



Joint Committee of Public Accounts and Audit Report 429

Defence Materiel Organisation

October 2012

 **ERNST & YOUNG**
Quality In Everything We Do

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Background and Terms of Reference

Background

The origins of the Major Projects Report (MPR) arose from the Foreign Affairs Defence and Trade References Committee report of March 2003, which recommended Defence report on materiel acquisition and management. The report further recommended that the Senate Request the Auditor-General to:

- ▶ Produce, on an annual basis, a report on progress in major defence projects, detailing cost, time and technical performance data for each project;
- ▶ Model the report on that ordered by the British House of Commons and produced by the UK Comptroller and Auditor-General; and
- ▶ Include in the report such analysis of performance and emerging trends as will enable the Parliament to have high visibility of all current and pending major projects.

The outcome was that a collaborative annual assessment be produced with Australian National Audit Office (ANAO) and Defence Materiel Organisation (DMO). The MPR is now in its fifth year and continues to examine the current status with the aim to improve the transparency and public accountability for the top Defence Materiel Projects by capital value.

The Parliamentary Committee (Joint Committee of Public Accounts and Audit (JCPAA)) subsequently reviewed the 2010-11 MPR and released its findings via tabled report 429. This report raised three recommendations, one of which is listed below.

“The Joint Committee of Public Accounts and Audit recommends that the Defence Materiel Organisation includes a discussion on the use by, and value of, the Major Projects Report by external stakeholders in the 2011-12 Major Projects Report.”

Terms of Reference and Approach

The DMO required a review that will address the following requirements:

- ▶ Who (external stakeholders) are using the MPR?
- ▶ What benefits do external stakeholders gain from the MPR?

Our approach used a quick and simple survey tool directed to external stakeholders identified by the DMO and the ANAO. Interviews were conducted with relevant personnel, including the ANAO, to determine the content of the survey.

For this survey 226 people were contacted by email and asked to participate in the survey. This included Contractors, and broader stakeholders including media. The survey respondents were provided with a link to a web based system and gave their responses anonymously.

For the purpose of this report only responses from external respondents (outside Defence and the DMO) have been used to compile the results.

Only respondents who indicated that they were aware of the MPR were asked to complete the questions on the quality and usefulness of the survey.

Respondents who indicated that they had not heard of the MPR were only asked one additional question on whether a report such as the MPR would contribute to transparency and accountability in the capital acquisition process.

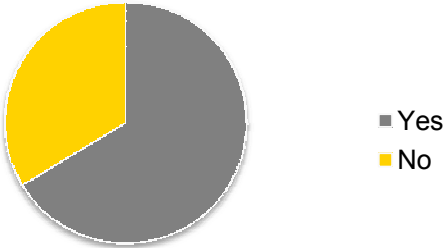
Structure of the Report

The report includes the analysis upfront, with the raw, high level output of the survey provided as an appendix. Free commentary from respondents has been included, and has not been edited for grammar or spelling. The data has only been included for respondents external to Defence and the DMO.

Key Findings

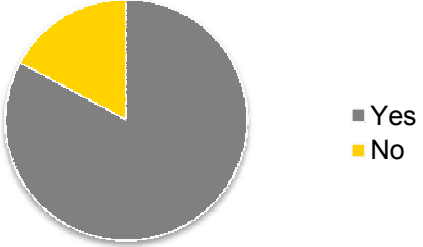
1. Respondents showed a high awareness of the existence of the Major Projects Report (Page 12) at 66%

Are you aware of the Major Projects Report? (External)



2. Respondents believe that the scope, focus and size of the MPR is appropriate
▶ These graphs are representative of the level of agreement with the questions on scope, focus and size. More detail pp36-41

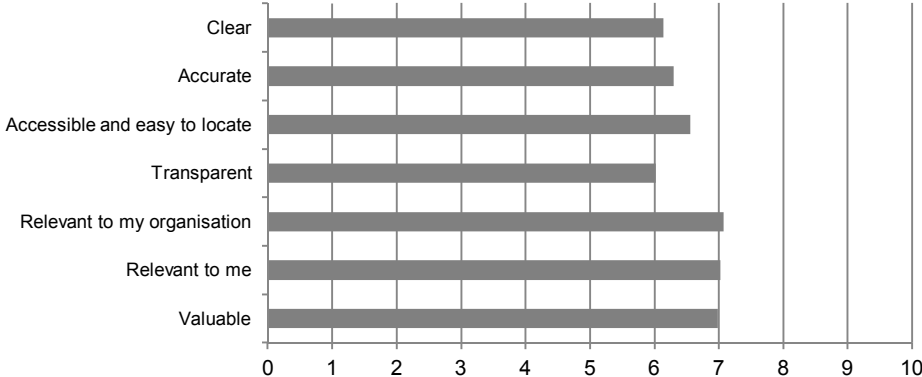
Do you think the current focus of the MPR is correct? (External)



Key Findings

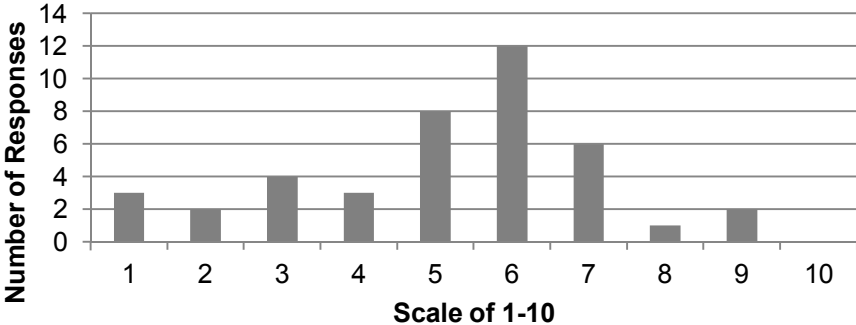
3. The quality of the report is considered to be good. On a scale of one to ten with one being low and ten being high the attributes ranges from 6-7. (Page 22)

On a scale where one is low and ten is high: Please indicate the level to which you believe that the information contained in the Major Projects Report is (external)



4. The report is not influential on changing the way that external stakeholders do business. (Page 32) The usefulness of the report is limited by the existence of other internal DMO reports (Page 23) with similar information, as well as the lag between provision of information and the publishing of the report. A significant number of respondents believed that the information in the MPR could be found in other sources.

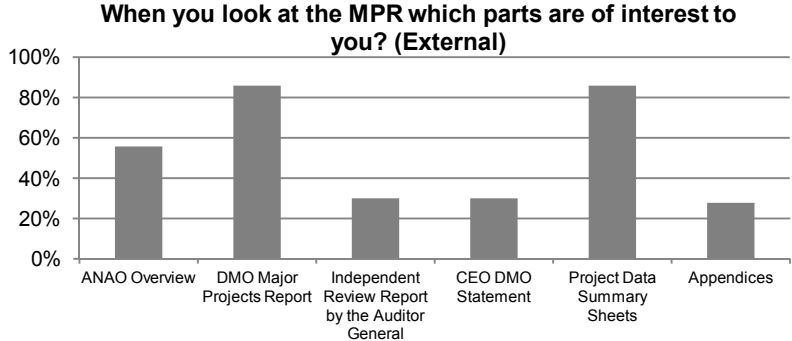
Please indicate the level to which the MPR impacts and influences the way you do business (1-Low 10-High)



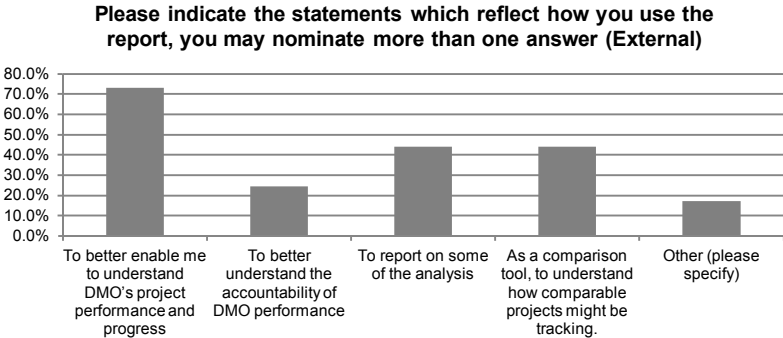
N=41

Key Findings

- 5. The respondents surveyed were, by a large margin, most interested in the detail on individual projects through the DMO reporting and the Project Data Summary Sheets. The independent reporting from the ANAO was of much lower interest. (Page 25)



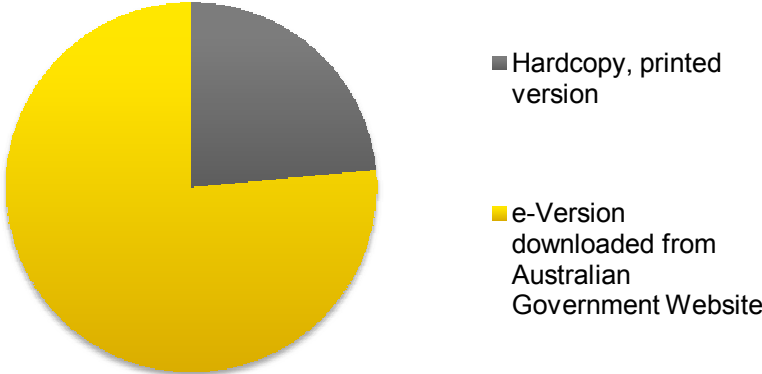
- 6. Respondents use the report to understand project performance and to make relative comparisons between projects. 43% of the respondents used the MPR to create further reports. (Page 33)



Key Findings

7. Respondents were highly likely to have used an electronic version of the MPR.

Which version of the Major Projects Report do you typically use?



