

Analysis of the DaziT special dispatch

Federal Customs Administration

Key facts

The Swiss Federal Audit Office (SFAO) analysed drafts of the "Dispatch on financing the modernisation and digitalisation of the Federal Customs Administration (DaziT programme)". It assessed whether the solution outlined is appropriate to achieve the desired objectives of the Federal Customs Administration (FCA).

On 15 February 2017, the Federal Council decided to submit this dispatch to Parliament for approval. An overall credit of CHF 393 million is thus to be applied for.

The DaziT programme should reduce regulatory costs and generate savings of CHF 125 million in goods traffic. Moreover, workflows are to be made more efficient and expenses are to be reduced by 20%. The 300 FTEs thereby saved are envisaged for customs core tasks.

The DaziT programme is geared to future challenges. Its aim is not only to replace existing applications, but above all to achieve an impact on the economy and the public.

The SFAO used a model of the Boston Consulting Group (BCG) for successful business transformations for the analysis. This model describes six interdependent imperatives for successful programmes. First and foremost is the business change as opposed to a purely IT system change. This transformation should be geared to added value. For this, it is important that the right approach and suitable partners be found. Further steps include appropriate governance, active stakeholder management as well as a competent team with strong programme management.

The SFAO has drawn the FCA's attention to various points which it was able to state even more clearly in the dispatch on the basis of the BCG model. In particular, the points concerning governance and reusability of developments related to enterprise architecture beyond the single field of the FCA present a challenge. After approval by Parliament, the programme and projects are required to take these key success factors into account.

The 16 suggestions from the SFAO have been adopted by the FCA (except for the increased use of resources in favour of shorter project terms). Some suggestions still need to be anchored in the DaziT programme and its projects. The SFAO will verify this in a future key ICT project audit and reinforce it with recommendations if need be.

The FCA has chosen a radical path with the overall transformation, but it is the right path in the opinion of the SFAO.

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