliverables. Of these nine deliverables, DTRA records showed four deliverables did not have supporting documentation to demonstrate reports were submitted on or before the dates required.

DTRA Lacked Detailed Comprehensive Policies and Procedures for Grant Operations

The DTRA policies and procedures were not comprehensive and lacked guidance on how GORs were to monitor deliverables, document information in grant files, and hold grantees accountable for noncompliance. Title 32, Code of Federal Regulations (CFR), section 21.430 requires DTRA to establish internal policies and procedures for grant operations.⁷ DTRA officials developed SOPs for receipt, inspection, and acceptance of products and services, as well as review of unliquidated obligations. For example, the SOP outlines procedures to track and monitor financial activities; perform receipt, inspection, and acceptance of invoices; and review unobligated obligations. However, the SOP lacks procedures that foster effective management of grants, such as procedures on:

- monitoring and following up on late or missing submissions of financial, performance, and technical deliverables required in a grant's terms and conditions;
- documentation for consistent and complete grant files; and
- accountability for noncompliance with a grant's terms and conditions, such as late submissions of deliverables.

Detailed comprehensive SOPs would help DTRA officials manage grants more effectively and consistently, while also promoting accountability and compliance. Therefore, DTRA should update its SOPs to include detailed comprehensive procedures for grant operations for use across the agency. At a minimum, the detailed comprehensive SOPs should include procedures on:

⁶ Based on third-party coordination with the grantee, the grantee provided evidence that the two deliverables were provided to DTRA and were submitted on time. Nevertheless, DTRA did not have this information in its grant files.

⁷ 32 CFR part 21, "DoD Grants and Agreements, General Matters," section 21.430, "What are the Responsibilities of the Head of the Awarding or Administering Activity?"

- monitoring and following up on late or missing submissions of financial, performance, and technical report deliverables required in a grant's terms and conditions;
- documentation for consistent and complete grant files; and
- remedies for compliance with a grant's terms and conditions, including procedures for suspension or debarment of any grantee that fails to submit timely and complete grant deliverables in accordance with the grant's terms and conditions.

DTRA GORs Were Not Adequately Trained

DTRA did not have a formal training program to ensure that its GORs fully understood their responsibilities and procedures for grant management. Instead, DTRA officials relied on the GOR grant appointment memorandum that established the roles and responsibilities for the GOR. DTRA officials stated that most training provided to ensure GORs were knowledgeable on those roles and responsibilities were ad-hoc and informal. This lack of training led to GORs that:

- were not aware that final technical reports should be submitted to DTIC, although grant terms and conditions incorporated this requirement (see Finding B for additional details on this discussion);
- did not ensure grant files contained adequate and necessary documents, such as deliverables and evidence that grantees submitted deliverables in accordance with grant terms and conditions;
- did not follow up on missing deliverables until we requested documentation of those deliverables;
- did not hold grantees accountable for late submissions of deliverables; and
- assumed they had the authority to approve deviations to grant terms and conditions, such as approving extensions on deliverable submissions and allowing grantees to submit financial data in a format that was not in compliance with grant terms and conditions.

Adequately trained GORs who know their responsibilities and are knowledgeable about grant operations are crucial to the effective management of grants. Therefore, DTRA should establish and implement a formal training program for GORs that includes roles and responsibilities related to grant management and required procedures for grant operations.

DTRA Did Not Designate an Official Responsible for Grant Operations

DTRA did not have a designated official responsible for grant operations to ensure that grants are being effectively managed and functioning as intended. DTRA is required by 32 CFR sec. 21.425 to designate an official (or officials) to be responsible for grant operations.⁸ Without a designated official responsible for overseeing grant operations, individual programs or directorates managed grants independently, which resulted in ineffective grant management. For example, not all DTRA Directorates used a GOR file checklist as a tool to regularly assess compliance with grant requirements and documentation procedures. Therefore, DTRA should designate an official responsible for grant operations to ensure grants are effectively managed and functioning as intended.

DTRA's Ineffective Management Did Not Ensure Grants Represented the Best Use of Funds

As a result of ineffective management, DTRA did not ensure that 54 grants, valued at \$191.6 million, represented the best use of Government funding and met agreed-upon goals and objectives that aligned with DTRA's mission to enhance national security. By having late deliverables, missing deliverables, and no supporting documentation to measure whether deliverables were submitted on time, DTRA could not effectively track progress and measure grant performance. Accurate and detailed records are essential for ensuring DTRA gets what it pays for. Deliverables required in grant terms and conditions are to maintain accountability, promote transparency, and ensure grant compliance. With late and missing deliverables, DTRA did not provide assurance that the interests of DTRA, the DoW, and the taxpayer were adequately protected.

