

PS Global Project Governance & Controls Symposium

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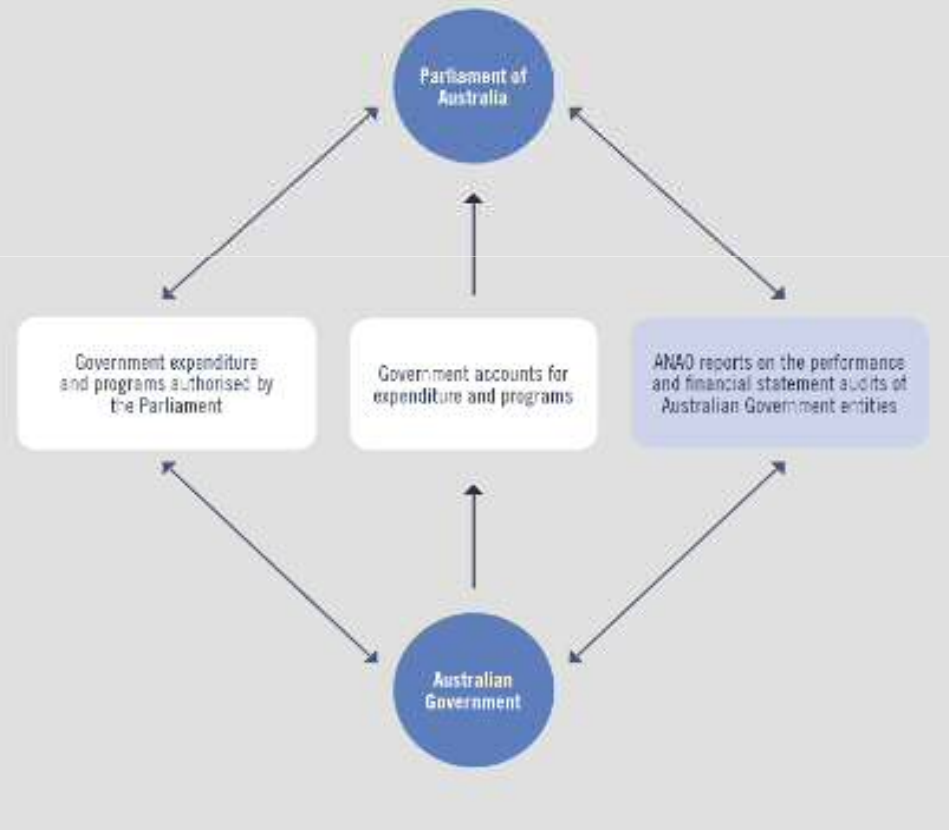
6 May 2014

