

## GAO Duplication Report – Highlights

### *Key quotes from the introduction*

“Overlap and fragmentation among government programs or activities can be harbingers of unnecessary duplication. Reducing or eliminating duplication, overlap, or fragmentation could potentially save billions of taxpayer dollars annually and help agencies provide more efficient and effective services.”

“In some cases, there is sufficient information available today to show that if actions are taken to address individual issues, which are summarized in the report, financial benefits ranging from the tens of millions to several billion dollars annually may be realized by addressing that single issue. For example, while the Department of Defense is making limited changes to the governance of its military health care system, broader restructuring could result in annual savings of up to \$460 million.”

“Considering the amount of program dollars involved in the issues we have identified, even limited adjustments could result in significant savings.”

<b>Missions</b>	<b>Number of Estimated Duplicative and Overlapping Programs or Initiatives</b>	<b>Number of Departments and Agencies Involved</b>	<b>Estimated Cost Programs with Duplicative and Overlapping Purposes</b>	<b>Notable Findings &amp; Quotes</b>
<b>TSA Security Assessments (pg. 105)</b>	2 agency efforts	TSA’s security assessments for hazardous material trucking companies and DOT’s Federal Motor Carrier Safety Administration	Increased coordination of security reviews of material trucking companies would save, over the next five years, anywhere from \$164,000 to over \$1 million	GAO found TSA and DOT do not have a process in place to share information on the results of their security programs; and notes that increased coordination of security reviews could save money and also improve their relationships with the commercial trucking industry.
<b>Sharing Security Information (pg. 111)</b>	Three federal efforts to facilitate information sharing with the public transit industry	2 agencies -DHS and TSA	American Public Transportation Association received \$1.2 million during FYs 2009-2010  DHS could not break out costs for its public transit portal – the primary mechanism for sharing such information – but its information	“GAO found that this potential for overlap could overwhelm public transit agencies with similar information” (pg 111).  “Taking steps to streamline information sharing with public transit agencies could reduce the volume of similar information public transit agencies receive, making it easier for them to discern relevant information and take appropriate actions to enhance security” (pg. 113).  GAO argues that “developing and

			<p>network cost \$62 million in FYs 2009-2010 and its estimate lifecycle costs are \$451 million</p> <p>TSA's portal cost \$2.5 million in FYs 2009-2010</p>	<p>tracking verifiable cost data specific to each information-sharing mechanism as it relates to services provided to the public transit sector could assist TSA in identifying potential cost savings resulting from consolidating such mechanisms" (Pg. 114).</p>
<b>FEMA preparedness grants (pg. 116)</b>	FEMA grants for preparedness	17 grants	Over fiscal years 2002-2010, Congress appropriated \$34 billion for such programs; and the number of programs over this timeframe grew from 8 to 17.	"FEMA does not compare and coordinate grant applications across its preparedness programs to identify potential duplication. In addition, FEMA has not established measureable goals or performance measures for preparedness capabilities to identify gaps to assist in effectively prioritizing national investments through preparedness grant programs" (pb. 116).
<b>Development Efforts in Afghanistan (pg. 120)</b>	2 (USAID assistance program and DOD Commander's Emergency Response Program)	Primarily DoD and USAID	\$16 billion since FY 2002	"Agencies involved in the implementation of development projects – principally USAID and DOD – have not adopted a centralized data system that tracks all U.S. government-funded Afghan development efforts and is accessible by all relevant federal agencies...without a centralized data system...the government may not be able to fully leverage available resources and risks duplicating efforts and wasting taxpayer dollars, as a result of fragmented or overlapping structures" (Pg. 120).
<b>Arms Control and Nonproliferation Bureaus (pg. 123)</b>	2 Bureaus within State (International Security and Nonproliferation – ISN – and Verification, Compliance and Implementation – VCI)	2 Bureaus within State (International Security and Nonproliferation – ISN – and Verification, Compliance and Implementation – VCI)	FY 2010, VCI received \$31 million and ISN received \$48.9 million	<p>Finds despite efforts to reorganize, a lack of clear guidance contributes to fragmentation, overlap and redundancies between bureaus.</p> <p>"As a result, concerns about mission overlaps persist. State employees stated that some offices remain overworked while others are underworked. The section of the manual detailing the roles and responsibilities of these bureaus <b>had never been drafted and approved...</b>" (emphasis added, pg. 124).</p>