Recommendations, Management Actions Taken and Comments, and Our Response

Recommendation A.1

We recommend that the Director of Acquisition, Contracts, and Logistics, Defense Threat Reduction Agency, update their standard operating procedures to include detailed, comprehensive procedures for grant operations for use across the agency. At a minimum, the procedures should include details on:

- **monitoring and following up on late or missing submissions of financial, performance, and technical report deliverables required in grant terms and conditions;**

⁸ 32 CFR part 21, "DoD Grants and Agreements, General Matters," section 21.425, "How Does a DoD Component's Authority Flow to Awarding and Administering Activities?"

- **documentation for consistent and complete grant files; and**
- **remedies for compliance with grant terms and conditions, including procedures for suspension or debarment of any grantee that fails to submit timely and complete grant deliverables in accordance with the grant's terms and conditions.**

Defense Threat Reduction Agency Actions Taken During the Audit

Based on feedback we provided during the audit, the DTRA Director of Acquisition, Contracts, and Logistics, signed a memorandum on December 15, 2025, stating that DTRA is developing an automated grant document management tool to enhance oversight capabilities.⁹ The tool is expected to standardize documentation, track critical grant milestones, and facilitate consistent monitoring. Additionally, on December 16, 2025, the Director stated that DTRA has updated a grant file review checklist to serve as a tool to regularly assess compliance with grant requirements and documentation procedures.

Defense Threat Reduction Agency Comments

The Director agreed with the recommendation and reaffirmed the action taken during the audit, stating that DTRA's implementation plan for its Grants Program will correct the absence of comprehensive SOPs. The Director's estimated completion date for final SOPs issuance is August 31, 2026.

Our Response

The Director's comments and actions taken addressed the specifics of the recommendation; therefore, the recommendation is resolved but will remain open. We will close this recommendation once we verify that DTRA has detailed, comprehensive SOPs for grant operations for use across the agency.

Recommendation A.2

We recommend that the Director of Acquisition, Contracts, and Logistics, Defense Threat Reduction Agency, establish and implement a formal training program for grant officer's representatives that includes roles and responsibilities related to grant management and required procedures for grant operations.

⁹ DTRA memorandum, "Mandatory Training for Grants Officers and Grants Officer Representatives (GORs)," Undated.

Defense Threat Reduction Agency Actions Taken During the Audit

Based on feedback we provided during the audit, the DTRA Director of Acquisition, Contracts, and Logistics, signed a memorandum on December 15, 2025, stating that DTRA will change performance objectives for GORs to better align with their oversight responsibilities. The memorandum requires mandatory training for all DTRA GORs. The following courses are required to be completed annually:

- COR Level A, including Annual Ethics Training
- DAU GRT 0010: Introduction to Grants and Agreements Management Policies
- DAU GRT 0020: Introduction to Grants and Agreements Management Pre-Award
- DAU GRT 0030: Introduction to Grants and Agreements Management Award Phase
- DAU GRT 0040: Introduction to Grants and Agreements Management Post-Award

Defense Threat Reduction Agency Comments

The Director agreed with the recommendation and reaffirmed that DTRA will establish a training plan for the Grants Program with initial and periodic training requirements. The Director's estimated completion date for establishing the training plan is August 31, 2026.

Our Response

The Director's comments and actions taken addressed the specifics of the recommendation; therefore, the recommendation is resolved but will remain open. We will close this recommendation once we verify that DTRA's training program for GORs includes roles and responsibilities related to grant management and required procedures for grant operations.

Recommendation A.3

We recommend that the Director of Acquisition, Contracts, and Logistics, Defense Threat Reduction Agency, designate an official responsible for grant operations to ensure grants are effectively managed and functioning as intended.

