



At a Glance

Catalyst for Improving the Environment

Why We Did This Review

We initiated this review to examine the impact of Border 2012's program management and organization on its ability to meet the program's mission: to protect the environment and public health in the U.S.-Mexico border region. Specifically, we evaluated whether the program management and organizational structure of Border 2012 impact program outcomes.

Background

The Border 2012 Program emphasizes a bottom-up, regional approach, anticipating that local decision-making, priority-setting, and project implementation will best address environmental issues in the border region. Program goals address water, air, land, environmental health, chemical exposure, and compliance concerns.

For further information, contact our Office of Congressional and Public Liaison at (202) 566-2391.

To view the full report, click on the following link:

www.epa.gov/oig/reports/2008/20080903-08-P-0245.pdf

Border 2012 Program Needs to Improve Program Management to Ensure Results

What We Found

We found that the current organizational structure of the Border 2012 Program allows it to achieve a collaborative relationship at the U.S.-Mexico border and address environmental and public health issues unique to the border region. The structure also creates opportunities for stakeholder involvement from local, State, and national groups while providing the program with the ability to leverage diverse partners and create an effective convening mechanism to discuss border issues.

However, we found management controls do not ensure that project and program results are documented or that the Border 2012 goals are achieved. Specifically, we found that Border 2012 lacks a systematic roadmap that defines the relationships between resources, activities, and intended outcomes. We also found a lack of management oversight regarding program progress towards meeting goals and objectives. For example, supporting documentation regarding program accomplishments was not obtained or reviewed by Border 2012 staff. Furthermore, the current performance measures focused on outputs rather than outcomes; several of the performance measures were not assessable. As a consequence of the conditions cited in this report, the Agency is unable to assess the environmental and health benefits actually achieved.

What We Recommend

EPA should strengthen management controls to effectively demonstrate program performance. We recommend the Agency develop a strategic plan, issue guidance to better support program results, improve performance measures, and develop criteria for determining what constitutes successful completion of program goals. The Agency concurred with all recommendations.