N=51

Observations of Output

Demographics

- ▶ 226 unique email addresses were asked to respond to the survey, with 86 people responding. Stakeholders included people from Defence Contractors, Other Government Agencies outside Defence, and Media.
- ▶ Of the 86 people who responded to the link in the email, 40% were from industry people with projects mentioned in the MPR, 36% from industry people not mentioned in the MPR and 23% from outside the Defence Community.
- ▶ Of the 86 there were 41 people who completed the survey in its entirety, having indicated that they were aware of the MPR.
- ▶ 27 people indicated that they had not heard of the MPR, and completed the alternative survey question (Page 40).
- ▶ 18 respondents did not complete the survey at all.

Awareness of the MPR

- ▶ There was a high level of awareness of the MPR with 66% agreeing to the proposition asking if they are aware of the MPR.
- ▶ 63% of respondents came to be aware of the MPR due to a work role. 20% of respondents came across the MPR on either the ANAO or DMO website.
- ▶ Understanding of the intent of the report was high at 85%
- ▶ 76% of respondents used the electronic version of the report, downloaded from the internet

Quality of the MPR

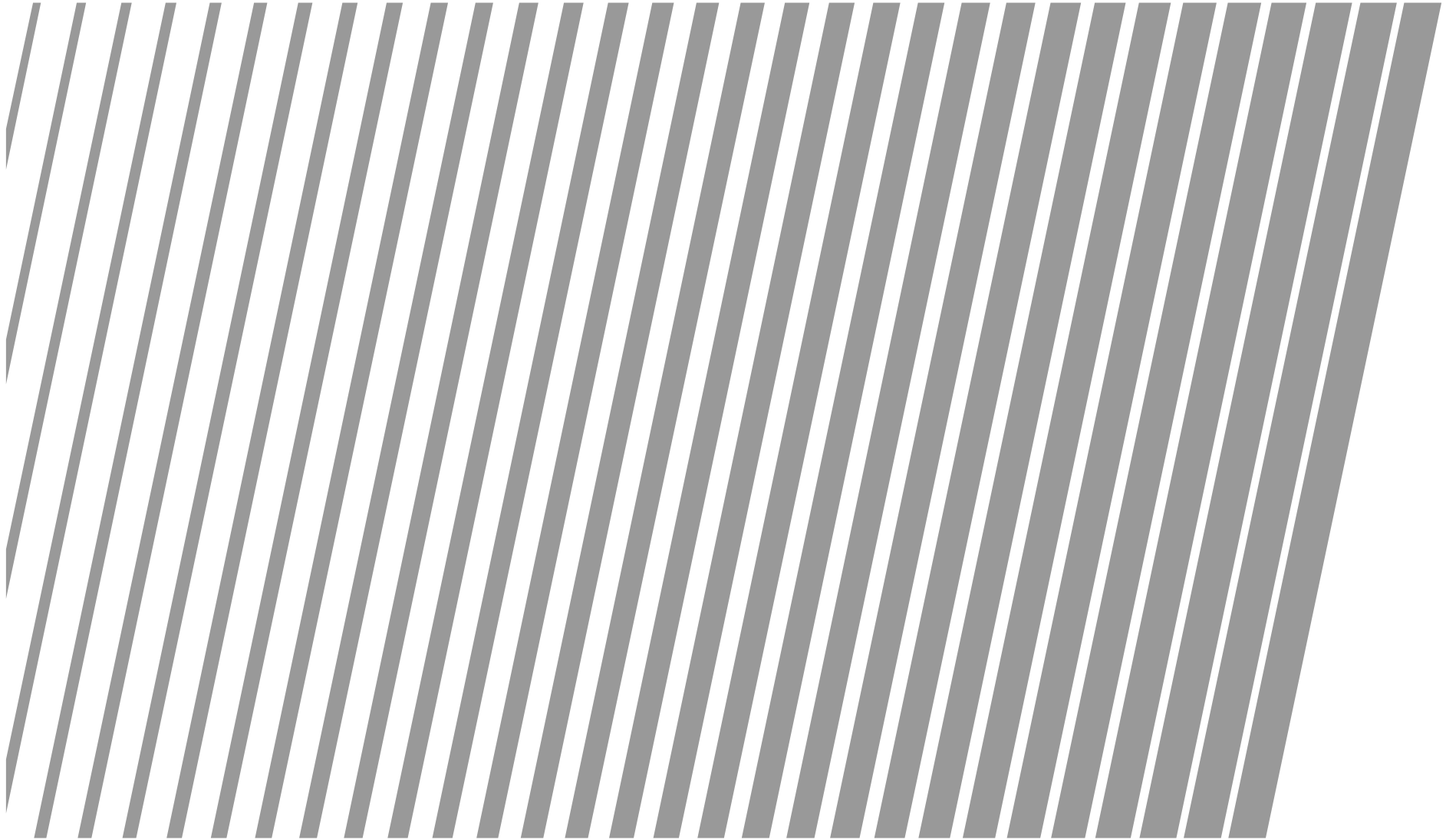
- ▶ Respondents were asked to rate a series of report attributes. These attributes are that the report is Clear, Accurate, Accessible, Transparent, Relevant to my organisation, relevant to me, and valuable. Each of these were rated on a score of 1-10 with one being low and ten being high. The scores were in the range of 6-7 out of ten
- ▶ 34% of respondents agreed that the quality of the reports had improved over time, with only 5% agreeing that the quality had declined. 25% of respondents believed that there had been no change in quality.
- ▶ Respondents across all demographics were consistent in agreeing that the size of the MPR is appropriate, that the number of projects is appropriate as well as the focus of the MPR.

Observations of Output

Usefulness of the Report

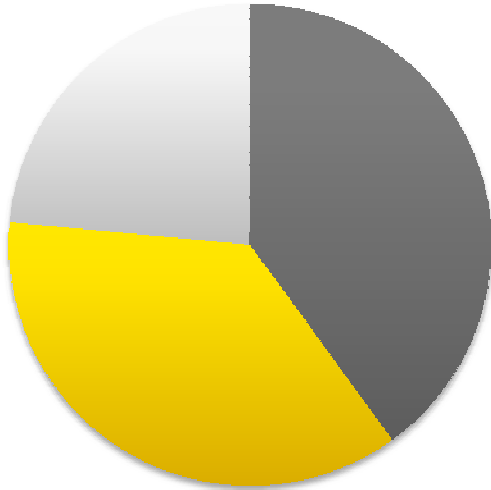
- ▶ The respondents were evenly divided on whether the information was already available through other sources. Some respondents noted that the information in the report was dated by the time the report was published.
- ▶ 86% of respondents agreed that the DMO Major Projects Report and Project Data Summary sheets were of interest to them when referring to the MPR in total. 55% of respondents were interested in the overview provided by the ANAO. Only 30% of respondents indicated that they were interested in the Independent review report by the Auditor General or the commentary provided by the CEO DMO
- ▶ The respondents replicated their interest in agreeing that the Project Data Summary Sheets and the DMO Major Projects Report were the most useful.
- ▶ Of the projects in the report, there was a broad range of interest shown from responses in the survey: from the lowest at 25% to the highest at 75% interest. The kinds of projects which were of greatest interest were the larger more high profile projects such as Air Warfare Destroyer or Collins Class Submarine Reliability and Sustainability.
- ▶ 70% of respondents agreed that the report was useful to them so as to understand DMOs project performance
- ▶ 40% used it as a comparison tool for comparable projects.
- ▶ 40% of respondents stated that they used the MPR to produce further reports.
- ▶ The respondents in the survey were asked about how influential the report is on the way they do business, this rated at 5.5 on a scale of one to ten with one being low and ten high.
- ▶ Of the respondents who had not heard of the survey, 78% agreed that hypothetically it would contribute to the transparency and accountability of the DMO capital acquisition process.

Appendix: Survey Output



1. What is your working relationship to the DMO?

What is your working relationship to the DMO



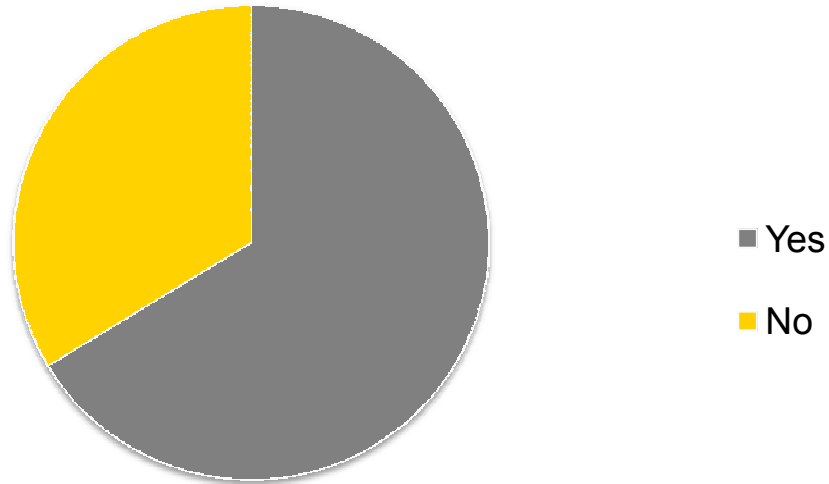
- I work as an external contractor to Defence which provides goods and services to a project included in the Major Projects Report
- I work as an external contractor to Defence and am not working on a project included in the Major Projects Report
- I work outside the Defence Community

N=86

Answer Options	Response Percent
I work as an external contractor to Defence which provides goods and services to a project included in the Major Projects Report	40.0%
I work as an external contractor to Defence and am not working on a project included in the Major Projects Report	36.5%
I work outside the Defence Community	23.5%

2. Are you aware of the Major Projects Report?

Are you aware of the Major Projects Report?

