Audit of the key ICT project IVZ
Federal Roads Office

Key points

After the IVZ programme was audited by the Swiss Federal Audit Office (SFAO) in the spring of 2014[1], it was once again the object of a key ICT project audit in the summer of 2015. The Federal Roads Office (FEDRO) decided on 5 August 2015 to take over the vehicle licensing information system (IVZ) project and improve performance with a new supplier. Over CHF 30 million had already been spent by the end of September, and a definitive launch date still has to be set.

All possible options must be reviewed before further funds are invested

The IVZ programme was on target overall at the time of the last audit, despite various risks. The new Director of FEDRO decided in March 2015 to postpone the launch date to Easter 2016 because of an insufficient performance and stability level, as well as other critical operating errors. The in-depth analysis carried out subsequently revealed fundamental differences between Trivadis (the contractor) and FEDRO regarding the interpretation of the state of implementation. Trivadis made financial and organisational demands in order to be able to meet the deadline, but these were not accepted by FEDRO. The latter decided on 5 August 2015 to take over the work as it stood – not to inspect and accept it – and to instruct a new service provider to improve the performance level. Aside from a lack of confidence in Trivadis, the cantons' reluctance to use IVZ with the existing performance level was decisive here.

In view of the investments already made and those still expected, the SFAO recommends that FEDRO should carry out a thorough, neutral and comprehensive cost-benefit analysis before deploying further funds. No option should be ruled out from the outset, and the operating costs for at least five years should be factored in.

The insufficient performance of IVZ could have been detected earlier

Performance was recognised as an important objective from the start of the project. Performance tests were always envisaged in the test concepts. The end-to-end tests called for by the SFAO during the 2014 audit to check user processes throughout the entire processing chain were not carried out until the start of 2015. The performance targets could have been ascertained already during the preliminary project, when Trivadis was tasked with the situation analysis. However, the tender and the contracts were based on technical targets ascertained within the Confederation that proved to be incorrect during the subsequent review carried out in 2015.

This error could have been detected at various times over the course of the project, but the targets were never called into question. Neither FEDRO nor the assigned service providers pushed with the necessary rigour for thorough performance tests at an early stage, not even following a corresponding recommendation in an independent review report from 2011.

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[1] Audit of the key ICT project concerning the vehicle licensing information system (IVZ) – Federal Roads Office (audit mandate 14372), available on the SFAO's website.

Test organisation, concepts and implementation with a need for optimisation

The organisation for testing is complex and would have required tight overarching management. The absence of this led to misunderstandings, mutual incomprehension and, combined with the parallel nature and the late delivery of release content, growing time pressure. The recommendation made by the SFAO in 2014 with regard to improving management in the area of testing was insufficiently implemented. The "silo mentality" (*Silo-Denken*) remained and contributed to the current situation.

In their present form, the test concepts do not constitute a reliable basis for a shared view of the test process. It does not ensure that risks in this area are incorporated into risk management. The performance problems could possibly have become visible earlier on if they were.

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