<p><b>Domestic Food Assistance (pg. 125)</b></p>	<p>18 programs</p>	<p>USDA, HHS, DHS</p>	<p>\$62.5 billion (FY 2008)</p>	<p>“The availability of multiple programs with similar benefits helps ensure that those in need have access to nutritious food, <b>but can also increase administrative costs, which account for approximately a tenth to more than a quarter of total costs among the largest of these programs</b>” (emphasis added, pg. 125).</p> <p>“GAO’s previous work has shown that overlap among programs can lead to inefficient use of federal funds, duplication of effort, and confusion among those seeking services” (pg. 125).</p> <p>“Program rules related to determining eligibility often require the collection of similar information by multiple entities... This can create unnecessary work for both providers and applicants and may result in the use of more administrative resources than needed” (pg. 126).</p> <p><b>“Little is known about the effectiveness of [11 of the 18 programs] because they have not been well studied” (emphasis added, pg. 126).</b></p>
<p><b>Homeless Programs (pg. 129)</b></p>	<p>20 programs</p>	<p>7 agencies</p>	<p>\$2.9 billion (FY 2009)</p>	<p><b>Congress is often to blame:</b> “Fragmentation and overlap in some of these programs may be due in part to their legislative creation as separate programs under the jurisdiction of several agencies” (pgs. 129-130).</p> <p>“Fragmentation can create difficulties for people in accessing services as well as administrative burdens for providers who must navigate various application requirements, selection criteria, and reporting requirements” (pg. 130).</p> <p>“Fragmentation has also resulted in the collection of data with “limited usefulness” (pg. 130).</p>

<p><b>Transportation for the Transportation Disadvantaged (pg. 134)</b></p>	<p>80 programs</p>	<p>8 agencies</p>	<p>FY 2010, but could not identify a funding total “because agencies often do not separately track transportation costs from other program costs” (pf. 135). 23 of these programs, however, cost \$1.7 billion in FY 2009.</p>	<p>“GAO and others have reported that the variety of federal programs providing transportation services to the transportation disadvantaged has resulted in fragmented services that can be difficult for clients to navigate and narrowly focused programs that may result in service gaps. Further, services can be costly because of inconsistent, duplicative, and often restrictive program rules and regulations” (Pg. 134).</p>
<p><b>Job Training and Employment (pg. 140)</b></p>	<p>47 programs offered, 44 of which overlap with at least one other program</p>	<p>9 agencies</p>	<p>\$18 billion (FY 2009)</p>	<p>The duplication report does not restate findings of the broader GAO report on job training issued in January 2011: <b>Only five</b><sup>i</sup> of the 47 job training and employment programs GAO surveyed had an impact study<sup>ii</sup> completed since 2004 to evaluate whether outcomes (i.e., such as program participants actually securing a job) resulted from the program and not another cause. About half the programs had <b>no performance review</b> since 2004. As a result, GAO finds “<b>little is known about the effectiveness of most programs.</b>”</p>
<p><b>Teacher Quality</b></p>	<p>82 distinct programs on teacher quality. Many duplicate sub-goals (i.e., 9 of the 82 support improved teacher quality in STEM fields).</p>	<p>10 agencies</p>	<p>\$4 billion (FY 2009)</p>	<p>53 of the 82 programs received less than \$50 million, yet many had their own separate administrative processes.</p> <p>“...there is no government wide strategy to minimize fragmentation, overlap or duplication among these many [teacher quality] programs (pg. 144).”</p> <p>“The proliferation of programs has resulted in fragmentation that can frustrate agency efforts to administer programs in a comprehensive manner, limit the ability to determine which programs are most cost-effective, and ultimately increase program costs” (pg. 144).</p> <p>Education officials agree fragmentation has hurt efforts to improve teacher quality. What’s more, “[a]ccording to Education</p>