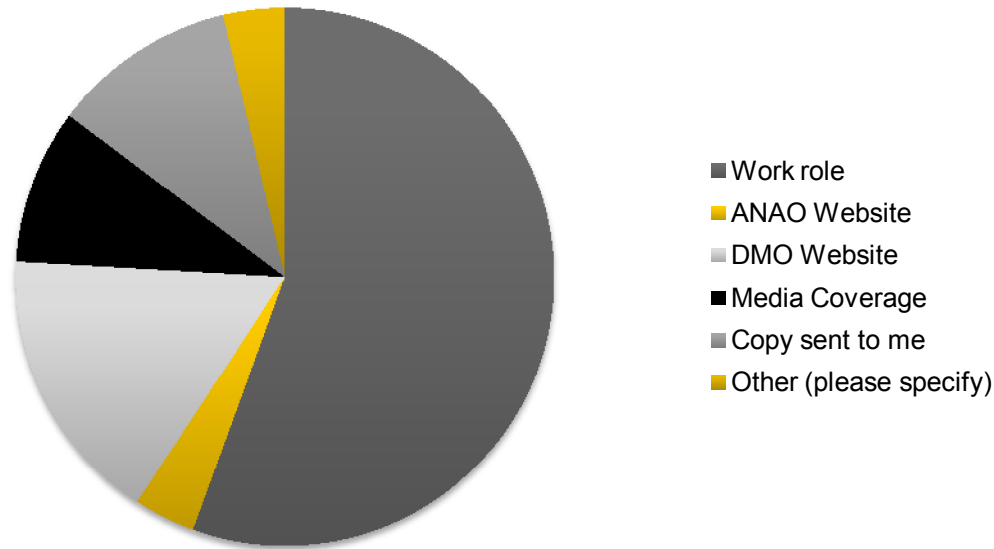


N=83

Answer Options (External Stakeholders)	Response Percent
Yes	66.3%
No	33.7%

3. How did you come to be aware of the Major Projects Report

How did you come to be aware of the Major Projects Report?



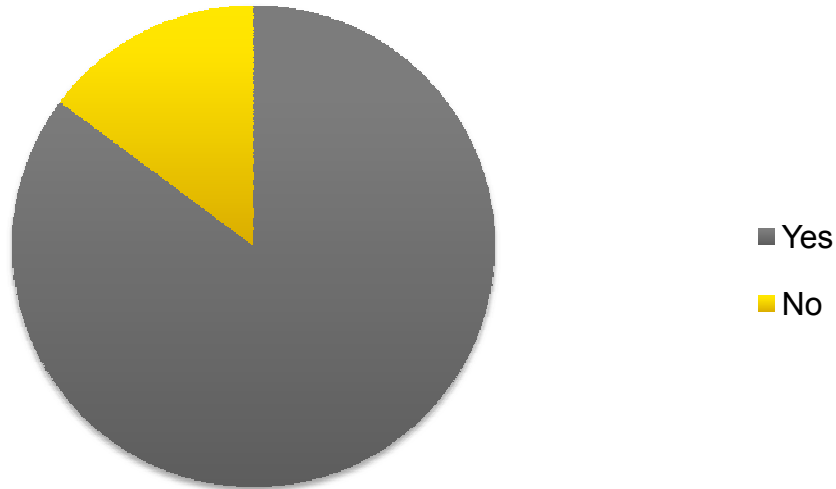
N=54

Answer Options	Response Percent
Work role	55.6%
ANAO Website	3.7%
DMO Website	16.7%
Media Coverage	9.3%
Copy sent to me	11.1%
Other (please specify)	3.7%

Number	Other (please specify)
1	As a result of this survey request
2	word of mouth

4. Do you understand the intent of the Major Projects Report?

Do you understand the intent of the Major Projects Report?

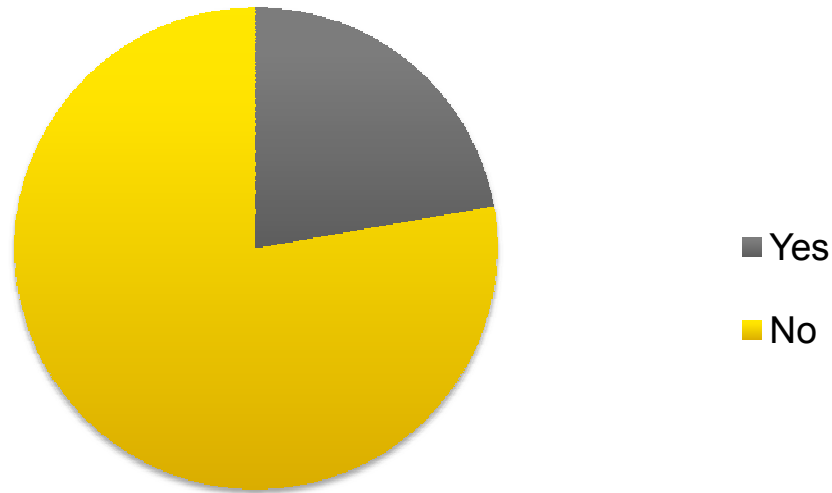


N=54

Answer Options	Response Percent
Yes	85.2%
No	14.8%

5. Have you received a hard copy of the Major Projects Report?

Have you received a hard copy of the Major Projects Report?

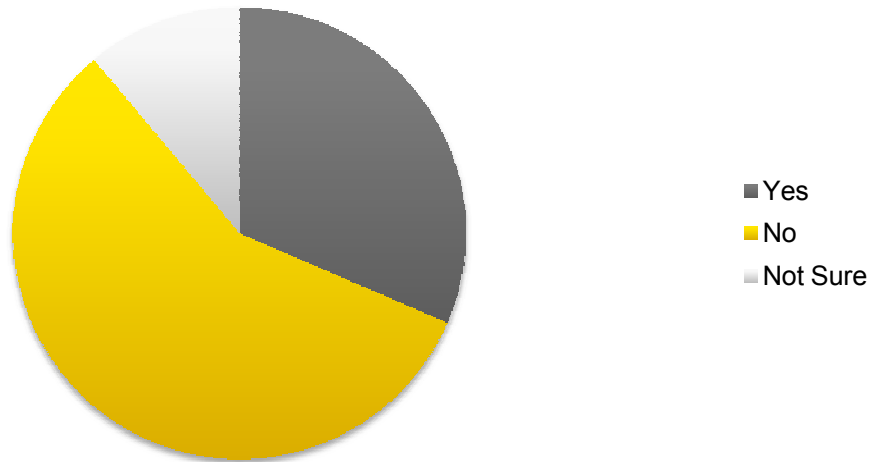


N=54

Answer Options	Response Percent
Yes	22.2%
No	77.8%

6. Does your organisation receive printed copies of the Major Projects Report?

Does your organisation receive hard, printed copies of the Major Projects Report?

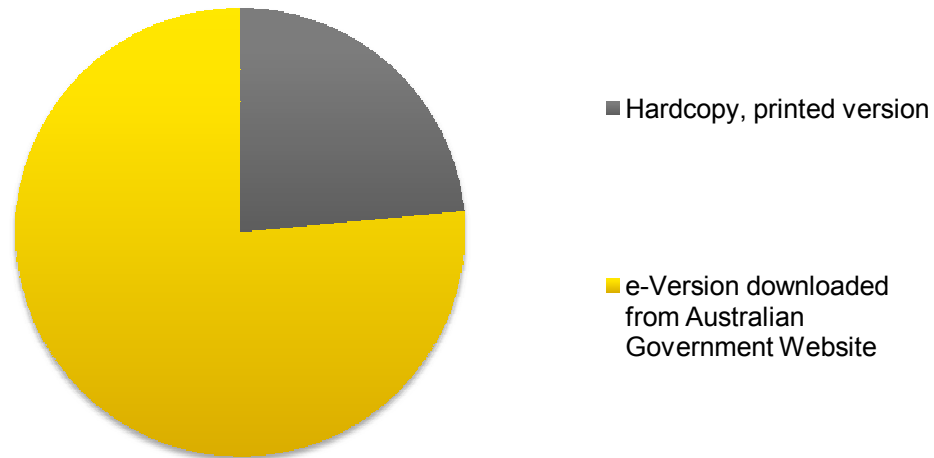


N=54

Answer Options	Response Percent
Yes	31.5%
No	57.4%
Not Sure	11.1%

7. Which version of the Major Projects Report do you use?

Which version of the Major Projects Report do you typically use?

