Audit of the DTI key project SUPERB – PPM project
Federal Chancellery – Digital Transformation and ICT Steering Sector

Key facts

The existing SAP systems of the civil Federal Administration, as well as those of defence (D) and armasuisse (ar), have to be replaced by 2026 at the latest. SAP products will continue to be used to assist with support processes in the areas of finance, personnel management, logistics, distribution, procurement and real estate. At the same time, the transition from the project portfolio management solution (PPM) to the new SAP generation with a process core will be completed.

This audit focused on the SUPERB programme's PPM project (PPM project), which is to replace the solutions for project portfolio management. The Federal Chancellery's Digital Transformation and ICT Steering (DTI) Sector is responsible for this project. With this project, the DTI is pursuing the goal of defining a standardised new core process for project portfolio management and expanding its scope of application, as well as replacing the existing ICT cockpit. The DTI project has a budget of CHF 3.8 million for this. The Swiss Federal Audit Office (SFAO) used the audit to assess whether the defined processes of the PPM based on the SAP standard are set out in a uniform and efficient manner and whether the new PPM solution is designed in such a way that the same data can be used to manage and control across all levels.

The PPM project has fallen behind due to resource constraints and is mainly focusing on the two minimum objectives of defining and providing a PPM kernel and replacing the ICT cockpit. However, it is doubtful whether it will be possible to provide a nationwide tool for overarching control. Once again, this is because of the lack of a legal framework.

Low ambitions for standardisation

The PPM project has succeeded in developing a generic core process for project portfolio management (kernel). The result, the project portfolio management process map, is clearly structured and comprehensible. It is positive that the Federal Office for Buildings and Logistics will build on the kernel with the planned revised real estate portfolio.

One criticism is that the PPM project does not aim to return existing SAP PPM solutions or non-SAP PPM specialist applications to the kernel. This means that the clear SUPERB programme requirements in terms of standardisation and traceability have not been achieved.

The SFAO therefore recommends that the DTI return all existing SAP PPM applications in the Federal Administration to the kernel, or apply for exceptions via the SUPERB programme.

The potential for integration is not being fully exploited

With the kernel as a basis, the PPM project is creating a federal portfolio controlling tool (PFCT) tailored to the needs of the Federal Administration. The focus is primarily on replacing the current ICT cockpit. The use of the other two disciplines integrated in the Enterprise

Portfolio and Project Management (EPPM) – project management and resource management – have not been addressed so far. The advantages of a fully integrated SAP PPM solution are thus not being exploited.

A common understanding between the PPM project and the representatives of the specialist committee has been lacking with regard to the design of the federal PFCT. According to the decision of the Digital Transformation Board of the Confederation, this is now to be rectified by means of working groups.

In the SFAO's view, it is essential that the federal PFCT is designed in such a way that future expansion steps towards fully integrated project portfolio management are made possible.

The overarching steering requires adjustments to the organisation and legislation

Based on the Ordinance on the Coordination of the Digital Transformation and ICT (DTIO), the DTI sees itself as the sole specialist office for the federal PFCT, as well as for the kernel which forms its basis. The DTI lacks the governance for the expansion to a PPM solution that goes beyond this and the legal basis must be reviewed. Without the appropriate legitimacy, it will be difficult or impossible to provide and implement a PPM solution that maps projects in an overall context and links them to strategies and architectures. The implementation of uniform management information from the PPM could also suffer.

For this reason, the SFAO recommends that the Federal Chancellery be positioned in the PPM in such a way that it can define and enforce the corresponding requirements. The necessary legal amendments and the resources required for this additional responsibility must be clarified.

Original text in German