				officials, it is typically not cost effective to allocate the funds necessary to conduct rigorous evaluation of small programs; therefore, small programs <b>are unlikely to be evaluated</b> ” (pg 145). GAO also notes the increased administrative costs of separately administered programs.
<b>Financial Literacy</b>	56 programs	20 agencies	No estimate available; “most federal agencies do not have an estimate for spending on ‘financial literacy’ per se” (pg. 153)	<p>“Fragmentation across federal agencies has the potential to result in inefficient, uncoordinated, or redundant use of resources. In the cases of financial literacy programs, there are numerous funding streams and little good data on the amount of federal funds devoted to financial literacy” (pg. 152).</p> <p>GAO notes that while there isn’t an estimated savings, “[s]trengthening federal financial literacy resources would have other benefits – it would make the best use of scarce resources and focus efforts on programs and initiatives that have been shown to be the most effective in improving the financial literacy of the American people” (pg. 153).</p>
<b>Food safety (pg. 8)</b>	15 federal agencies administer over 30 food related laws	15	\$1.6 billion (budget obligation for the two primary food safety agencies – FDA and USDA FSIS)	<p>15 federal agencies administer over 30 food-related laws.</p> <p>Some of the oversight doesn’t make sense. For example, the US Farm Bill assigned the United States Department of Agriculture responsibility for monitoring catfish, thus splitting seafood oversight between USDA and FDA.</p> <p>The GAO report found that food safety oversight is fragmented. For example, “FDA is general responsible for ensuring that... eggs are safe, wholesome and properly labeled” and USDA FSIS is responsible for the safety of eggs processed into egg products.” Also USDA is responsible for</p>

				“health of young chicks,” and the FDA “oversees the safety of the feed that they eat.”
<b>Military and veterans health service (pg. 13)</b>		Four military agencies and services (Office of the Assistant Secretary of Defense for health affairs, Army, Navy and Air Force)	\$49 billion (up from \$19 billion in 2001)	Each military service has the same health infrastructure (i.e. buildings, computers, and personal) when they all can be merged together.  <b>“The responsibilities and authorities for DOD’s military health system are distributed among several organizations within DOD with no central command authority or single entity accountable to minimizing costs and achieving results.”</b> In 2006 a DOD working group developed a proposal to create a unified medical command among other alternatives. It was, however, unsuccessful in obtaining a consensus among the services of how to proceed. Thus, nothing happened. If the DOD “had chosen to implement one of the three alternatives studied by the working group,” it could have saved between \$281 million to \$460 million, according to the report.
<b>DOD – Urgent Need Processes For Developing, Modifying and Fielding new military capabilities, such as ISR (pg. 18)</b>	GAO identified at least 31 entities involved.	Defense-wide	At least \$76.9 billion since 2005	The military’s experience with threats in Iraq and Afghanistan has led to the expanded use of urgent needs processes and bureaucracy needed to deal with them. DOD, however, has not dealt with the opportunities to consolidate these services across the military, even through the GAO and Defense Science Board raised concerns about potential overlap and duplication. The report found that there are “numerous places for a warfighter to submit” an urgent need request, GAO found eight entities that respond to ISR capabilities, five to counter IED technology, and six to communication and computer technology. GAO also found that DOD does not have a tracking system for this program, nor does it perform any metrics.
<b>Counter-IED efforts (pg. 23)</b>	DOD created JIEDDO (multi agency effort to	Defense-wide	\$17 billion has been approved by Congress for FY	GAO has identified several instances in which “DOD entities operated independently and may