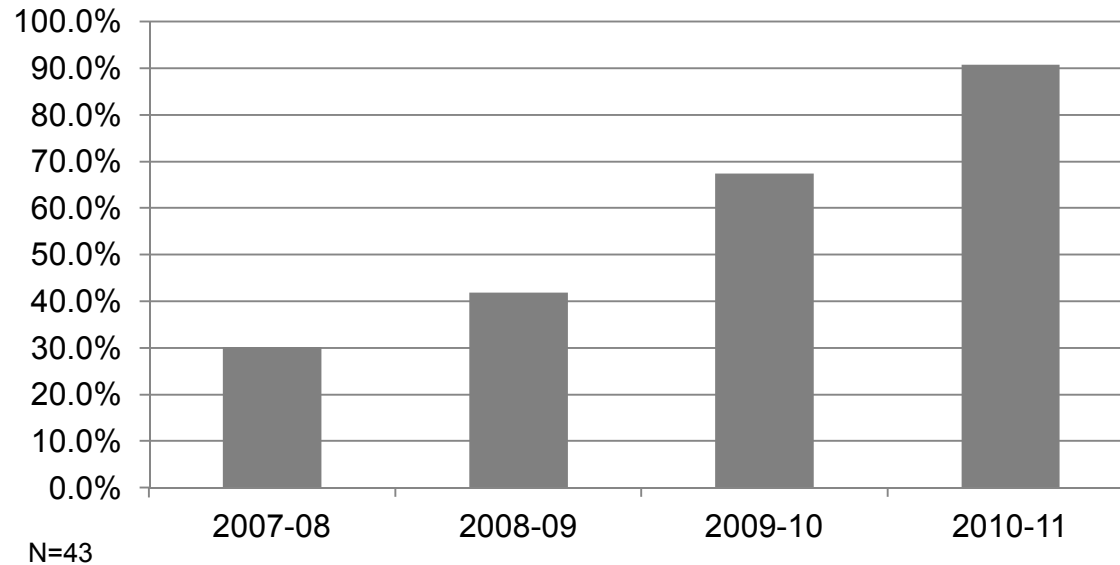


N=51

Answer Options	Response Percent
Hardcopy, printed version	23.5%
e-Version downloaded from Australian Government Website	76.5%

8. Which of the MPRs have you looked at?

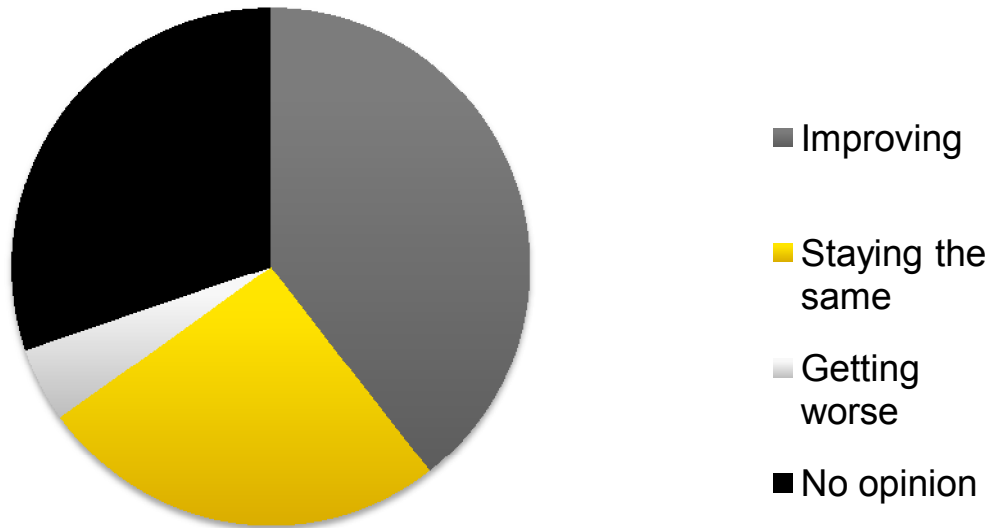
Which of the MPRs have you looked at?



Answer Options	Response Percent
2007-08	30.2%
2008-09	41.9%
2009-10	67.4%
2010-11	90.7%

9. In general, how would you compare the reports over time?

In general, how would you compare the reports over time?



N=43

Answer Options	Response Percent
Improving	39.5%
Staying the same	25.6%
Getting worse	4.7%
No opinion	30.2%

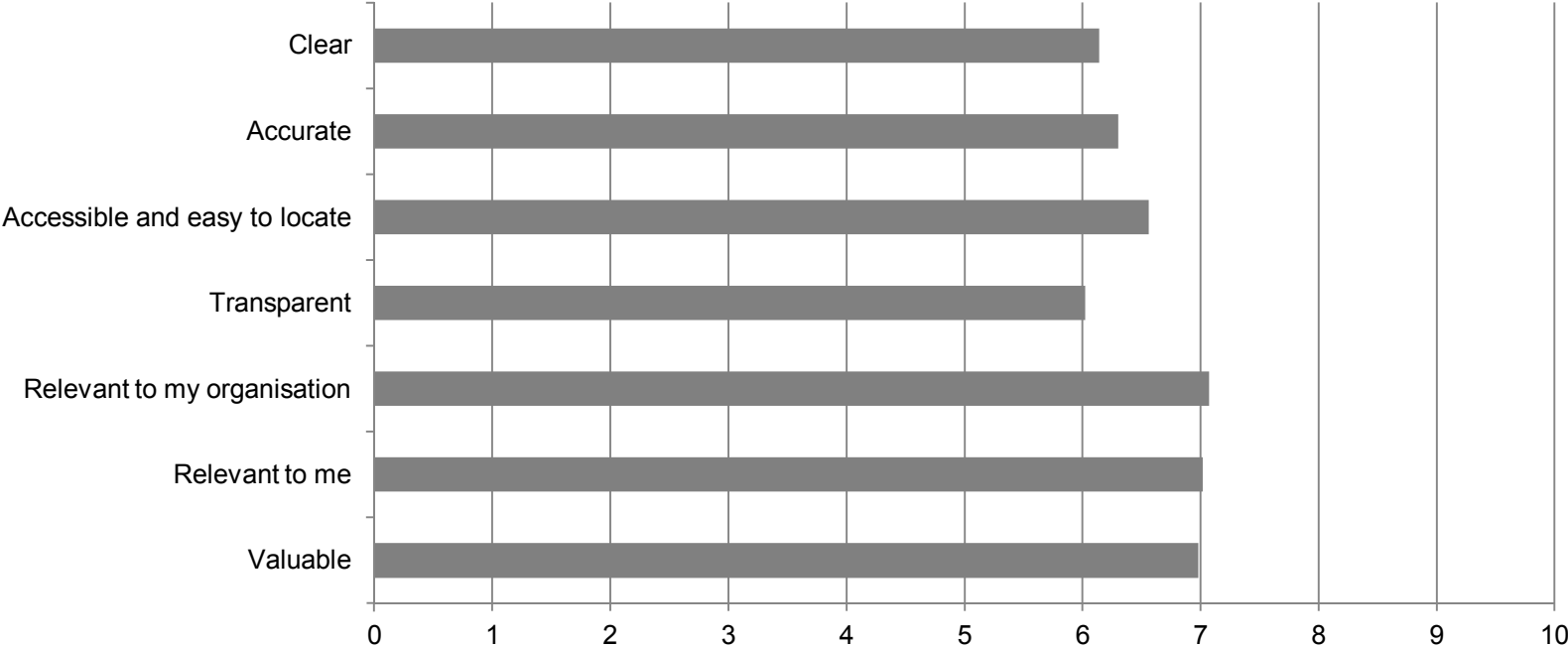
9. In general, how would you compare the reports over time? Continued

Number	Comments
1	They are containing more information and covering more programs. The scope of the audits should expand to consider the source selection process, as this can and does have a fundamental impact on the project outcomes/result.
2	Accuracy of the information as is always protecting the interests of the DMO
3	I would like more detail - however I realise this may not be possible in a public document.
4	Size and quality of content seems to be increasing but still not really user friendly and apparently prepared for internal Defence and government consumption, and of major import to those prime (Tier One) contractors who might be mentioned therein. Hence, not of particular benefit to Defence SME contractors, specialist sub-contractors, or consultants (i.e. those who do real value adding R&D and design work 'below the line').
5	Getting more objective and to the point
6	More information, albeit still generally lacking in detail on program challenges
7	Interpretation of financial figures is biased and somewhat inaccurate.
8	Information is not an accurate representation of the reality mostly in terms of finance and figures.
9	These reports are fine, as far as they go, and a valiant if not somewhat tacit attempt at openness and transparentness given the low base from which they originated in these and other fundamental project management traits. One thing the MPRs do provide is good insight into shortcomings in the DMO project management ethos and subsequent processes and the obvious fact that output from process is dominant over achieving satisfactory let alone exemplary outcomes and excellence. These reports also demonstrate significant shortcomings in the understanding and, thus, effective application of most Project Management disciplines, such as PARCA and Risk Management, particularly the standard techniques of risk identification, risk analysis, risk assessment and risk mitigation/management as well as the expertise needed to apply such techniques effectively and, thus, to effect.
10	The financial information is always of interest as is the scheduling timelines. I find the report the best source of information as the Budget papers and other documents are getting more obscure on both these fronts.
11	I find them valuable as a concise compilation of the state of the various defence projects

N.B Responses have not been edited for grammar or spelling

10. Please indicate the level to which you believe that the information contained in the Major Projects Report is (higher is better):

On a scale where one is low and ten is high: Please indicate the level to which you believe that the information contained in the Major Projects Report is



N=43

10. On a scale where one is low and ten is high: Please indicate the level to which you believe that the information contained in the Major Projects Report is (Higher is better):

