AUDIT
AT A GLANCE

Performance Audit of the Ministry of SaskBuilds and Procurement: Monitoring the Implementation of IT Projects

Why It Matters

Modern IT systems are essential for efficient and secure government operations.

Strong oversight and reporting helps ensure IT projects are delivered on time, within budget, and meet their intended objectives—ultimately supporting better public services and responsible use of taxpayer dollars.

Why We Did This Audit

Large-scale IT projects are inherently complex and expensive. Ineffective project monitoring increases the risk of implementation delays, cost overruns, uncontrolled scope increases, missed deliverables, or failure to meet client needs.

It also impacts resources available to deliver other key projects or programs.

Key Facts and Figures

- Between April 2024 and March 2025, the Ministry monitored 20 IT projects—8 of these projects ended up overbudget and 12 projects were delivered late

- For two of four projects tested, the Ministry did not receive timely progress reports and the projects ended up running late and overbudget

- One client spent more than $4 million before cancelling the project outright due to the vendor's inability to meet the client's requirements

- Ministry clients spent about $84 million on IT capital in 2024–25 and planned to spend about $62 million in 2025–26, including for IT projects monitored by the Ministry

What We Found

The Ministry lacks formal reporting requirements as well as performance targets for large-scale IT projects, potentially leaving governance bodies without critical data on costs, timelines, and risks.

The Ministry leads and monitors the Enterprise Business Modernization Project (EBMP), a government-wide initiative projected to cost $260 million to fully implement after facing a $130 million budget overrun and a 2.5-year delay at March 31, 2025.

We Made Five Recommendations

The Ministry of of SaskBuilds and Procurement needs to:

- Formalize sufficient requirements (e.g., percentage of projects on time and on budget, scope changes, summary of major risks and issues across projects and by project) reported to IT governance bodies

- Ensure timely submission of monthly project progress reports and follow up when not received from clients

- Analyze client-submitted IT project reports to identify project management issues and document the analysis

- Continuously assess IT project risks and mitigation strategies reported by clients to provide timely advice and support

- Require and compile lessons learned to strengthen future IT project implementation