	fight IEDs) to lead and coordinate all military IED efforts, but all of the military services involved have built their own programs		2010. The Armed Services has also spent at least \$1.5 billion.	have developed duplicated counter-IED capabilities.” For example, both the Army and the Marine Corps continue to develop their own counter-IED mine roller with some or full JIEDDO support. The “Marines mine roller per unit cost is about \$85,000 versus a cost range of \$77,000 to \$225,000 per unit for the Army Mine Roller.” There is still disagreement on which one works better.
<b>Intelligence, Surveillance and Reconnaissance (ISR) capabilities (pg. 26)</b>		Defense-wide	<p>\$6.1 billion alone for unmanned aircraft programs (2010).</p> <p>Other sources of funds:</p> <p>\$27 billion (military intelligence program budget)</p> <p>\$53.1 billion (national intelligence program budget)</p>	<p>“ISR activities cut across services and defense agencies and no single entity at the department level has responsibility, authority, and control over the investments to prioritize resources.” Two challenges: (1) money for these programs comes from numerous sources, including classified spending and (2) “each service identifies its [ISR] requirements and prioritizes spending for its equipment and personnel needs”. Each agency tracks ISR funds differently.</p> <p>The lack of collaboration among the services leads to higher costs. “In 2005, the Army initiated a development program with the same contractor for a variant of the Air Force Predator estimated to cost \$570 million, although the predator was already successfully providing capabilities to the warfighter.”</p>
<b>Military purchasing of tactical wheeled vehicles (pg. 31)</b>		Defense wide	<p>MRAPS - \$12.5 billion</p> <p>Joint Light Tactical Vehicles - \$18.5 billion</p>	<p>“DOD’s acquisition of two similar tactical wheeled vehicles...creates to risk of unplanned overlap in capabilities that could increase” costs. Currently, “DOD does not have a unified tactical wheel strategy that considers timing, capabilities, and affordability.” Small cuts could save a lot of taxpayer money. Reducing the number of Joint Light Tactical Vehicles by 5% could save \$2.5 billion.</p>
<b>Military Prepositioning Programs (pg.34)</b>		Defense-wide	Billions (no specific number given)	<p>“The Department of Defense (DOD) prepositions equipment and supplies worth billions of dollars.” Items include major items such as combat vehicles and repair parts at</p>

				<p>strategic places around the world. Although the services are expected to cooperate some, prepositioning is fragmented among the military, with the potential for unnecessary duplication. “For example, the Army and Air Force transportable base equipment including mobile housing and dining facilities” could be shared by both services, but are not.</p>
<p><b>Defense Business Operations and Systems (pg. 38)</b></p>		<p>Defense-wide</p>	<p>Over \$10 billion on business systems annually</p>	<p>Modernizing defense business systems is a key ingredient to transforming DOD business operations.</p> <p>“This includes timeworn and duplicative systems that support” operations such as civilian personnel, procurement, and transportation.</p> <p>This includes about “2,300 investments, which are supported by billions in annual appropriations.” The report later states: “the potential for identifying and avoiding these costs associated with duplicative functionality across the business system investments is significant.”</p>
<p><b>Economic Development Programs (pg. 42)</b></p>	<p>80 programs</p>	<p>Commerce, HUD, USDA and SBA</p>	<p>\$6.5 billion (\$3.2 of which was grants, loans guarantees and direct loans)</p>	<p>There are 80 programs at 4 agencies doing economic development work for the federal government; 52 of which help with “entrepreneurial efforts,” and 19 with tourism. Other highlights:</p> <p>Commerce Economic Development Administration (EDA), which runs “8 of the programs GAO is reviewing continues to rely on a potentially incomplete set of variables and self reported data to assess the effectiveness of grants.” The poor data “may lead to inaccurate claims about the success of the program.”</p> <p>“USDA Office of Rural Development, which administers 31 of the programs GAO is reviewing, has yet to implement the USDA Inspector General (IG) 2003 recommendations related to</p>



