



Highlights of [GAO-03-321](#), a report to the Ranking Minority Member, Committee on Governmental Affairs, U.S. Senate

### Why GAO Did This Study

GAO’s work has repeatedly shown that mission fragmentation and program overlap are widespread in the federal government. Implementation of federal crosscutting programs is often characterized by numerous individual agency efforts that are implemented with little apparent regard for the presence and efforts of related activities. GAO has in the past offered possible approaches for managing crosscutting programs, and has stated that the Government Performance and Results Act could provide a framework for addressing crosscutting efforts.

GAO was asked to examine the actions and plans agencies reported in addressing the crosscutting issues of border control, flood mitigation and insurance, wetlands, and wildland fire management. GAO reviewed the fiscal year 2001 performance reports and fiscal year 2003 performance plans for the major agencies involved in these issues.

# RESULTS-ORIENTED MANAGEMENT Agency Crosscutting Actions And Plans In Border Control, Flood Mitigation And Insurance, Wetlands, And Wildland Fire Management

### What GAO Found

GAO did not independently verify or assess the information it obtained from agency performance reports and plans. On the basis of the reports and plans, GAO found that

- Most agencies involved in the crosscutting issues discussed coordination with other agencies in their performance reports and plans, although the extent of coordination and level of detail provided varied considerably.
- The progress agencies reported in meeting their fiscal year 2001 performance goals also varied considerably. For example, wetlands was the only area in which all of the agencies GAO reviewed met or exceeded fiscal year 2001 goals. Some of the agencies that did not meet their goals provided reasonable explanations and/or strategies that appeared reasonably linked to meeting the goals in the future.
- The agencies GAO reviewed generally planned to pursue goals in fiscal year 2003 similar to those in 2001, although some agencies added new goals, dropped existing goals, or dropped goals altogether. Many agencies discussed strategies that appeared to be reasonably linked to achieving their fiscal year 2003 goals.

### Agencies Involved in Crosscutting Areas Show Opportunities for Coordination

Agency involved	Crosscutting program areas			
	Border control	Flood mitigation and insurance	Wetlands	Wildland fire management
Agriculture	✓	✓	✓	✓
Commerce			✓	
Defense		✓	✓	
EPA			✓	
FEMA		✓		
Interior			✓	✓
Justice	✓			
State	✓			
Transportation	✓			
Treasury	✓			

Source: GAO analysis.

[www.gao.gov/cgi-bin/getrpt?GAO-03-321](http://www.gao.gov/cgi-bin/getrpt?GAO-03-321)

To view the full report, including the scope and methodology, click on the link above. For more information, contact Patricia A. Dalton at (202) 512-6806.