

Audit of the key ICT project DaziT

Federal Customs Administration

Key facts

Through the DaziT programme, the Federal Customs Administration (FCA) is undergoing a comprehensive transformation, due to end in 2026. The aim is to simplify border processes, customs, tax and duty collection through digitalisation, to reduce regulatory and procedural costs and to increase security through more effective checks. Parliament approved over CHF 393 million in funding for the modernisation and digitalisation of the FCA in 2017. In April 2019, the Federal Council decided on the new organisational structure of the FCA, which will now be called the "Federal Office for Customs and Border Security (FOCBS)".

This year's audit of the key ICT project DaziT by the Swiss Federal Audit Office (SFAO) focused on the master data and corporate architecture process, as well as programme management in the context of the FCA's further development.

Certain projects already successfully using agile methodology

Agile working has been very well received by the master data project team. Commitment and motivation are pointing in the right direction and are producing initial results. The project methodology is being expanded to include a release plan.

In December 2018, the Federal Council approved the strategy for the expansion of the joint master data management system. Close collaboration between the SUPERB23 programmes at federal level and DaziT should lay the foundations for this long-term goal. In this way, DaziT is playing a pioneering role of significant importance.

The current master data project comprises the creation of business partner data and customs-specific master data based on the SAP-MDG system solution. A corresponding procedure for the migration and integration of specialist applications still needs to be established.

Business partner data, customs-specific master data and the connection of specialist applications will be introduced gradually. Tangible master data governance and an effective MDG operational setup for each introduction phase still require an appropriate level of work. The effort required in areas such as alignment with the federal master data governance, which is also under development, should not be underestimated.

DaziT transformation programme currently undergoing transformation itself

Until recently, the DaziT programme had mainly dealt with the technical dimension of the digital transformation. Based on the organisational adjustments approved in April 2019 and the "Lighthouse 2026 strategy" launched in June 2019, all the necessary dimensions of a transformation (e.g. strategy, processes, organisation, systems, culture, clients) are being added.

As a result of the positive experience with agile working, the FCA will extend this approach to the entire programme. At the same time, it was recognised that it would become essential to synchronise the agile projects given the increasing number of projects.

The cross-project implementation management should be improved with the help of an agile and scalable planning method. In the future, the processes which form a measurable release/milestone plan should also consider legal and organisational activities and the orientation towards products.

The existing roadmap is being revised. This new roadmap cannot be created without expanding the business architecture, in particular the process model. Coupled with transition architectures and impact measures for each release, this roadmap enables progress to be measured in a result-oriented manner. This gives rise to corresponding adjustments to the project portfolio, benefit measurement, progress measurement, risk management and reporting.

Since the FCA has recognised the need for action, the SFAO will refrain from making any recommendations. The SFAO regards the realignment of all steering instruments to the new roadmap as a very important task and expects these adjustments to be implemented by the end of 2019.

The dispatch structured the project into eight guarantee credits to be released in four tranches. This no longer corresponds to the programme planning. As a result, the reporting and management structures are no longer congruent and financial management and monitoring is very difficult. Revising the release criteria and simplifying the reporting structure will increase the effectiveness of financial management and the informative value of reporting. A corresponding recommendation was formulated for the attention of the Federal Finance Administration and the FCA.

Complex challenges for the new Federal Office for Customs and Border Security

The administration's main focus is on ensuring operations with the existing FCA organisation, the DaziT programme and the establishment of the new FOCBS parent organisation. The greatest challenge in establishing the new Federal Office will be to orchestrate these three priorities over the coming years.

The FCA will only be able to live up to this challenge with an agile learning organisation. The DaziT programme is beginning to bring this learning organisation to life. This is an important success factor when it comes to further development towards establishing the FOCBS.

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