

# Audit of the Redesign Import Applications project

## Federal Office for Agriculture

### Key facts

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In order to protect Swiss agricultural production, the importation of certain goods is regulated by customs duties. Quota shares are allocated to importers at lower tariff prices in order to ensure the country's supply. Until now, the Federal Office for Agriculture (FOAG) has used three applications for quota management. As part of the Redesign Import Applications (RIA) project, the FOAG will replace these by mid-2022. The project was launched in 2018 with a budget of CHF 7 million.

The Swiss Federal Audit Office (SFAO) examined whether RIA was on track and whether the FOAG is fully exploiting the potential for digitalisation. At the time of the audit, the project was in the first implementation unit, which was nearing completion. The audit results therefore refer to the project status of this unit and relate to the period until the end of December 2020. At this time, the project was on schedule. For the next phase, the SFAO sees improvements above all in the coordination with other federal projects and a more in-depth analysis of the potential for digitalisation. The recommendations made were therefore formulated with the second implementation unit in mind and remain relevant as before.

#### **Previous success factors in project management should continue to be fostered**

The project organisation is soundly established. It, together with the active and well-organised project manager, contributed to the fact that the first implementation unit was close to its scheduled completion. Collaboration among stakeholders is running smoothly and coordination with the development company has been established.

The second implementation unit features greater interdependencies which means that the existing setup will have to prove itself again. The same areas, such as testing and risk management, will require a great deal of attention.

#### **Further simplifications in the processes should be sought**

The primary aim of the FOAG's RIA is to adapt existing applications to current technology. The users of e-quotas have not been actively involved in the design of the new solution, and the simplifications made so far largely have an impact before the digital processing stage. RIA should therefore use the second implementation unit to identify and, where possible, plan for further savings potential in business processes in the import and export area.

When planning RE2, RIA should also examine the interfaces between the FOAG systems and those of the Federal Customs Administration with a view to optimisation, and coordinate them on a binding basis. In addition, the FOAG must continue to pursue the master data issue in a timely manner and bring it into line with the developments and innovations that are emerging with the federal SUPERB project.

**Original text in German**