

# Audit of the key ICT project DaziT

## Federal Customs Administration

### Key facts

---

The Swiss Federal Audit Office (SFAO) examined the key ICT project DaziT. The Federal Customs Administration (FCA) intends to use this programme to digitalise all FCA core processes by 2026. Parliament approved over CHF 393 million for financing the modernisation and digitalisation of the FCA in 2017.

The SFAO has already analysed the draft dispatches on the DaziT programme and submitted suggestions for clarification to the FCA<sup>1</sup>. In this first audit, it dispensed with a full comprehensive audit and focussed on incorporating its suggestions into the DaziT programme. The 2018 audit showed that only certain suggestions had been fully implemented.

#### **Programme organisation and governance is oversized**

In order for the FCA to reach the envisaged new orientation, it must prioritise total transformation. The transformation management is still under development. In this context, the areas of strategy, mission and implementation should be more clearly coordinated.

In the dispatch, the FCA outlined a streamlined structure for the programme management. However, during the programme initiation, not all elements were implemented as originally foreseen. According to the FCA, it is important to transform the structures slowly which is why it opted for selected variances. Nonetheless, this leads to extensive administration, complex controlling and inconsistencies in orders and reporting. As the FCA already took relevant corrective measures at its management meeting in June 2018, the SFAO will refrain from making any recommendation.

#### **Measuring of benefits and progress must be further developed**

In order for the Federal Council to be able to reliably verify progress and use of funds, the DaziT programme must establish a basis which was lacking at time of the audit. The SFAO recommends that the FCA create the necessary basis for measuring benefits and performance progress in a sustainable and informative manner.

**Original text in German**

---

<sup>1</sup> The "Analysis of the DaziT special dispatch" (audit mandate 16568), available on the website of the SFAO ([www.sfao.admin.ch](http://www.sfao.admin.ch)).