				ensuring that data exist to measure the accomplishments of one of its largest rural business programs.”
<b>Surface Transportation Programs (pg. 48)</b>	Over 100 separate programs	Department of Transportation	\$58 billion in 2010	<p>“The current approach to surface transportation was established in 1956 to build the Interstate Highway System, but has not evolved to reflect current priorities” in transportation planning.</p> <p>In response to numerous concerns, the number of transportation programs began to grow. This has resulted in a “fragmented approach as five DOT agencies with 6,000 employees run 100 separate programs with separate funding streams for highways, transit, and rail and safety functions.”</p>
<b>US – Mexico Border Region Water Needs (pg. 52)</b>		7 agencies	\$1.4 billion (2000-2008)	<p>Almost 10 years ago, federal agencies figured out that better coordination would be necessary to fix the water problem of the US/Mexico border. Unfortunately, “these program remain uncoordinated and fragmented, and their delivery continues to be inefficient and ineffective.”</p> <p>One of the key problems is “because most of the seven federal agencies that provide assistance have not comprehensively assessed the needs of the region. Federal agencies have assembled data and conducted limited studies of studies of drinking water and wastewater conditions in the border region, but the resulting patchwork of data does not provide a comprehensive assessment of the region’s needs.”</p> <p>GAO also found examples where money was outright wasted:</p> <p>“[W]here HUD provided a utility in Hudspeth County, Texas over \$860,000 in grant funds from 2004 to 2006 to extend water distribution and waste collection lines for residents of a community. <b>However, through September 2009, the distribution lines remained unused because the</b></p>

				<b>utility did not have enough water to serve the additional households.”</b>
<b>Reducing the reliance on petroleum fuel for the federal government’s vehicle fleet (pg. 55)</b>	5	Over 20 agencies	Undetermined	<p>“These statutes and [executive] orders were enacted and issued in a piecemeal fashion and represent a fragmented rather than integrated approach to meeting key national goals.”</p> <p>“The federal government’s vehicle fleet has over 600,000 civilian and nontactical military vehicles and consumes over 963,000 gallons of petroleum-based fuel per day.”</p> <p>“In fiscal year 2009, the federal government spent approximately \$1.9 billion on procuring new vehicles.”</p>
<b>Domestic ethanol production (pg. 59)</b>	4	At least 2	\$5.7 billion in foregone revenues in 2011	<p>“The ethanol tax credit is largely unneeded today to ensure demand for domestic ethanol production.”</p> <p>“The fuel standard is now at a level high enough to ensure that a market for domestic ethanol production exists in the absence of the ethanol tax credit and may soon itself be at a level beyond what can be consumed by the nation’s existing vehicle infrastructure.”</p>
<b>Enterprise architecture (modernization blueprint for information technology) (pg 62)</b>	2	27 federal departments and agencies (governmentwide)	Undetermined	<p>“Knowing whether benefits and results are in fact being achieved requires having associated measure and metrics. In this regard, it is important for agencies to satisfy the core element associated with measuring and reporting enterprise architecture results and outcomes. Examples of results and outcomes to be measured include costs avoided through eliminating duplicative investments or by reusing common services and applications and improved mission performance through re-engineered business processes and modernized supporting systems. GAO’s work has shown that over 50 percent of the departments and agencies assessed had yet to fully satisfy this element.”</p>
<b>Federal data centers (data</b>	Over 2,100 data centers	24 federal agencies	Up to \$450 million annually	“The federal government could save \$150 billion to \$200 billion