Defense Threat Reduction Agency Actions Taken During the Audit

Based on feedback we provided during the audit, the DTRA Director of Acquisition, Contracts, and Logistics, signed a memorandum on February 20, 2026, directing the establishment of a lead office to oversee grant operations. The memorandum states that the Acquisition, Contracts, and Logistics Directorate, Contracts Department is designated as the lead office and its duties include:

- developing comprehensive SOPs and a GOR training program;
- instituting a process to ensure DTRA confirms or verifies that all required technical reports are submitted to DTIC (see Finding B for details);
- ensuring adherence to all relevant statutes, regulations, and policies related to grants management; and
- reporting regularly to the DTRA Director of Acquisition, Contract, and Logistics, on the progress of the program's implementation and ongoing operations.

Defense Threat Reduction Agency Comments

The Director agreed with the recommendation and reaffirmed the action taken during the audit, stating that the DTRA's Contracts Department Chief is responsible for the oversight of grant operations. The Director also stated that the Contracts Department established the DTRA Grants Program Office as the central authority for managing DTRA's grants framework.

Our Response

The Director's comments and actions taken addressed the specifics of the recommendation; therefore, we consider the recommendation closed.

Finding B

DTRA Did Not Share Final Technical Reports with the DoW Research Community

For the 11 completed grants in our sample, valued at \$36.1 million, DTRA did not submit any final technical reports to the Defense Technical Information Center (DTIC) as required by DoD Instruction 3200.12 and the grants' terms and conditions.¹⁰ This occurred because DTRA officials were not aware of this regulatory requirement. As a result, DTRA did not share research methodologies or innovations on combating weapons of mass destruction with the DoW research community, resulting in the \$36.1 million that DTRA awarded on these grants not being fully maximized and elevating the risk of duplicating efforts and increased costs by other DoW agencies.

DoW Policy for Submitting Technical Results to DTIC

DoD Instruction 3200.12 establishes the DoW Scientific and Technical Program (STIP) to maximize resources and eliminate duplication of efforts by thorough reuse of DoW research investments and assets. The STIP provides DoW stakeholders, such as scientists and acquisition professionals, full access to DoW-funded scientific knowledge and technical innovations. Under the STIP, DoW Component heads must ensure all results of DoW research and engineering and studies efforts are submitted to DTIC to preserve and share information across the DoW to maximize the return on investment in research and engineering and studies. DTRA appropriately incorporated this requirement into the grant terms and conditions.¹¹

Final Technical Reports Not Submitted to DTIC

For the 11 completed grants in our sample of 62 grants, DTRA received 11 final technical reports from grantees but did not submit any of them to DTIC. However, after we informed DTRA officials of this deficiency, DTRA took action and provided all 11 final technical reports to DTIC. Table 2 shows the 11 completed grants with a final technical report, organized by grant number, grant value, and report submission date to DTRA and DTIC.

¹⁰ DoD Instruction 3200.12, "DoD Scientific and Technical Information Program (STIP), August 22, 2013 (Change 3 Effective December 17, 2018).

¹¹ DTRA grant terms and conditions state that the final technical report will always be sent to DTIC.

Table 2. Completed Grants with a Final Technical Report by Grant Number, Grant Value, and Report Submission Date to DTRA and DTIC

Grant No.	Grant Value	Final Technical Report Submission Date to DTRA	Final Technical Report Submission Date to DTIC	Number of Days Between Submissions
HDTRA12110001	\$2,200,000	September 6, 2024	September 16, 2025	375
HDTRA12110002	2,411,000	January 8, 2025	July 29, 2025	202
HDTRA12110005	799,446	March 29, 2022	August 11, 2025	1,231
HDTRA12110007	2,221,146	March 31, 2025	July 29, 2025	120
HDTRA12110010	2,500,000	March 30, 2025	September 18, 2025	172
HDTRA12110017	1,994,727	May 16, 2022	January 12, 2026	1,337
HDTRA12110030	4,474,583	November 20, 2024	July 24, 2025	246
HDTRA12110036	4,034,944	December 6, 2024	July 25, 2025	231
HDTRA12110039	4,786,015	December 5, 2024	July 25, 2025	232
HDTRA12210005	2,500,000	June 21, 2024	August 12, 2025	417
HDTRA12210030	8,213,630	July 31, 2024	February 3, 2026	552
Total	\$36,135,491			

Source: The DoW OIG.

DTRA Officials Were Unaware of the Regulatory Requirement

DTRA officials did not submit final technical reports to DTIC because they were not aware of the requirement. DTRA officials stated that refresher training is needed and updated a checklist to require documentation of DTIC submission of final technical reports be maintained in grant files. Recommendation A.2 recommends that DTRA implement a formal training program for officials responsible for grant management. Therefore, we are not making a separate recommendation for training as part of this finding.

