



Headquarters
New Zealand Defence Force
Defence House
Private Bag 39997
Wellington Mail Centre
Lower Hutt 5045
New Zealand

OIA-2025-5281

17th
April 2025

Dear [REDACTED]

I refer to your email of 25 February 2025 requesting, under the Official Information Act 1982 (OIA), information concerning the New Zealand Defence Force (NZDF) Munition Management Group Ammunition Remediation Project. A response to the various parts of your request are set out below.

1. *How long has the project been running?*

Defence Logistics Command have been running this project for 16 months.

2. *What is and has been its level of funding?*

In the 2023/2024 financial year the project was funded for \$650k, and in the 2024/25 financial year it was funded for \$1.04M.

3. *What has been expended on the project to date?*

A total of \$1.16M has been expended to date.

4. *What has been delivered to date?*

Through the Ammunition System Remediation Project, the NZDF is working to make improvements to ensure its ammunition management system is able to respond effectively to the volatile global supply chain conditions that are likely to be in place for some time. These improvements include: extending ammunition demand forecasting by five years to reflect ever increasing supply lead times; enhancing risk management practices to pre-empt and avoid supply chain issues; and, enhancing the ability to plan and manage ammunition storage capacity to optimise logistics supporting NZDF outputs. The NZDF is also working on establishing smarter procurement pathways that offer better flexibility and sourcing opportunities with the Australian Defence Force.

5. *I request reports, proposals, funding applications, funding decisions, emails regarding this project, evaluations of the project, and current state of the project held within the New Zealand Defence Force and the Ministry of Defence.*

With respect to the current state of the Remediation Project, a copy of the most recent update is enclosed. Further information is declined in accordance with section 18(f) of the OIA as there are more than 4,000 documents in scope. If the request could be refined to a more targeted set of reports and to a shorter timeframe, it will be reconsidered accordingly.

You have the right, under section 28(3) of the OIA, to ask an Ombudsman to review this response to your request. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that responses to official information requests are proactively released where possible. This response to your request will be published shortly on the NZDF website, with your personal information removed.

Yours sincerely

GA Motley

Brigadier

Chief of Staff HQNZDF

Enclosure:

1. NZDF's Ammo System – Update, February 2025

NZDF's Ammo System - Update

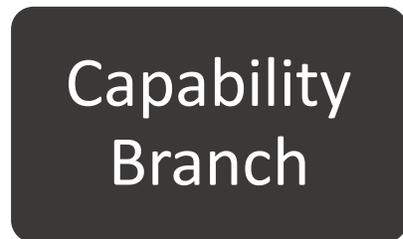
Feb 2025



Ammo Management System

- The Ammunition system is identified as one of the NZDF's highest Output risks
- The system spans NZDF and has 4 key Owners, each with critical roles that needing to work together to ensure NZDF has the ammo and explosives needed to deliver Outputs.

Set Capability Roadmap, determine requirements and manage through life adaptation.



Signal Demand for DLOC and OLOC. Track use against demand.



Manage supply chain. Procure, store and supply.



Enablers: Commercial Services, Finance Branch, Defence Estate Infrastructure

Current conditions



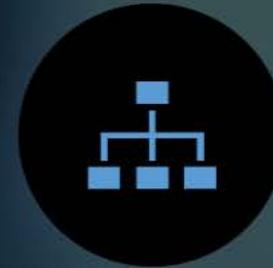
MARKET CONDITIONS MAY
HAVE CHANGED
PERMANENTLY.



THE AMMUNITION VALUE-
CHAIN IS INCREASINGLY
FRAGILE.



HOW NZDF PLANS FOR AND
BUYS AMMUNITION IS NO
LONGER WORKING TO
MAXIMISE PERFORMANCE
OR VALUE FOR MONEY.



THE OVERSIGHT AND
ACCOUNTABILITY SYSTEM IS
NO LONGER OPTIMAL.

Ammo System Remediation Project

- In recognition of risk to NZDF Outputs from global supply chain conditions and weaknesses within the NZDF Ammo System, DLC initiated a system wide Remediation Project to facilitate required improvement.
- Greater visibility, improved communications as well as enhanced governance is expected to substantially lift confidence in the Ammo System.
- A range of interventions were plotted onto a 5 Year Roadmap to enable the above to be achieved.
- The Remediation Project Team's primary role is to facilitate and coordinate action across the system, including identifying and embedding capability to sustain system improvements.

5 Year Remediation Roadmap