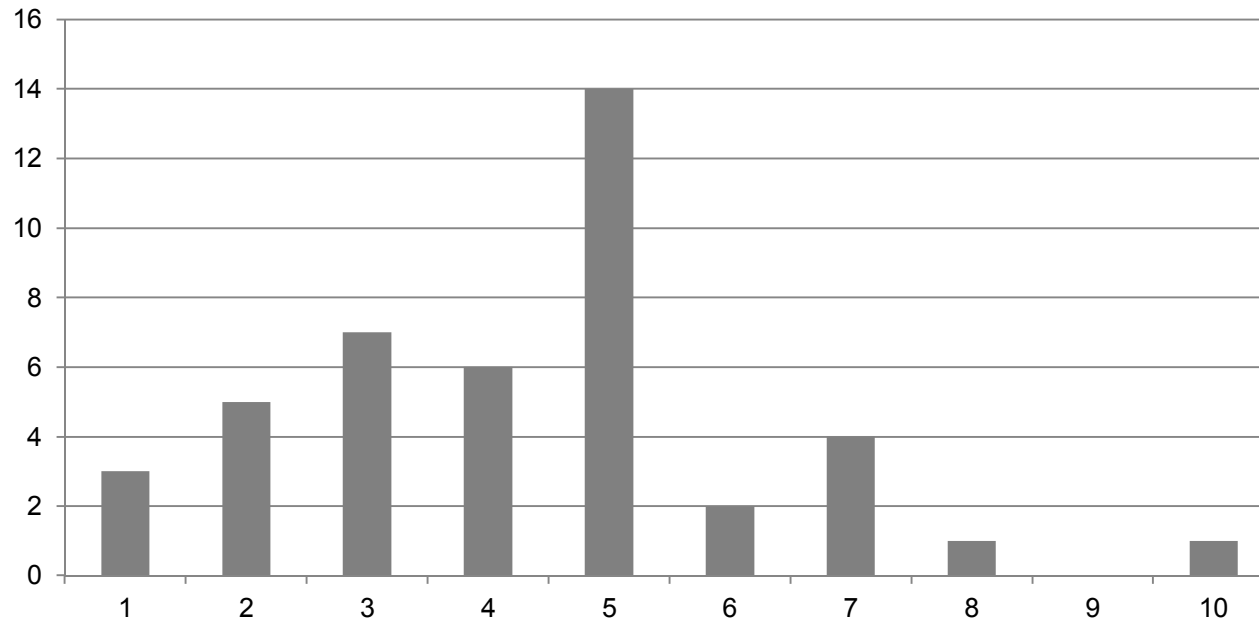
Answer Options	1	2	3	4	5	6	7	8	9	10	Rating Average
Clear	0	0	5	4	7	6	12	5	2	2	6.14
Accurate	0	0	4	2	9	9	7	7	3	2	6.30
Accessible and easy to locate	1	0	2	4	6	10	4	8	3	5	6.56
Transparent	0	1	3	4	10	8	9	3	3	2	6.02
Relevant to my organisation	1	0	4	0	5	5	5	11	7	5	7.07
Relevant to me	2	0	2	1	5	5	4	15	3	6	7.02
Valuable	0	0	3	2	5	6	7	12	3	5	6.98

11. Please indicate the level to which you believe that the information contained in the Major Projects Report is already provided through other sources (Lower is better):

Answer Options	1	2	3	4	5	6	7	8	9	10	Rating Average
Already provided through other sources	3	5	7	6	14	2	4	1	0	1	4.33

N=43

Already provided through other sources



N.B A high score in this question means that the respondent believes that information in the MPR can be found in other reports. A lower score indicates that they believed the information in the MPR is unique to the MPR , and cannot be found in other reports.

11. Please indicate the level to which you believe that the information contained in the Major Projects Report is already provided through other sources

Number Please indicate the other sources you use to find information contained within the MPR

1 Not a bad reference document but the information is dated when the report is published and hence ages (further) quite quickly.

2 DMO Website, The media General contacts

3 DCP Updates, Defence Trade Journals, Industry Association Newsletters

4 ASPI reports; Senate Estimates, Budget papers, Ministerial statements, ANAO reports, Defence Annual Report, conferences, interviews, corporate information

5 media, budget papers, annual reports, senate estimates

6 Defence Annual Reports, DCP, Press, own sources

7 Internal company reporting, DMO scorecard

8 DMO VISITS

9 Defence Capability Plans, Defence Capability Manual, DMO Risk Management Guidelines, DMO Instructions, Defence Instructions, Parliamentary Oversight Committee Proceedings and Reports, Industry, Main Stream Media, Web Based Media, Offices of Ministers for Defence, Government, Parliament including PRS, DSTO, Independent Analyses by SMEs

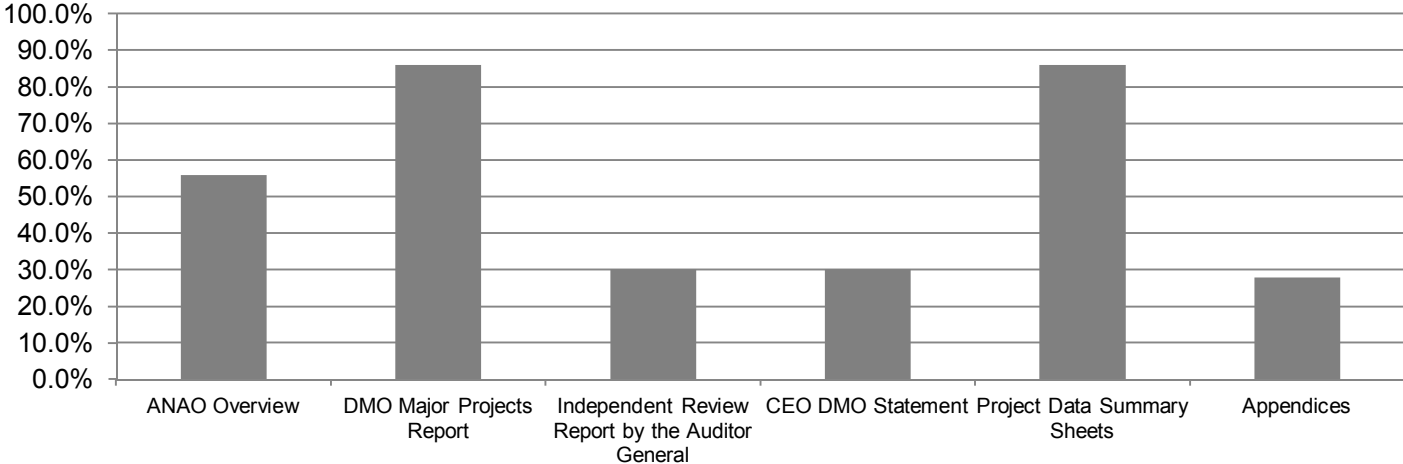
10 DMO and Defence web sites generally.

11 DMO website, ADM

12 DMO website. ANAO project audits. Other Defence sources.

12. When you look at the MPR which parts are of interest to you?

When you look at the MPR which parts are of interest to you?

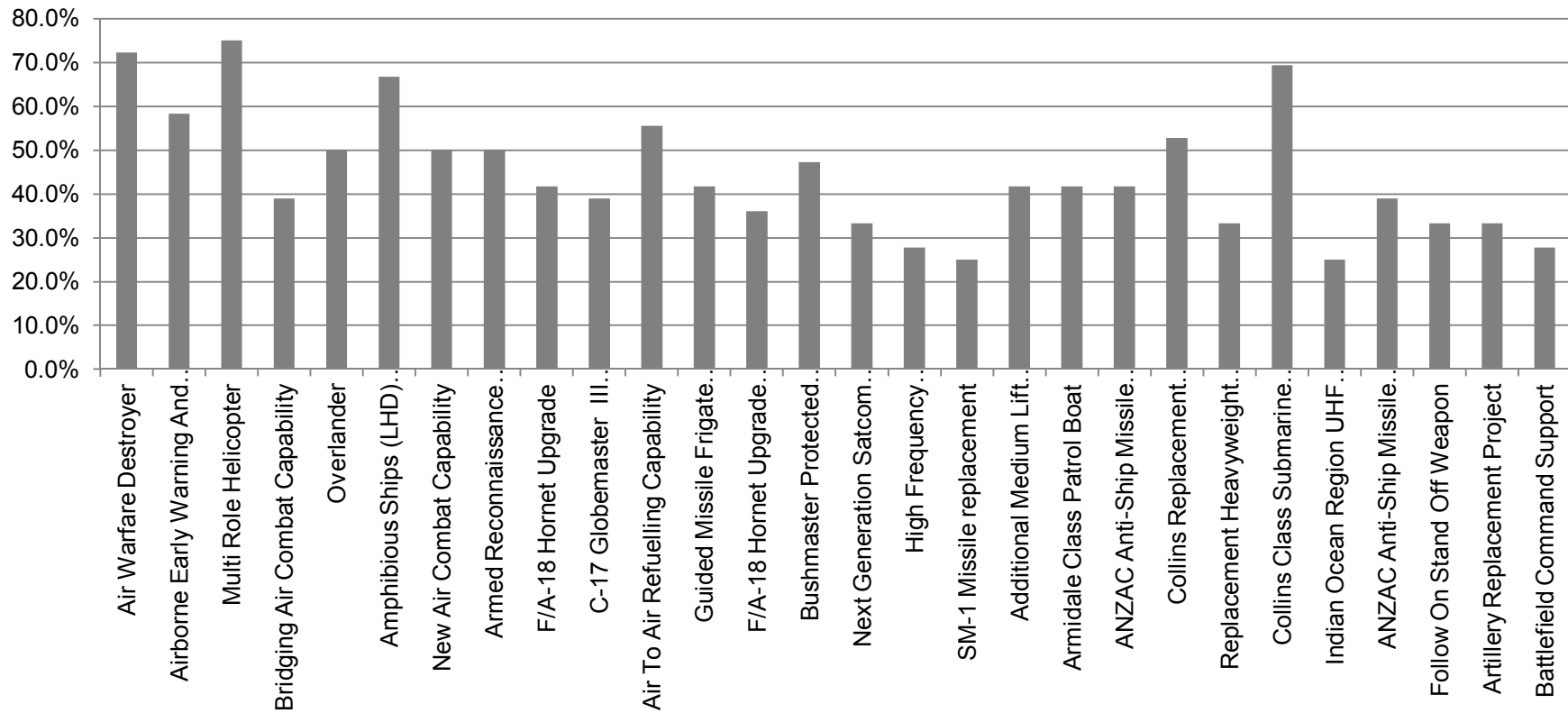


N=43

Answer Options (External	Response Percent
ANAO Overview	55.8%
DMO Major Projects Report	86.0%
Independent Review Report by the Auditor General	30.2%
CEO DMO Statement	30.2%
Project Data Summary Sheets	86.0%
Appendices	27.9%

