



FOLKETINGET
RIGSREVISIONEN

Management of Benefits in Government IT- projects

September 2024

What we do

- Rigsrevisionen is part of the parliamentary system in Denmark.
- Our Mission: Rigsrevisionen examines whether government funds are used effectively and as intended by the Danish parliament.
- We keep an eye on public spending with a particular focus on ensuring that funds are spent as intended by the Danish parliament.
- Rigsrevisionens activities are governed by law. We have two core tasks: annual audit and major studies.



The purpose of the report

The purpose of the report is to assess whether the ministries' realization of IT-project benefits has been satisfactory. The report answers the following questions:

- Are the ministries adequately monitoring and tracking the realization of benefits in their IT-projects?
- Do the ministries have an adequate basis for their expectations in regard to planned IT-project benefits?

The ministries

	Projects #	Benefits #	Expenses (mill. DKK)
The Ministry of Employment	1	8	16,2
The Ministry of Children and Education	4	38	106,4
The Ministry of Finance	4	16	96,9
The Ministry of Defence	6	44	161,8
The Ministry of Justice	7	132	372,4
The Ministry of Food and Agriculture	4	23	159,6
The Ministry of Taxation	14	89	653,1
The Ministry of Health and Elderly Affairs	1	4	15,5
The Ministry of Higher Education and Science	1	1	52,8
The Ministry of Foreign Affairs	1	5	17,6
The Ministry of Industry, Business and Financial Affairs	1	0	37,5
Total	44	360	1.690

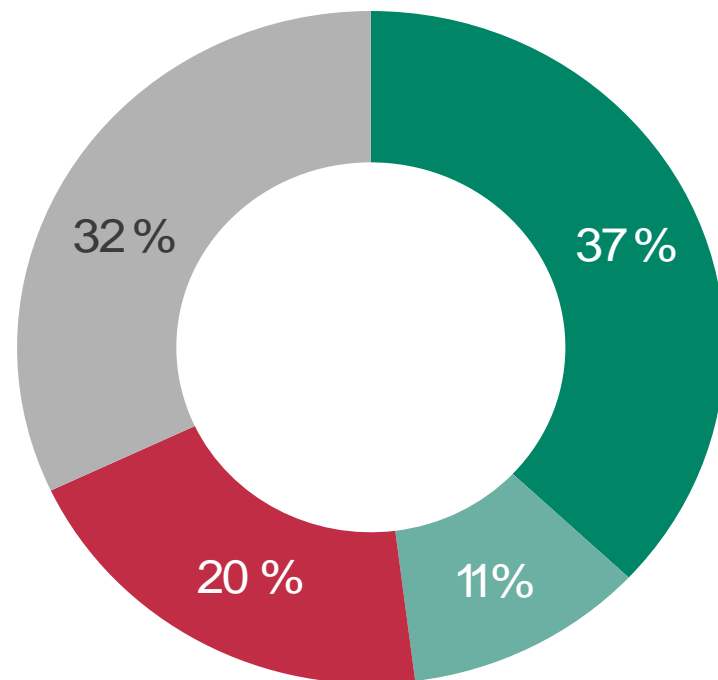
Results

Conclusion

It is Rigsrevisionens assessment that the ministries' management of realization of benefits associated with IT-projects has been unsatisfactory.

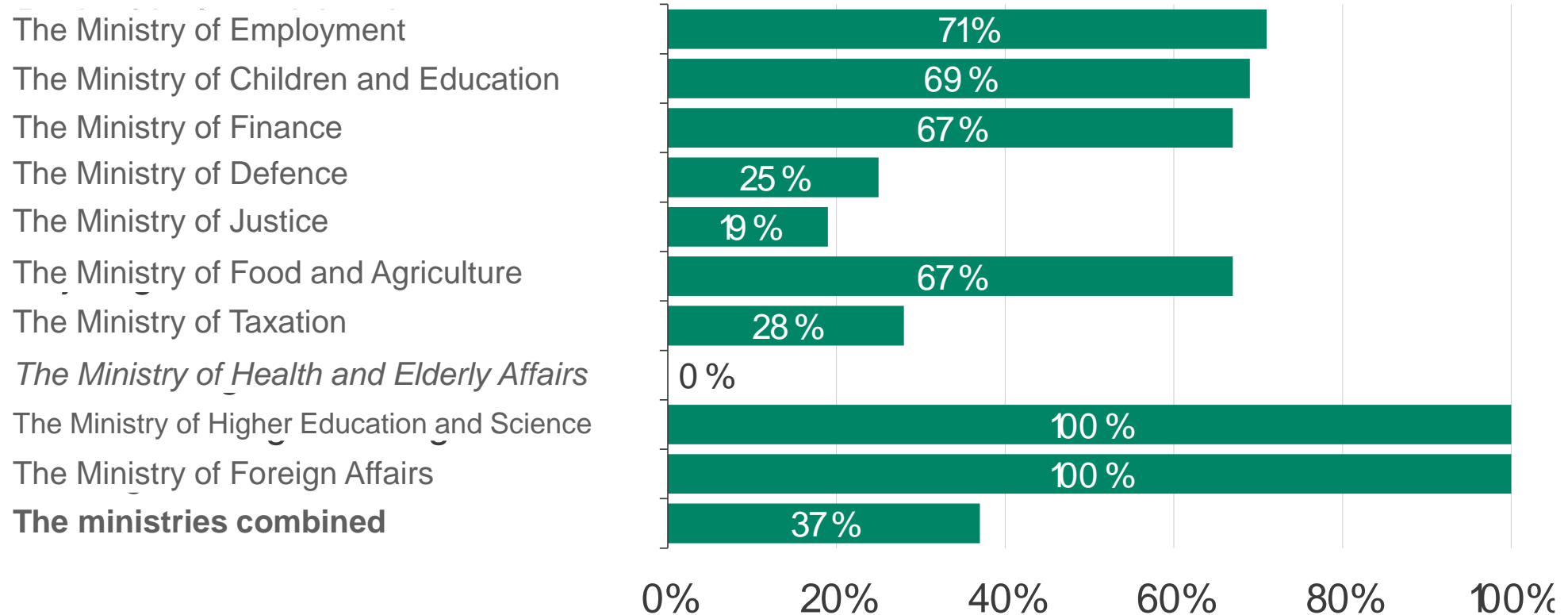
- **Overall, the ministries' monitoring and tracking of the realization of IT-project benefits has been inadequate.**

