

## Henrietta Fore Speaks Favorably of Merger of State and AID. Devex Newswire, 26 Sep 2025

### Merger league

The idea of folding [USAID](#) into the State Department isn't new — [Henrietta Fore lived it](#). Under former President George W. Bush, she served as both USAID administrator and director of the State Department's Foreign Assistance Bureau when then-Secretary of State Condoleezza Rice floated a merger. "[Rice] had the concept that **the secretary of state could benefit from having the politics as well as the money** in her control and under her direction. And I think it was a smart idea," Fore told a Devex Impact House @ UNGA80 audience.

Now CEO of Holsman International, Fore said governments could take cues from business. "We could streamline this. If you look at corporations, we would do it immediately. So why can't we do that in government?" she asked.

But **she also lamented the loss of USAID staff** under the Trump administration's dismantling. "It's their experience, it's their expertise, it is all of their knowledge. And they are invaluable, and we are losing them quickly, so we're going to have to rebuild," she said.