

# Audit of migration projects in the CAMPUS data centre environment

Federal Office of Information Technology, Systems and Telecommunication – FDJP IT Service Centre – Armed Forces Command Support Organisation

## Key facts

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The Swiss Federal Audit Office (SFAO) assessed three key ICT projects for migrating to the CAMPUS data centre with regard to status and risk in terms of the achievement of objectives. After considering the 2020 DDPS/Confederation data centres project<sup>1</sup> in 2015, the focus in 2017 was on the status of the construction project and the civil migration projects<sup>2</sup>. It is planned to set up a data centre network consisting of four data centres in total, two of which will be reinforced to military standards. The projects expect the construction of the CAMPUS data centre to be finished by 1 October 2019, so that the establishment of the ICT infrastructure can commence.

While the construction of the CAMPUS data centre and the migration preparations are largely on track and there is also appropriate risk and quality management, the SFAO sees a need for action in three areas. Firstly, the SFAO does not have an overview of the total costs of the data centre network. Secondly, the capacity requirement estimated in 2014 is not needed at least when the data centre starts operating. Thirdly, although the reporting is elaborate, it is not reliable.

### **An overview of the total costs of the data centre network is not available**

Various credit applications are to be used to finance the construction of three data centres, their outfitting with ICT infrastructure and the start of migrations. The estimated costs of over CHF 980 million<sup>3</sup> do not include those that will be added until all applications have been migrated to the new data centres and the existing data centres have been closed down. Only afterwards will the objective of the data centre network be achieved. A complete overview of the total costs is not available.

Another important component for this is the 2025 operating model mission for the data centre network, which is still to be developed. This has to be defined by the end of 2019 and must also take account of the Confederation's hybrid cloud strategy.

### **Unoccupied space and double rents are accepted**

The SFAO's fear that significant unoccupied space or double rents will be accepted has increased.

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<sup>1</sup> The report on the 2020 DDPS/Confederation data centres project (audit mandate 15511) is available on the SFAO's website ([www.sfao.admin.ch](http://www.sfao.admin.ch)).

<sup>2</sup> The audit report on the CAMPUS data centre (audit mandate 17410) is available on the SFAO's website ([www.sfao.admin.ch](http://www.sfao.admin.ch)).

<sup>3</sup> This amount includes all three administrative units concerned.

The synergy option chosen by the Federal Department of Justice and Police (FDJP) means that the desired geo-redundancy of this department's specialist applications will not be achieved until 2025 at the earliest. In the initial phase of the CAMPUS data centre's operation, a minimum infrastructure for disaster preparedness will be established. Data will thus be stored in a geo-redundant manner as early as 2020. As soon as specialist applications have been adapted within the framework of their life cycle<sup>4</sup>, they should be successively put into operation in the CAMPUS data centre.

The applications and services of the Federal Office of Information Technology, Systems and Telecommunication (FOITT) will initially be moved to the CAMPUS data centre only if the availability requirements call for geo-redundant operation. Approximately 30 out of several hundred applications and services are involved. Further applications will then be moved from the PRIMUS data centre to the CAMPUS data centre for load balancing purposes.

The Federal Department of Defence, Civil Protection and Sport (DDPS) assumes that the first reference systems can be migrated from January 2020. However, a binding schedule still has to be created with the future supplier.

Investigations into the use of unoccupied space are under way. The Federal IT Steering Unit (FITSU) was supposed to have submitted a list of data centres/server rooms to be migrated to the data centre network by the end of September 2018. The deadline could not be met for resource reasons and was postponed to the end of 2019.

The SFAO recommends ensuring that unoccupied space is reduced as quickly as possible.

### **Reporting is elaborate and yet not reliable**

The migration projects of the civil service providers FOITT and ISC-FDJP have been defined as independent key ICT projects. The migration project in the Armed Forces Command Support Organisation (AFCSO) is part of the architecture and infrastructure project. This is part of the key ICT project 2020 DDPS/Confederation data centres and is thus at a lower level. All projects and sub-projects have their own status reports, which are sometimes consolidated across several hierarchy levels. This obscures a negative assessment at the lower level. The DDPS data centre – ICT arch and infra project should be managed as an independent key ICT project to create more transparency.

The FITSU requires an earned value analysis for key ICT projects. This exists only for the FOITT migration project and is not reliable. The 2020 DDPS/Confederation data centres project refrains from measuring the earned value, as it believes no meaningful key figures can be provided. The ISC-FDJP migration project has changed its scope to such an extent that it is no longer a key ICT project and no longer has to measure the earned value.

The SFAO is of the opinion that the reporting is elaborate but nevertheless unreliable. It needs to be based on measurable foundations, which is possible only with a corresponding definition of the work packages. It recommends creating these foundations.

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<sup>4</sup> Initial rough estimates anticipate a high eight-figure amount for investment costs.

### **Some recommendations have not yet been implemented**

Five of the 15 recommendations from the last two audits in 2015 and 2017 have not yet been implemented or have been rejected. One recommendation that has not been implemented concerns the AFCSO technical target architecture, which may have to be revised again with the future supplier.

**Original text in German**