<p><b>processing and storage facilities) (pg. 66)</b></p>				<p>over the next decade, primarily through data center and server consolidation.”</p> <p>“The number of federal data centers grew from 432 in 1998 to more than 2,000 in 2010.”</p> <p>“Operating and maintaining such redundant infrastructure investments was costly, inefficient, and unsustainable, and had a significant impact on energy consumption.”</p> <p>“Reported server utilization rates as low as 5 percent and limited reuse of these data centers within or across agencies lends further credence to the need to restructure federal data center operations to improve efficiency and reduce costs.”</p>
<p><b>Interagency contracting (one agency uses another agency’s contract directly or obtains contracting support services from another agency) (pg.70)</b></p>	<p>Agencies have created numerous interagency and agencywide contracts using existing statutes, the Federal Acquisition Regulation, and agency-specific policies.</p>	<p>Government-wide</p>	<p>Ranges from \$10,000 to \$1 million per contract</p>	<p>Potential duplication among interagency and agency-wide contracts across government “can result in increased procurement costs, redundant buying capacity, and in increased workload for the acquisition workforce. Some vendors stated they offer similar products and services on multiple contracts and that the effort required to be on multiple contracts resulted in extra costs to the vendor, which they pass to the government through increased prices.”</p> <p>“Some vendors stated the increased cost of being on multiple contracts ranged from \$10,000 to \$1,000,000 per contract due to increased bid and proposal and administrative costs.”</p>
<p><b>Tax expenditures (tax exclusions, credits, deductions, deferrals, and preferential tax rates) (pg. 75)</b></p>	<p>173 tax expenditures, some of which have related mission areas as spending programs.</p>	<p>Government-wide</p>	<p>Almost \$1 trillion</p>	<p>“For fiscal year 2009, the U.S. Department of the Treasury listed a total of 173 tax expenditures, some of which were the same magnitude or larger than related federal spending for some mission areas.”</p> <p>“Tax expenditures, if well designed and effectively implemented, can be an effective</p>

				<p>tool to further federal goals, [but] some tax expenditures may be ineffective at achieving their social or economic purposes.”</p> <p>“In the case of higher education, the federal government offers seven tax expenditures and nine spending programs” for post-secondary education.</p> <p>“Improved designs may enable individual tax expenditures to achieve better results for the same revenue loss or the same result with less revenue loss. Also reductions in revenue losses from eliminating ineffective and redundant tax expenditures could be substantial depending on the size of the eliminated provisions.”</p> <p>“Data availability has been a challenge in assessing tax expenditure performance.”</p> <p>“To date, the Office of Management and Budget (OMB) has not used its budget and performance review processes to systematically review tax expenditures and promote integrated reviews of related tax and spending programs.”</p>
<p><b>Electronic health records systems for veterans, service members, and their families (pg. 79)</b></p>	<p>At least 10 systems or projects, 10 areas of business needs, and over 97 percent of functional requirements for an inpatient electronic health record system.</p>	<p>2</p>	<p>At least \$2.6 billion over the past 13 years and more than \$11.3 billion over the next 7 years.</p>	<p>Although the Departments of Defense (DOD) and Veterans Affairs (VA) “have many common health care business needs, the departments have begun separate modernizations of their electronic health records systems. Reduced duplication in this area could save system development and operation costs while supporting higher-quality health care for service members and veterans.”</p> <p>“In May 2010, the departments identified 10 areas - inpatient documentation, outpatient documentation, pharmacy, laboratory, order entry and management, scheduling, imaging and radiology, third-party billing, registration, and data sharing- in which they have common business</p>