Degree of realization

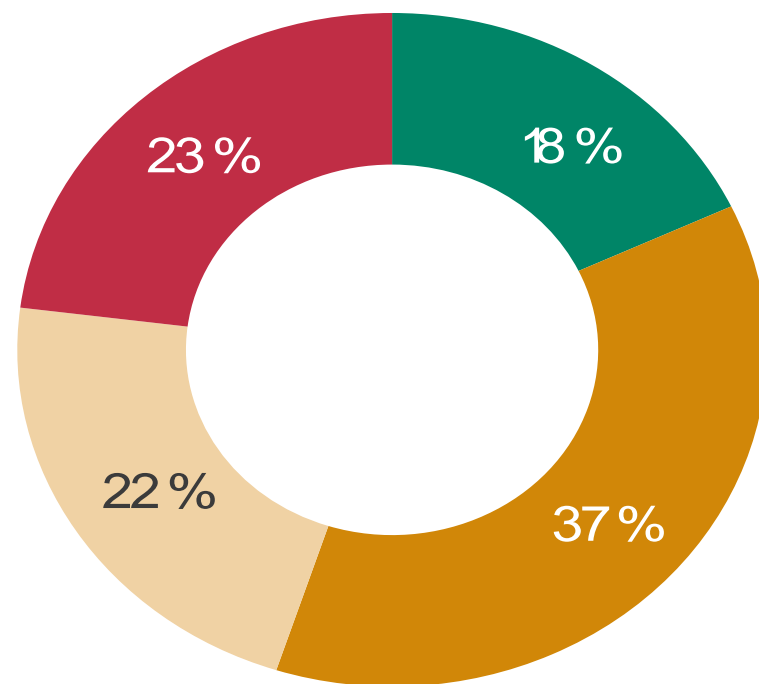


- Realized
- Partly realized
- No follow-up
- Not realized

Degree of realizations - distribution among ministries



Documentation of realized benefits



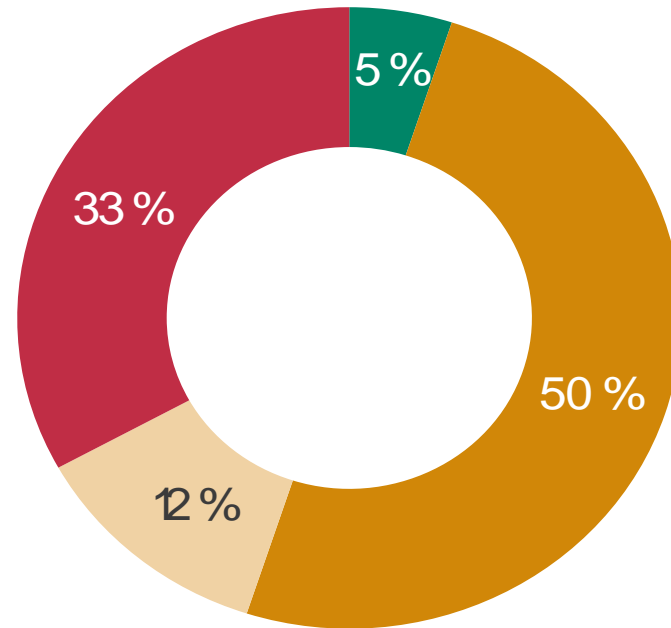
- Sufficient documentation
- Insufficient measurement
- Insufficient method
- No measurement

Conclusion

It is Rigsrevisionens assessment that the ministries' management of realisation of benefits associated with IT-projects has been unsatisfactory.

- **Overall, the ministries' identification of the expected benefits of their IT-projects was made on an inadequate basis.**

Degree of documentation for estimated benefits



- Sufficient documentation
- Pre-measurement without benefit data
- Pre-measurement and benefit data without
- No documentation

Recommendation

Rigsrevisionen recommends that the It-council will use the findings to evaluate how the Danish ministries can enhance both the preparation and the follow-up of the management of benefits.

Questions?



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