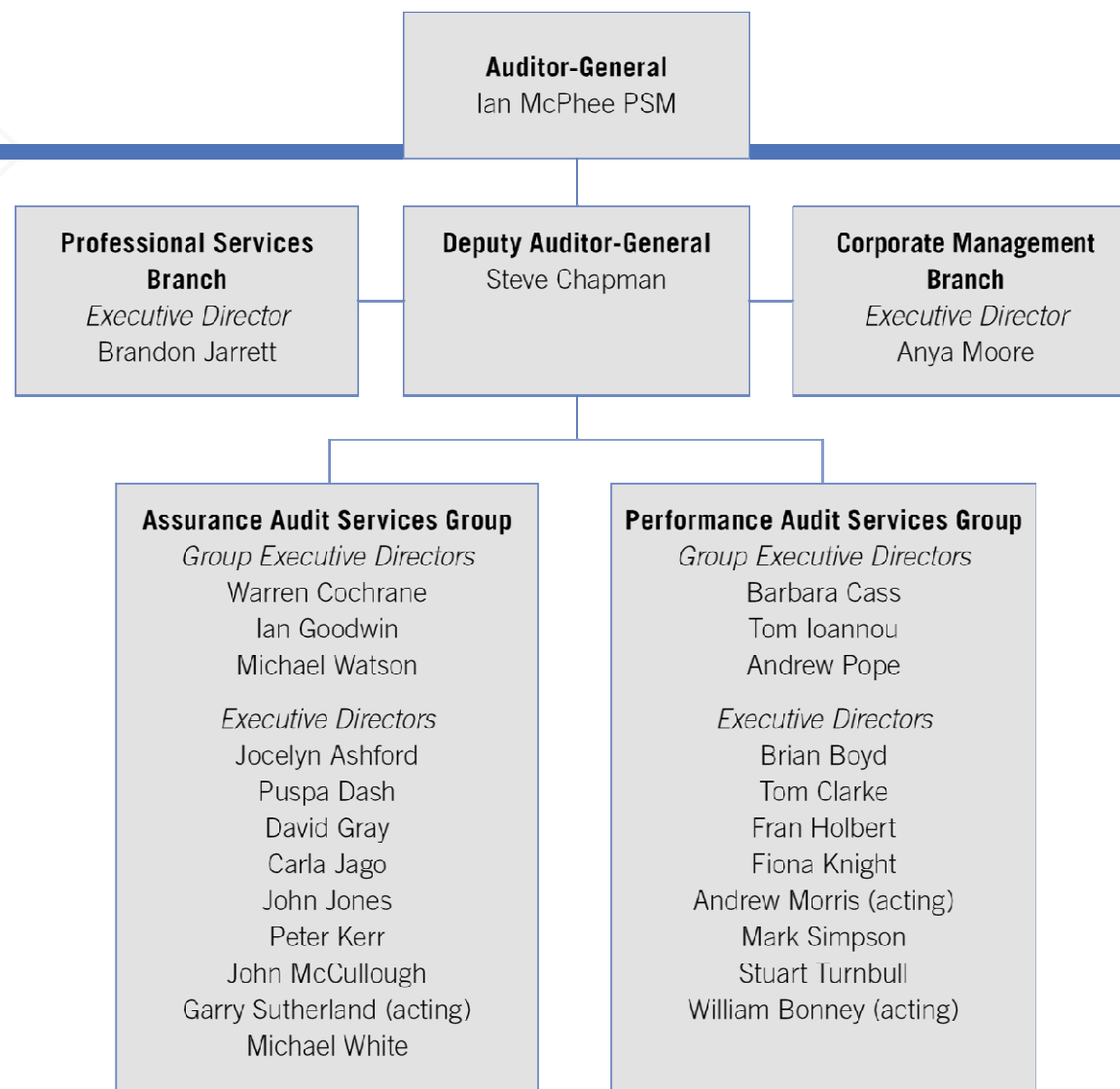


THE FRAMEWORK FOR ACCOUNTABILITY

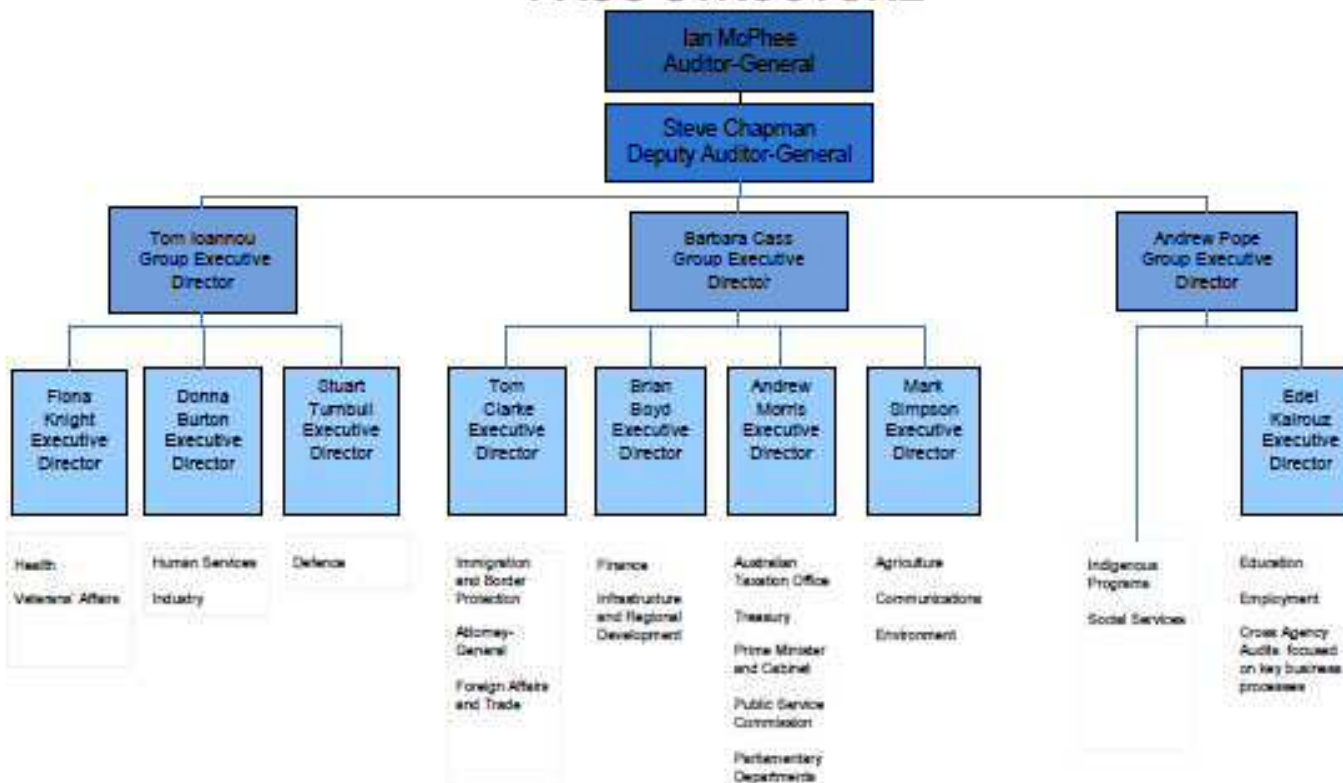
THE AUDITOR-GENERAL AND THE ANAO FORM AN IMPORTANT LINK IN THE ACCOUNTABILITY CHAIN THAT LINKS THE PUBLIC SECTOR, THE PARLIAMENT AND THE AUSTRALIAN COMMUNITY