				needs. Moreover, the results of a 2008 study conducted for the departments found that over 97 percent of functional requirements for an inpatient electronic health record system are common to both departments.” Nevertheless, both departments have begun separate, costly efforts to modernize their systems.
<b>Procurement of prescription drugs by VA and DOD (pg. 82)</b>	Numerous contracts	2	Approximately \$10 billion	<p>“By fiscal year 2009, joint national contracts for prescription drugs accounted for only a small proportion of VA and DOD spending on prescription drugs. Specifically, in fiscal year 2009, VA spent about \$3.7 billion and DOD spent about \$7.7 billion on prescription drugs, while spending under joint national contracts represented about 5 percent and less than 1 percent of those totals, respectively.”</p> <p>With regard to brand name drugs – which account for more than 80 percent of VA’s and DOD’s total drug spending –VA and DOD had no joint national contracts for brand name drugs in 2008 or 2009.</p>
<b>Public health information systems (pg. 88)</b>	At least 25 information technology systems	Multiple agencies, led by the Department of Health and Human Services (HHS)	Development and implementation cost approximately \$40 million in fiscal year 2009	<p>HHS “as not developed and implemented an overall strategy that defines goals, objectives, and priorities and that integrates related strategies to achieve the unified electronic nationwide situational awareness capability required.”</p> <p>“Therefore, public health entities are limited in their ability to enhance public health situational awareness and improve the effectiveness of their efforts to prepare for and respond to public health emergencies.”</p> <p>“Absent more effective planning, HHS runs the risk of expending additional funds for continued fragmented efforts without realizing the mandated goal” of establishing an electronic network for national public health emergencies.</p>
<b>Defense against</b>	4 “pillars”—	At least 5	\$6.48 billion in	In 2010, the bipartisan

<p><b>biological threats (pg. 92)</b></p>	<p>threat awareness, prevention and detection, surveillance and detection, and response and recovery</p>	<p>departments, at least 8 agencies, and more than two dozen presidential appointees</p>	<p>fiscal year 2011</p>	<p>Commission on the Prevention of Weapons of Mass Destruction Proliferation and Terrorism (now known as the WMD Center), “gave the nation a failing grade in its efforts to enhance capabilities for rapid response to prevent biological attacks from inflicting mass casualties.”</p> <p>“There are more than two dozen presidentially appointed individuals with some responsibility for biodefense. In addition, numerous federal agencies, encompassing much of the federal government, have some mission responsibilities for supporting biodefense activities. However, there is no individual or entity with responsibility, authority, and accountability for overseeing the entire biodefense enterprise.”</p> <p>“There is no national plan to coordinate federal, state, and local efforts following a bioterror attack, and the United States lacks the technical and operational capabilities required for an adequate response.”</p> <p>“Neither the Office of Management and Budget nor the federal agencies account for biodefense spending across the entire federal government. As a result, the federal government does not know how much is being spent on this critical national security priority.”</p> <p>“A private sector analysis of the fiscal year 2011 federal budget for civilian biodefense estimates that the U.S. biodefense effort will total \$6.4 billion across 8 of the more than 12 federal agencies with biodefense responsibilities.”</p>
<p><b>Interagency forums for securing the northern border (pg. 96)</b></p>	<p>2 forums comprising 24 border enforcement teams and 3 border</p>	<p>DHS and other federal law enforcement</p>	<p>Undetermined</p>	<p>“In December 2010, GAO reported that DHS does not provide guidance or oversight to its component to establish or assess the results of interagency forums across northern border locations.”</p>

	enforcement task forces			<p>The DHS Inspector General and an interagency working group have raised concerns about mission overlap and duplication and the need to clearly define roles and responsibilities.</p> <p>More than half of the partners interviewed by GAO “cited concerns about mission overlap between these two forums that could result in duplication of efforts.”</p>
<b>DOJ explosives investigations (pg. 101)</b>	4	2 agencies	At least \$35 million in duplication in training and laboratories in fiscal year 2010	<p>“GAO’s ongoing work on law enforcement coordination found that disputes have occurred over the past 5 years between [ATF and FBI] regarding jurisdiction of explosives investigations and there is potential for overlap.”</p> <p>“A 2009 report from Justice’s Inspector General found there has been little progress since 2004 in addressing overlap and duplication.”</p>

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<sup>i</sup> The five federal job training and employment programs that have had an impact study performed since 2004 include the Temporary Assistance for Needy Families (TANF); WIA Adult Program; WIA Dislocated Workers; National Guard Youth Challenge Program; and Reintegration of Ex-Offenders.

<sup>ii</sup> According to the GAO, many researchers consider impact studies to be the best method for determining the extent to which a program is causing participating outcomes.