13. The 2010-11 MPR reviews 28 Major Projects, please indicate whether you refer to or use the information about each of the projects

The 2010-11 MPR reviews 28 Major Projects, please indicate whether you refer to or use the information about each of the projects below (Please include as many responses as required)



N=36

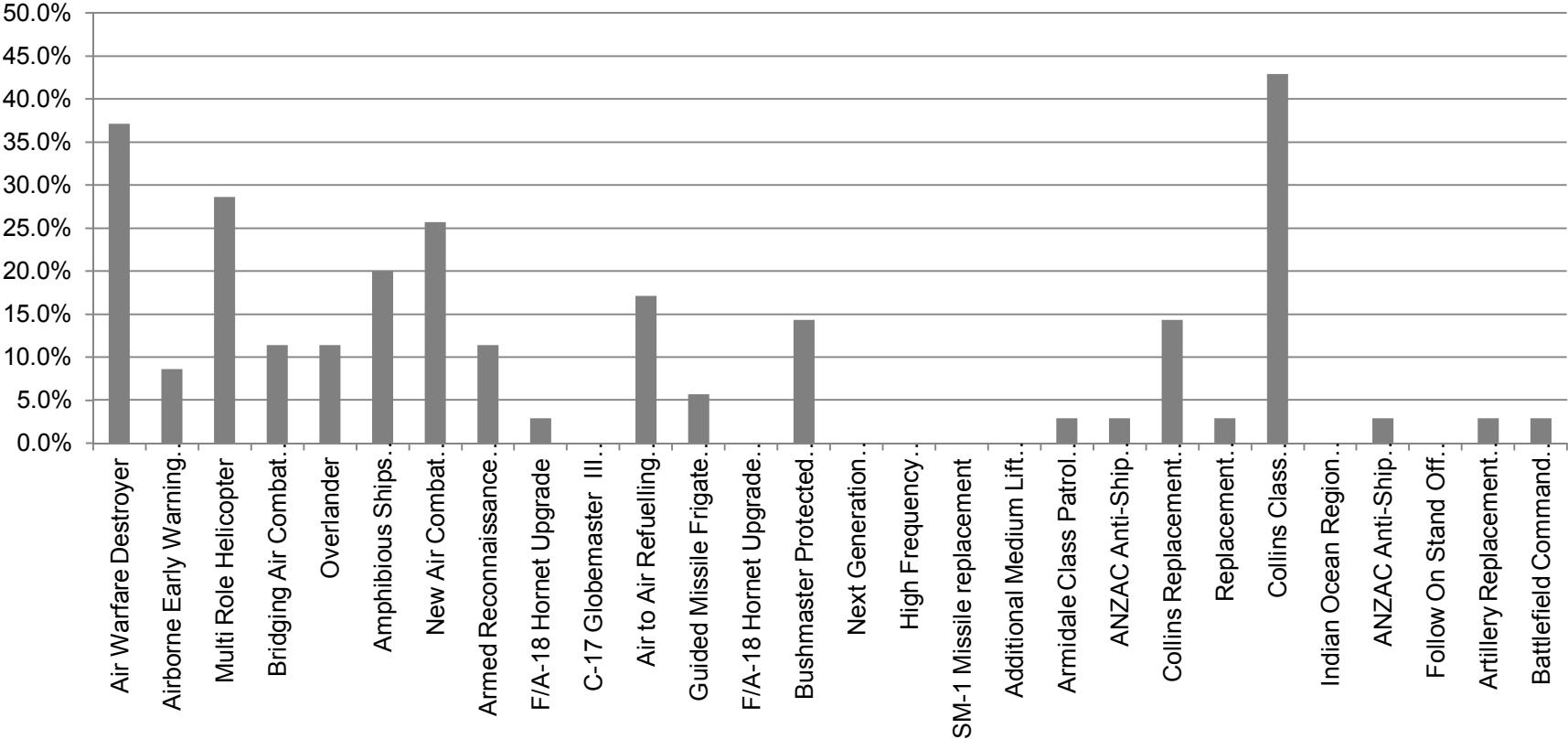
13. The 2010-11 MPR reviews 28 Major Projects, please indicate whether you refer to or use the information about each of the projects

Answer Options	Response Percent	Response Count
SM-1 Missile replacement	25.00%	9
Indian Ocean Region UHF Satcom	25.00%	9
High Frequency Modernisation	27.80%	10
Battlefield Command Support	27.80%	10
Next Generation Satcom capability	33.30%	12
Replacement Heavyweight Torpedo	33.30%	12
Follow On Stand Off Weapon	33.30%	12
Artillery Replacement Project	33.30%	12
F/A-18 Hornet Upgrade Structural Refurbishment	36.10%	13
Bridging Air Combat Capability	38.90%	14
C-17 Globemaster III Heavy Airlifter	38.90%	14
ANZAC Anti-Ship Missile Defence 2A	38.90%	14
F/A-18 Hornet Upgrade	41.70%	15
Guided Missile Frigate Upgrade Implementation	41.70%	15
Additional Medium Lift Helicopters	41.70%	15
Armidale Class Patrol Boat	41.70%	15
ANZAC Anti-Ship Missile Defence 2B	41.70%	15
Bushmaster Protected Mobility Vehicle	47.20%	17
Overlander	50.00%	18
New Air Combat Capability	50.00%	18
Armed Reconnaissance Helicopter	50.00%	18
Collins Replacement Combat System	52.80%	19
Air To Air Refuelling Capability	55.60%	20
Airborne Early Warning And Combat Control Aircraft	58.30%	21
Amphibious Ships (LHD) Project	66.70%	24
Collins Class Submarine Reliability And Sustainability	69.40%	25
Air Warfare Destroyer	72.20%	26
Multi Role Helicopter	75.00%	27

Ordered by
percentage

14. Information about which of the projects is most relevant to you? Please indicate up to three projects

Information about which of the projects is most relevant to you? Please indicate up to three projects



N=35

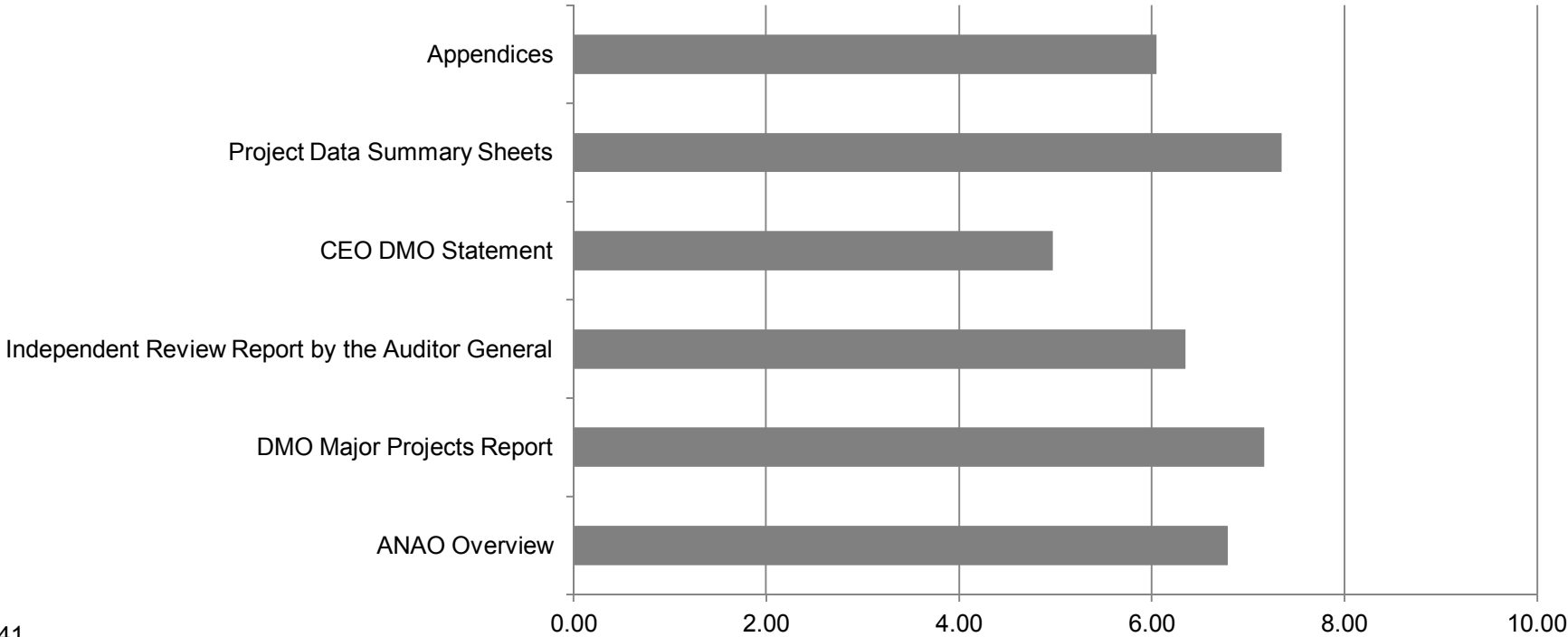
14. Information about which of the projects is most relevant to you? Please indicate up to three projects