Because DTRA officials were unaware of the requirement to submit final technical reports to DTIC, it is highly likely that this matter extends beyond our sample. Therefore, DTRA should review all completed grants that were not in our sample and ensure all associated final technical reports are submitted to DTIC.

DTRA-Funded Research Investments Were Not Fully Maximized

As a result, DTRA did not share research methodologies or innovations on combating weapons of mass destruction with the DoW research community, resulting in the \$36.1 million not being fully maximized and elevating the risk of duplicating efforts and increased costs by other DoW agencies. For example, on May 16, 2022, DTRA received a final technical report for a \$2 million grant (Grant No. HDTRA12110017) that performed research to identify optimal solutions for monitoring warfighters' psychological readiness on the battlefield. However, DTRA did not submit the report to DTIC until January 2026, after we identified the deficiency to DTRA. Therefore, for more than 1,300 days, this grant's final technical report was not available to DoW scientists and acquisition professionals, increasing the risk of duplication of efforts. Specifically, because the final technical report was not available on DTIC's website, other DoW agencies may assume the work has never been done and spend money for a grant that looks at the same or similar topic.

Recommendation, Management Action Taken and Comments, and Our Response

Recommendation B.1

We recommend that the Director of Acquisition, Contracts, and Logistics, Defense Threat Reduction Agency, review all completed grants that were not in our sample and ensure all associated final technical reports are submitted to the Defense Technical Information Center.

Defense Threat Reduction Agency Actions Taken During the Audit

Based on the feedback we provided during the audit, the DTRA Director of Acquisition, Contracts, and Logistics, signed a memorandum on February 20, 2026, directing the Contracts Department to institute a process to confirm or verify that all required technical reports are submitted to DTIC.

Defense Threat Reduction Agency Comments

The Director agreed with the recommendation and reaffirmed the action taken during the audit, stating that DTRA is committed to creating a formal process for DTIC submissions and ensuring all final technical reports are submitted by September 30, 2026.

Our Response

The Director's comments and actions taken addressed the specifics of the recommendation; therefore, the recommendation is resolved but will remain open. We will close this recommendation once we verify that DTRA has instituted a process for DTIC submissions and submitted all final technical reports to DTIC.

Appendix

Scope and Methodology

We conducted this performance audit from May 2025 through May 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 objective. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective.

Selection of DTRA Grants for Review

We selected a nonstatistical sample of 62 grants, valued at \$271.3 million from a population of 95 grants, valued at \$302.4 million. We used the following rationale and criteria in selecting our sample. We considered DTRA grants awarded from FY 2021 through FY 2023. From those grants, we selected the ones with an award amount greater than \$1.7 million. We selected grants awarded during this time so that our sample would include some grants that DTRA closed and some that were still ongoing. Our nonstatistical sample represented 90 percent of the award value for all DTRA grants awarded during this time. The purpose of the sample was to test whether DTRA grant officials received and managed financial, performance, and technical reporting deliverables, as required in the grant terms and conditions. Our results are based on a nonstatistical sampling methodology and, therefore, cannot be used to calculate estimates (projections) for the population. Table 3 shows a summary of the grants awarded from FY 2021 through FY 2023 and our nonstatistical sample selection.

Table 3. Nonstatistical Sample Selection

DTRA Grants (FY 2021 through FY 2023)	Number of Grants	Federal Award Amount
Universe	95	\$302,373,530
Nonstatistical Sample	62	\$271,296,062*
Percent of Universe	65%	90%

* We based our sample selection on data obtained from the DoW's multidomain, enterprise-wide data, analytics, and artificial intelligence platform, Advancing Analytics (ADVANA). To determine the reliability of the data in ADVANA, we obtained source documentation throughout our audit and compared it to the ADVANA data. Our comparison revealed some differences. See the Computer-Processed Data section in this appendix for additional information.

Source: The DoW OIG and ADVANA.

