



Highlights of [GAO-04-6](#), a report to the Committee on Government Reform and the Subcommittee on Technology, Information Policy, Intergovernmental Relations and the Census, House of Representatives

Why GAO Did This Study

In accordance with the President's management agenda, the Office of Management and Budget has sponsored initiatives to promote expansion of electronic government—the use of information technology, particularly Web-based Internet applications, to enhance government services. Each initiative demands a high degree of collaboration among organizations. For four of these initiatives, GAO was asked to determine, among other things, their implementation progress and the extent of collaboration among agencies and other parties involved.

What GAO Recommends

To enhance the effectiveness of their efforts at collaboration and help achieve the initiatives' goals, GAO is making recommendations to the managing partners of the four initiatives that address the specific collaboration issues revealed by the review.

In commenting on a draft of this report, all four agencies generally agreed with our discussion of the collaboration challenges facing e-government initiatives. In addition, each of the agencies provided additional information about collaboration activities associated with their initiatives as well as technical comments, which have been incorporated into the final report where appropriate.

www.gao.gov/cgi-bin/getrpt?GAO-04-6.

To view the full product, including the scope and methodology, click on the link above. For more information, contact Linda Koontz at (202) 512-6240 or koontzl@gao.gov.

ELECTRONIC GOVERNMENT

Potential Exists for Enhancing Collaboration on Four Initiatives

What GAO Found

All four of the e-government initiatives that GAO reviewed have made progress in meeting the objectives and milestones of their early phases (the four initiatives, their goals, and the agencies that act as their managing partners are shown in the table). Two of the initiatives have established Web portals—www.geodata.gov for the Geospatial One-Stop initiative and www.BusinessLaw.gov for the Business Gateway. The projects face additional challenging tasks, such as e-Payroll's objective of establishing governmentwide payroll processing standards and Geospatial One-Stop's goal of compiling a comprehensive inventory of geospatial data holdings.

All four initiatives have taken steps to promote collaboration with their partner agencies, but none has been fully effective in involving all important stakeholders. For example, for the e-Payroll initiative, the Office of Personnel Management has taken steps to promote close collaboration with its four designated e-Payroll providers, but has not addressed the concerns of a key stakeholder that will be required to make changes to its payroll processes and policies. For Geospatial One-Stop, Interior has established a board of directors with broad representation, but has not taken steps to ensure that key stakeholders at the state and local levels are involved in the initiative. For the Integrated Acquisition Environment initiative, the General Services Administration is using a variety of tools to promote collaboration, but has not involved partner agencies' chief financial officers. Finally, for the Business Gateway, the Small Business Administration has not taken key steps to facilitate effective collaboration with its partners and stakeholders, such as establishing a collaborative decision-making process and reaching formal agreements on partner roles and responsibilities. All four initiatives have faced short time frames to accomplish their major tasks, so that competing priorities have sometimes hindered full collaboration. However, without effective collaboration on the tasks that remain to be completed, these initiatives may be at risk of not fully achieving their objectives or the broader goals of the President's management agenda.

Four e-Government Initiatives Reviewed

Initiative	Goal	Managing partner
e-Payroll	Standardize payroll operations across all federal agencies	Office of Personnel Management
Geospatial One-Stop	Coordinate the collection and maintenance of geospatial data ^a	Department of the Interior
Integrated Acquisition Environment	Improve federal agencies' acquisition of goods and services	General Services Administration
Business Gateway	Reduce the paperwork burden on small businesses and help them find, understand, and comply with federal, state, and local laws and regulations	Small Business Administration

Source: GAO.

^a Geospatial data are all data associated with geographic locations.