Answer Options	Response Percent
C-17 Globemaster III Heavy Airlifter	0.0%
F/A-18 Hornet Upgrade Structural Refurbishment	0.0%
Next Generation Satcom capability	0.0%
High Frequency Modernisation	0.0%
SM-1 Missile replacement	0.0%
Additional Medium Lift Helicopters	0.0%
Indian Ocean Region UHF Satcom	0.0%
Follow On Stand Off Weapon	0.0%
F/A-18 Hornet Upgrade	2.9%
Armidale Class Patrol Boat	2.9%
ANZAC Anti-Ship Missile Defence 2B	2.9%
Replacement Heavyweight torpedo	2.9%
ANZAC Anti-Ship Missile Defence 2A	2.9%
Artillery Replacement Project	2.9%
Battlefield Command Support	2.9%
Guided Missile Frigate Upgrade Implementation	5.7%
Airborne Early Warning and Combat Control Aircraft	8.6%
Bridging Air Combat Capability	11.4%
Overlander	11.4%
Armed Reconnaissance Helicopter	11.4%
Bushmaster Protected Mobility Vehicle	14.3%
Collins Replacement Combat System	14.3%
Air to Air Refuelling Capability	17.1%
Amphibious Ships (LHD) Project	20.0%
New Air Combat Capability	25.7%
Multi Role Helicopter	28.6%
Air Warfare Destroyer	37.1%
Collins Class Submarine Reliability and Sustainability	42.9%

Ordered by
percentage

15. On a scale of one being low and ten being high, could you indicate how useful you find each section in the MPR (Higher is better)

On a scale of one being low and ten being high, could you indicate how useful you find each section in the MPR



N=41

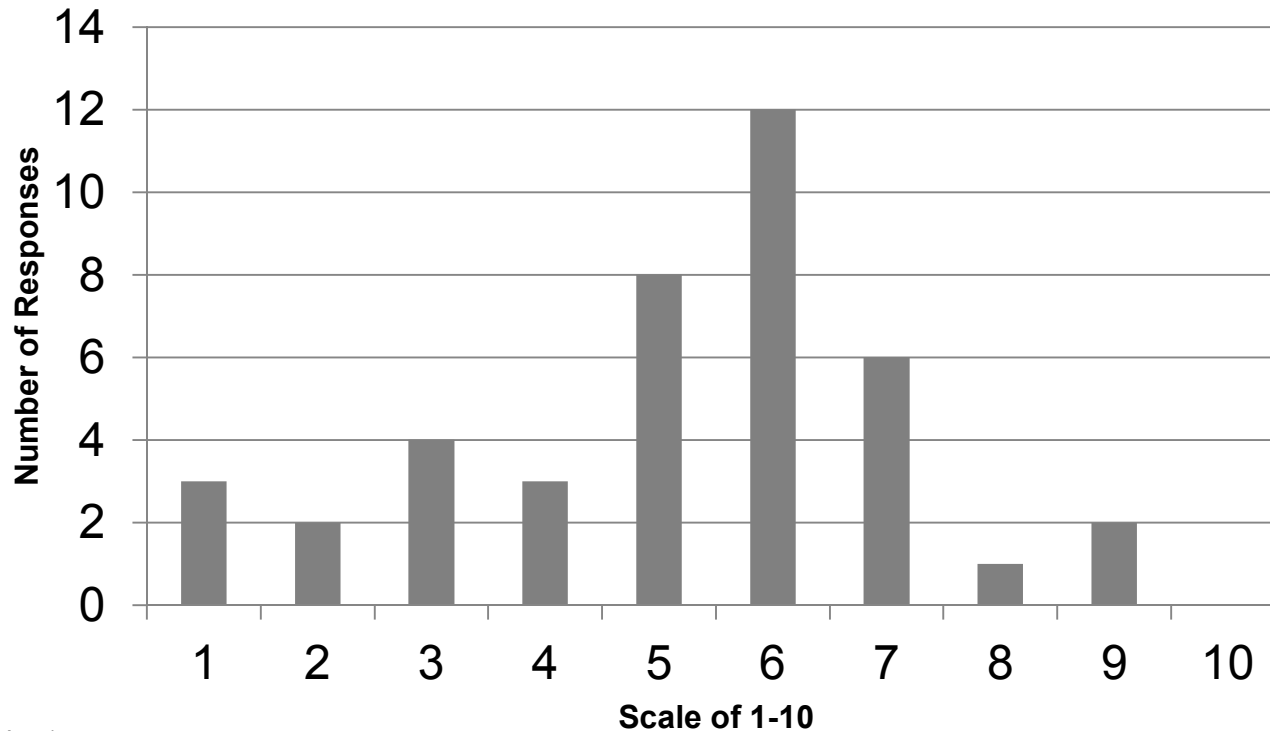
15. On a scale of one being low and ten being high, could you indicate how useful you find each section in the MPR (Higher is better)

Answer Options	1	2	3	4	5	6	7	8	9	10	N/A	Rating Average
ANAO Overview	0	1	3	1	7	2	7	11	4	3	2	6.79
DMO Major Projects Report	0	0	2	1	7	3	6	13	5	4	0	7.17
Independent Review Report by the Auditor General	0	2	4	2	5	6	3	9	3	3	4	6.35
CEO DMO Statement	3	2	5	5	6	6	6	3	0	1	4	4.97
Project Data Summary Sheets	0	1	2	1	5	2	6	9	9	5	1	7.35
Appendices	0	2	2	3	10	4	5	10	1	1	3	6.05

16. On a scale of 1-10, with one being low and ten being high, please indicate the level to which the MPR impacts and influences the way you do business (Higher is better)

Answer Options	1	2	3	4	5	6	7	8	9	10	Rating Average
All Surveyed	3	2	4	3	8	12	6	1	2	0	5.15

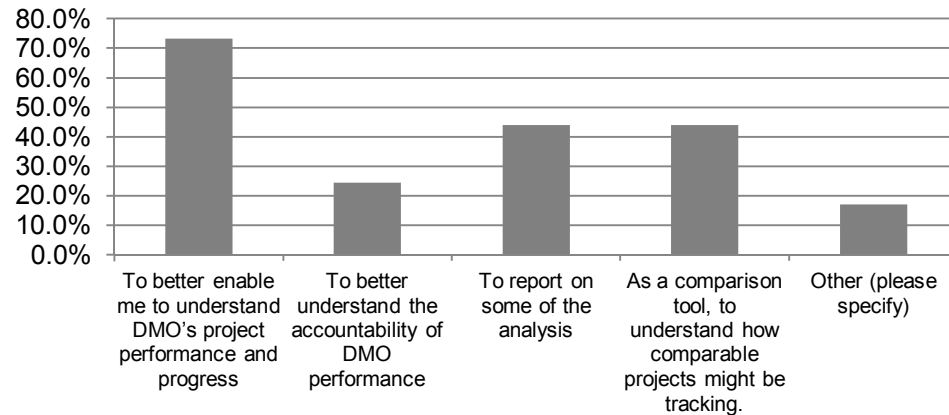
Please indicate the level to which the MPR impacts and influences the way you do business



N=41

17. Please indicate the statements which reflect how you use the report, you may nominate more than one answer

Please indicate the statements which reflect how you use the report, you may nominate more than one answer



N=41

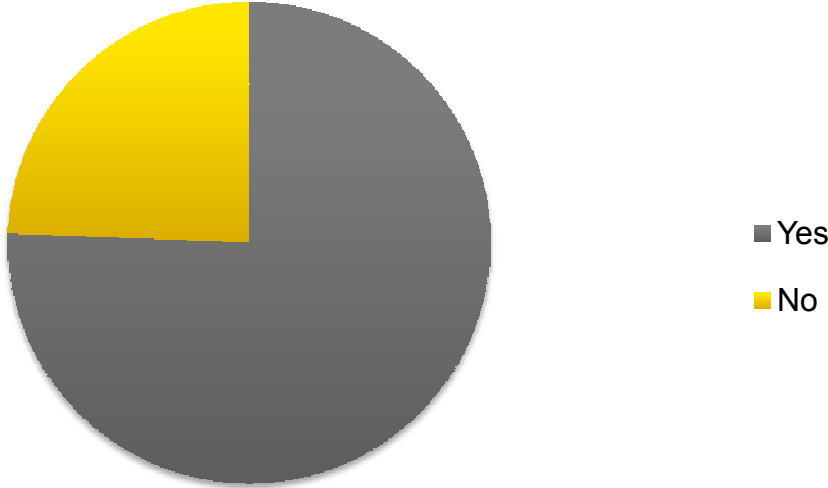
Answer Options (External)	Response Percent
To better enable me to understand DMO's project performance and progress	73.2%
To better understand the accountability of DMO performance	24.4%
To report on some of the analysis	43.9%
As a comparison tool, to understand how comparable projects might be tracking.	43.9%
Other (please specify)	17.1%

17. Please indicate the statements which reflect how you use the report, you may nominate more than one answer

Number	Other (please specify)
1	To read what the DMO thinks of itself and their own project performance
2	Assessing downstream support opportunities
3	It's not DMO I'm attempting to rate, it's the capacity itself.
4	As a check on my own assessments and understanding
5	To learn about areas of potential business opportunities.
6	One many bases for PARCA and RAAM analyses and overall studies of the DMO experiment and what ails and is broken in Defence/DMO, today.
7	To better enable me to understand individual projects and capabilities

18. Do you think the size of the MPR is appropriate?

Do you think the size of the MPR is appropriate?