Review of Documentation and Interviews

To assess the effectiveness of DTRA's management of grants in accordance with grant terms and conditions, we reviewed criteria relevant to grant management and focused our review on the terms and conditions for reporting deliverables. We obtained and reviewed grant award and modification documents from the Procurement Integrated Enterprise System (also known as Electronic Data Access) for our sample of 62 grants. We also coordinated with DTRA officials to obtain reporting deliverables required by the grant terms and conditions. We reviewed and analyzed reporting deliverables for the 62 grants in our sample while using the audit announcement date of May 19, 2025, as the deliverables cutoff date. We reviewed the following grant documents.

- Grant awards and modifications
- Grant terms and conditions
- Financial reports
- Performance reports
- Quad charts
- Technical reviews
- Final technical reports

We compiled and recorded grant data for analysis. We followed up with DTRA officials on each of the 62 grants and interviewed DTRA officials to understand roles and responsibilities and procedures in place for grant management and discussed deficiencies identified on DTRA grants. In addition, we provided some grantees an opportunity to comment on the accuracy of their grant information used as examples in the report.

Internal Control Assessment and Compliance

We assessed internal controls and compliance with laws and regulations necessary to satisfy the audit objective. In particular, we assessed internal controls components related to control environment, control activities, and monitoring, and underlying principles significant to determining whether DTRA effectively managed grants according to terms and conditions. However, because our review was limited to these internal control components and underlying principles, it may not have disclosed all internal control deficiencies that may have existed at the time of this audit.

Use of Computer-Processed Data

We used computer-processed data obtained from ADVANA to nonstatistically select a sample of 62 DTRA grants. In order to determine the reliability of the computer-processed data used in our sample selection, we compared the ADVANA data to grant source documentation for the 62 grants. Source documentation included the grant award and modification documents.

Our comparison revealed that there were some differences between the amounts in ADVANA and the amounts in the source grant documents. Specifically, ADVANA showed a total award value of \$271.3 million for the 62 grants we reviewed, but source documentation revealed that total award value was \$232.8 million, a difference of \$38.5 million. According to DTRA, the difference was due to data that were incorrect in a feeder system which flowed into ADVANA. When brought to DTRA's attention, DTRA took action by submitting feedback tickets to have the data corrected.

Additionally, DTRA started conducting their own data quality reviews. DTRA stated that the reviews showed that there were data quality issues in systems that are not interoperable with ADVANA. As a result, in 2025, DTRA stated that they implemented peer reviews as part of what will become an Assistance Data Improvement and Compliance Process intended to bridge the divide between unlinked systems. In addition, DTRA stated that they will conduct peer reviews to validate and verify assistance data quarterly, along with an annual summary delivered to the DTRA Senior Procurement Executive.

Although we identified errors in the ADVANA data, the data was only used for sample selection. We relied on source documentation to draw conclusions and make recommendations associated with the complete and timely submission of financial, performance, and technical reporting deliverables.

Prior Coverage

During the last 5 years, the Defense Threat Reduction Agency Office of Inspector General (DTRA OIG) issued two relevant reports discussing oversight and management of grants.

DTRA OIG

Report No. 25-022, “Assessment of DTRA Grant Management and Oversight,”
July 30, 2025

The DTRA OIG determined that DTRA continues to lack established internal policies and procedures for grant awards, GOR files are incomplete, and there is a lack of adherence to contractual reporting requirements by GORs. In addition, the DTRA OIG determined that the agency has not fully implemented any of the recommendations from the 2022 inspection, including establishing agencywide grant policies and procedures and providing comprehensive training to GORs. During a meeting on December 16, 2025, between DTRA and the DoW OIG, the DTRA Director of Acquisition, Contracts, and Logistics, stated that they do not know why DTRA has not implemented the recommendations.

Report No. 21-092, “Review of Biological Threat Reduction Grant Awards to EcoHealth Alliance (EHA),” September 1, 2022

The DTRA OIG determined that DTRA lacked grant guidance, GOR training was non-existent, and GOR files lacked evidence of grant oversight or risk assessment post-award. The DTRA OIG recommended that DTRA establish grant award processes and procedures for overseeing and documenting grant performance and risk from the time of award through closeout and develop, in conjunction with Agency stakeholders, a GOR training program.