By adopting a perspective that covers the whole of the public sector, the ANAO has in place a framework within which it provides an independent and accountable audit service to the Parliament, the Australian Government and public sector entity managers.





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Implementation of Programme and Policy Initiatives

Making implementation matter



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SETTING THE FOUNDATION FOR RESULTS



Better Practice Guide

June 2010



Table 12.1 Advice of project delays and changes of scope for certain projects

Date	Project	Approval date	Minister's comments
2 May 2012	Joint Project 126 Phase 2 (Joint Theatre Distribution System)	July 2007 (Second pass)	'Project Closure will be delayed by 16 months to December 2012 ... 'Defence has been aware of this delay since as early as November 2007 but did not advise Government of the schedule impact.'
24 May 2012	Land 134 Phase 1 (Combat Training Centre)	2001	'When first approved, this project was planned to deliver its full capability in 2007 ... No advice on the progress of this project has been brought to Government attention since it was approved over 10 years ago.' 'I have been advised by Defence in May, that the full scope of the project will not be delivered before late-2014, a delay of over 70 months, almost six years. Completion ... has slipped ... as a result of the introduction of the Abrams tank when the project had already undertaken significant work to deliver a capability for the Leopard tank.'
24 May 2012	Joint Project 2059 Phase 2 (Bulk Distribution Capability)	1999-00 (Variation in July 2007)	'I have been advised this month by Defence, almost 5 years after [the 2007 variation], of significant delays ... JP 2059 Phase 2 was scheduled to close in 2011 and final equipment delivery is now expected ... in December 2014 with project closure in 2015.'
24 May 2012	Land 144 Phase 1 (Countermine Capability)	October 2007	'There has not been any advice to Government since [October 2007]. I have now been advised by Defence this month that the Project is delayed by 30 months. As well, an unauthorised change of project scope occurred in that additional quantities ... were purchased without Government authority being requested and without Government being informed.'
29 May 2012	Joint Project 2059 Phase 3 (Water Purification and Desalination Capability)	July 2001	'In October 2006 ... Defence ... advised the Minister of a 33 month schedule delay ... This was the last advice to Government until April this year, some five and a half years ...' 'Defence have been aware of [an] additional 14 month delay since as early as November 2010, but again did not advise Government.'
9 Aug. 2013	[A Joint project]	February 2004	'The first advice to Government on the state of the Project was more than seven years later in October 2011 ... I recommend ... [the] project be closed.'
14 Aug. 2013	Joint Project 2099 Phase 1 (Identity Management)	April 2006	'Government was advised of the failed tender process in June 2011, more than five years after First Pass approval.'
14 Aug. 2013	[A Sea project]	April 2006	'[Defence] found deficiencies with governance, project record keeping and a reluctance to provide timely advice to Government on a complex and challenging project ... It was not until September 2012, almost four years after the issue of project costs was first advised to senior officers within Defence, ... that the Minister for Defence was provided with a project update and a request to consider a Real Cost Increase ... In addition, Defence has without authorisation acquired an additional [item of equipment]. I recommend that this project ... be a case study for any additional reforms necessary to address systematic deficiencies in procurement and capability Projects.'
15 Aug. 2013	[An Air project]	February 2010	'I write to advise you of failures in project management, project accountability and in providing timely advice to Government ... I recommend that this project ... be a case study for any additional reforms necessary to address the systematic deficiencies in procurement and capability Projects.'