N=41

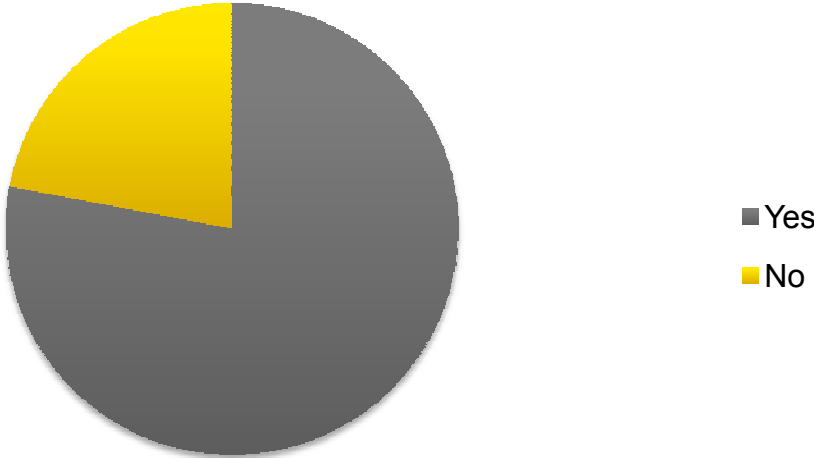
Answer Options	Response Percent
Yes	75.6%
No	24.4%

18. Do you think the size of the MPR is appropriate?

Number	Comments
1	The MPR should be as big as it needs to be to cover the relevant project and provide a clear and unambiguous report of the assessment.
2	The information is quite sensitive for the interest of the country and for the industry and it is public!
3	Not any bigger please
4	The trouble is I always want more detail but only on some projects. And much of the additional detail I wish for, as a journalist, doesn't relate to DMO and its management of the project but calls for a wider, more holistic, perspective. Thus, with the JSF for example, I'm not really interested in the way DMO's managing the project. I realise there are a number of issues that will inevitably have a significant effect on price and delivery times. These are all, from my perspective, 'news stories'. But the trouble is that with these really significant projects we, the journalists, are being excluded from the background thinking that is going on that reflects on the original decision to buy the JSF. It made a lot of sense back then. Things have changed. Does it still make sense today? Who can I speak to about this? It would be nice to know someone is thinking about the issues that are arising. Or is it just like Seasprite - once the project's there it remains, an immovable tribute to the fact that nobody is ever prepared to change anything until finally billions are wasted.
5	more info is better
6	I would like it to be more comprehensive of the DMO's activities.
7	Project detail to could be limited to variance analysis for projects of concern & where necessary to support recommendations.
8	The MPR series is fine, as far as it goes, coming off what could only be described as a quite low base. However, there is too much 'form over substance', therefore report needs more substance which should be quantitative rather than qualitative; a focus on outcomes rather than just process; and far, far less words that are more about form than substance.
9	DMO should perhaps not have the chance to respond to the ANAO's independent analysis.

19. Do you think the number of projects reported in the MPR is appropriate?

Do you think the number of projects reported on in the MPR is appropriate?



N=41

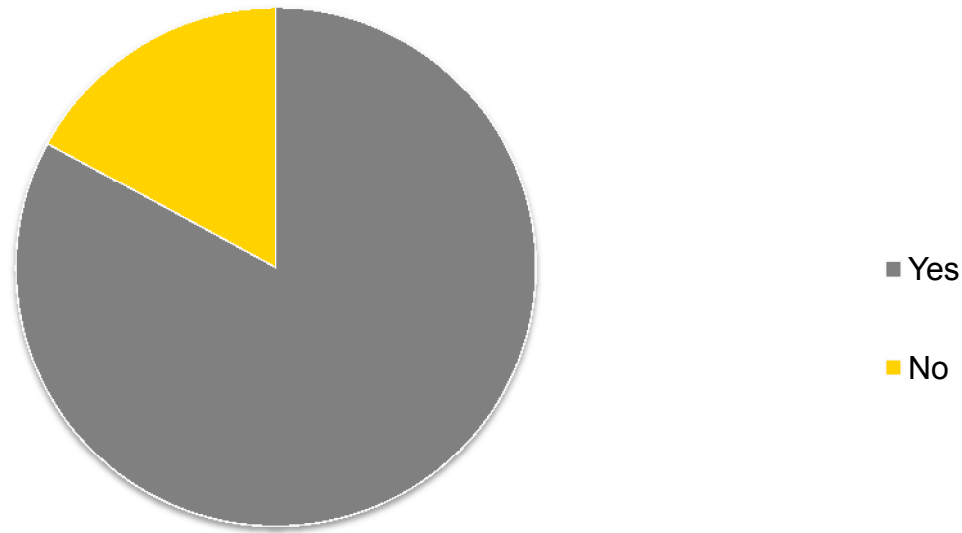
Answer Options	Response Percent
Yes	78.0%
No	22.0%

19. Do you think the number of projects reported in the MPR is appropriate?

Number	Comments
1	This shouldn't be number based, the MPR needs to cover those projects with issues and higher levels of risk. It must cover all projects on the projects of concern list.
2	Keep focussing on the topical or 'problem' projects
3	Yes, but I'd like a bit of an honest appraisal of some of the problems.
4	more projects are better
5	It should be a smaller number
6	I think it should be extended - and management trends should be discussed by the ANAO across programs.
7	See 18 - detailed project statements could be limited to projects of concern.
8	The MPR is fine, as far as it goes, but if all projects are being properly managed and substantively, then the MPR should be able to report on all major projects of the DMO with little if any increase in the time and cost for its production.

20. Is the focus of the MPR correct?

Do you think the current focus of the MPR is correct?



N=41

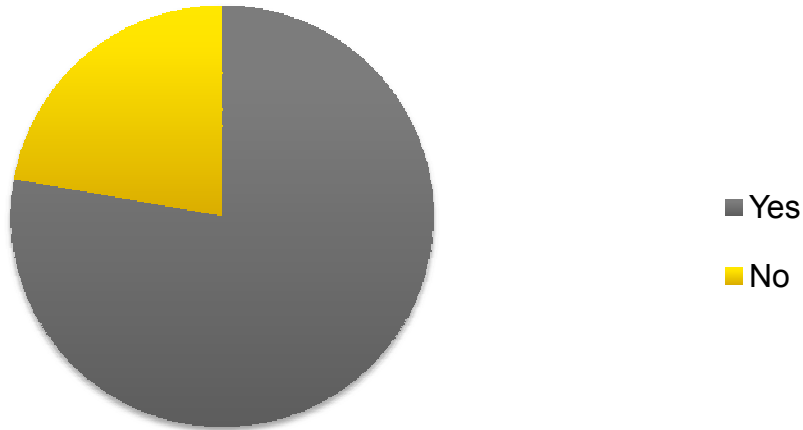
Answer Options (External)	Response Percent
Yes	82.9%
No	17.1%

20. Is the focus of the MPR appropriate?

Number	Comments
1	The audit should also cover source selection. Particularly in those projects that include a statement such as "The complexity of the program was initially underestimated".
2	Seemingly self service rather than informative
3	We don't want gloss - I think you'd gain a great deal more respect if you dealt with the 'issues' that some projects develop more honestly. It's not DMO's fault if a problem develops on the manufacturers side, but my feeling is that these are not dealt with openly and honestly.
4	Yes, in that the MPR is a one-stop compendium on an individual project but (see 21)
5	Noting there is too much detail.
6	SHOULD DETAIL PROJECT SHORT FALLS HONESTLY
7	As stated previously, the MPR is fine, as far as it goes, but since this series of reports started out with an apparent focus on form over substance and has continued with that focus, its value rely lies elsewhere to what this survey has been designed to determine.
8	Perhaps greater emphasis on Projects of Concern.

22. Do you believe the MPR process contributes to the transparency and accountability of DMO?

Do you believe the MPR process would contribute to the transparency and accountability of the DMO capital acquisition process?



N=27

Answer Options	Response Percent
Yes	77.8%
No	22.2%

Number Comments

- 1 I really don't know - it might just read as endless sentences of acronyms, which would be very useless.
- 2 Haven't the faintest idea. Answer is meaningless.
- 3 I would argue, however, that being unable to provide a single paragraph explaining what the MPR's objectives are without drowning the reader in acronyms (you reference the PDSSs which would require another paragraph to explain it) is not a good example of how the DMO is increasing transparency. The above information appears to, in fact, encourage opacity.