



## Key ICT project audit "Assignment control system and localisation" Federal Customs Administration

### Key facts

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The Swiss Federal Audit Office (SFAO) audited the key ICT project "Assignment control system and localisation" for the first time in the Federal Customs Administration (FCA). With this project, the FCA is setting up a uniform assignment control system for the Border Guard (BG) and Civil Customs. The project was started in 2010 and will cost approximately CHF 27 million. This is subdivided into project costs (around CHF 17 million) and operating costs (around CHF 10 million) for the first ten years. At the time of the audit, the acceptance tests of the FCA systems were approximately 95% complete. From mid-2016, the FCA is planning to realise the new command control system at the four BG operation centre locations. The delay is around three years in relation to the project brief.

The FCA procured a trusted standard product on the market via an open WTO tender procedure. The project thus not only promotes cooperation with external partners but also reduces project risks. However, integration in the IT environment of the Confederation poses a considerable challenge which has already caused diverse additional costs and delays.

#### **Not all quality requirements for the new system are to be tested**

In the tender documentation, the FCA already emphasised that the quality of the new system is a top priority. However, there is only a broad description of the features it will have in the project documentation.

In the test concept for system acceptance, the qualitative requirements are even explicitly excluded. Consequently, the quality requirements are not a relevant acceptance criterion for the supplier. It will be difficult for the FCA to hold the supplier accountable in the event of possible quality problems. In addition to missing quality requirements, the system acceptance does not take account of any tests of security measures either. Non-assessable residual risks remain in this respect.

Alongside the missing tests, various conceptual issues are to be clarified (e.g. ICT security) shortly before realisation of the system. These issues harbour other risks in relation to costs and deadlines.

#### **The operational organisation has not yet been fully determined**

The operational tasks have not been fully identified for the overall system. On the one hand, the content of the contracts with the supplier has not yet been definitively negotiated. On the other, the FCA staff workload for the new command control system cannot be estimated, which jeopardises stable and secure system operation. As a result, there is no basis for financial management of the system or personnel resource planning.

#### **Original text in German**