

APM Calls for Stronger Project Governance and Creation of a Project-Delivery Authority in Ireland

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APM has urged continued reform of how publicly funded projects in Ireland are initiated, governed, and delivered, including using the [Accelerating Infrastructure Report and Action Plan](#) as the basis for establishing a formal Project-Delivery Authority within government.

In its latest report, [Cross-project issues in Ireland](#), APM highlights recurring structural weaknesses that have contributed to cost overruns, delays, and reputational damage across major public projects. The analysis draws on four high-profile case studies: the National Children's Hospital Project, the Arts Council's Business Transformation Programme, the Office of Public Works' Leinster House Bicycle Shed, and RTÉ's Enterprise Resource Planning and IT systems.

Across these projects, APM identifies consistent failings in governance and accountability, project initiation and scope definition, cost and schedule management, procurement and contract discipline, and the influence of social, economic, and political pressures.

"These cases are not isolated mishaps; they reveal a pattern," said Andrew Baldwin, Head of Policy and Public Affairs at APM. "Ambiguity in accountability, weak business cases, and poor procurement discipline are recurring across sectors."

Baldwin acknowledged recent progress, noting that the Government's renewed focus on project delivery, including the work of the Accelerating Infrastructure Taskforce, is beginning to address some of these systemic issues. However, he stressed that further action is needed to strengthen leadership, skills, and

standards to restore public trust in major projects.

APM's recommendations include establishing clearer accountability and transparency around public spending decisions; continued engagement between the Accelerating Infrastructure Taskforce and project professionals, including consideration of a new Project-Delivery Authority; increased investment in project expertise across government and publicly funded bodies; and a stronger focus on continuous professional development and skills.

The report also builds on APM's growing presence in Ireland. Last year, APM launched a Regional Network in the Republic of Ireland in response to rising demand for professional qualifications and Chartered Project Professional status. The network brings together project professionals through CPD sessions, workshops, networking events, and conferences, supporting higher standards of project delivery across the country.