Management Comments

Defense Threat Reduction Agency



DEFENSE THREAT REDUCTION AGENCY
8725 JOHN J. KINGMAN ROAD, STOP 6201
FORT BELVOIR, VA 22060-6201

MEMORANDUM FOR ACQUISITION, CONTRACTING, AND SUSTAINMENT
DOD OFFICE OF INSPECTOR GENERAL [REDACTED]

SUBJECT: Defense Threat Reduction Agency Response to Department of Defense Office of Inspector General Discussion Draft, "Audit of the Defense Threat Reduction Agency's Management of Grants" (Project No. D2025-D000AU-0114.000)

The Defense Threat Reduction Agency (DTRA) has initiated steps to enhance the grant management concerns mentioned in the draft report. I have coordinated across the DTRA directorates to implement a corrective plan to address the following recommendations:

Recommendation A.1. We recommend that the Defense Threat Reduction Agency, Director of Acquisition, Contracts, and Logistics, update their standard operating procedures to include detailed, comprehensive procedures for grant operations for use across the agency. At a minimum, the procedures should include details on:

- monitoring and following up on late or missing submissions of financial, performance, and technical report deliverables required in grant terms and conditions;
- documentation for consistent and complete grant files; and
- remedies for compliance with grant terms and conditions, including procedures for suspension or debarment of any grantee that fails to submit timely and complete grant deliverables in accordance with the grant's terms and conditions.

Management Response: Concur. The absence of comprehensive grant management SOPs is acknowledged. DTRA's Grants Program implementation plan will remediate this concern. The estimated completion date for final SOP issuance is August 31, 2026.

Recommendation A.2. We recommend that the Defense Threat Reduction Agency, Director of Acquisition, Contracts, and Logistics, establish and implement a formal training program for grant officer's representatives that includes roles and responsibilities related to grant management and required procedures for grant operations.

Management Response: Concur. DTRA will pursue immediate training through a third-party vendor to baseline all GOs and GORs. A training plan will be established for the Grants Program with initial and periodic training requirements. The estimated completion date is August 31, 2026.

Recommendation A.3. We recommend that the Defense Threat Reduction Agency, Director of Acquisition, Contracts, and Logistics, designate an official responsible for grant operations to ensure grants are effectively managed and functioning as intended.

Defense Threat Reduction Agency (cont'd)

Management Response: Concur. DTRA's Acquisition, Contracts, and Logistics (J4) Director has formally designated Contracts Department Chief with oversight responsibility for grant operations. The J4 charged the Contracts Department lead with establishing the DTRA Grants Program Office, which now serves as the centralized authority for managing the agency's grants framework. The directive was signed and issued February 20, 2026.

Recommendation B.1. We recommend that the Defense Threat Reduction Agency, Director of Acquisition, Contracts, and Logistics, review all completed grants that were not in our sample and ensure all associated final technical reports are submitted to the Defense Technical Information Center.

Management Response: Concur. DTRA commits to creating a formal process for Defense Technical Information Center (DTIC) submissions and conducting a compliance review to address the backlog by September 30, 2026.

DTRA requests confirmation of the specific documentation or deliverables the OIG will require to close open recommendations.

KLESS.TERESA. [REDACTED]

[REDACTED]
Teresa D. Kless, SES
Director
Acquisition, Contracts, and Logistics

Acronyms and Abbreviations

ADVANA	Advancing Analytics
CFR	Code of Federal Regulations
DGARS	Defense Grant and Agreement Regulatory System
DTIC	Defense Technical Information Center
DTRA	Defense Threat Reduction Agency
GOR	Grant Officer's Representative
OIG	Office of Inspector General
SOP	Standard Operating Procedures
STIP	Scientific and Technical Program

Whistleblower Protection

U.S. DEPARTMENT OF WAR

Whistleblower Protection safeguards DoW employees against retaliation for protected disclosures that expose possible fraud, waste, and abuse in Government programs. For more information, please visit the Whistleblower webpage at www.dodig.mil/Components/Administrative-Investigations/Whistleblower-Reprisal-Investigations/Whistleblower-Reprisal/ or contact the Whistleblower Protection Coordinator at Whistleblowerprotectioncoordinator@dodig.mil

For more information about DoW OIG reports or activities, please contact us:

Legislative Affairs Division
legislative.affairs@dodig.mil

Public Affairs Division
public.affairs@dodig.mil



www.dodig.mil

DoD Hotline
www.dodig.mil/hotline





DEPARTMENT OF WAR OFFICE OF INSPECTOR GENERAL

4800 Mark Center Drive
Alexandria, Virginia 22350-1500
www.dodig.mil
DoD Hotline 1.800.424.9098

