

AUDIT

Audit of the key project SUPERB: introduction of the procurement and award management solution

Federal Office for Buildings and Logistics

KEY FACTS

The Federal Office for Buildings and Logistics (FOBL) is running the SUPERB programme to modernise the administration's support processes. The aim of the programme is to replace the existing civil SAP systems with new SAP systems. At the same time, it is also standardising the support processes by 2027, including those for the procurement sector, using the new procurement and award management solution (BVML).

The FOBL used the programme to introduce the procurement and award management solution to the civil offices in the Federal Department of Defence, Civil Protection and Sport (DDPS) in early 2025. The introduction of the BVML in the procurement project showed that important requirements for a national rollout were lacking at the DDPS. As a result, the FOBL has delayed the national rollout in the SUPERB procurement project to June 2026.

The Swiss Federal Audit Office (SFAO) subsequently decided to audit whether the decision was understandable and whether continuing with the procurement project is sensible. The audit revealed that the decision was understandable. The organisational preparations in the offices and at the FOBL for introducing the new solution were inadequate. There is also a lack of solutions for replacing important technical processes in legacy systems in a targeted manner.

The new launch date has not yet been confirmed

The procurement and award management solution has been in use in five civil offices at the DDPS since the start of 2025. Along with the FOBL, they have been able to validate the technical functionality to a large extent. However, the independent external quality and risk manager identified a high level of risk associated with rolling out the BVML nationally in October 2025. There were some considerable gaps in the plan, primarily with respect to the organisational preparations. Based on the experience at the DDPS, he advised the SUPERB programme sponsor of several measures which would help to successfully roll out the BVML. The director of the FOBL consequently postponed the nationwide rollout until June 2026.

The new rollout date will allow the FOBL and the other offices to be better prepared. The requirements for success include in particular greater involvement of the offices with successful technical testing and data migration. The FOBL needs to build up its support and operational organisation including change management for further development and optimisation of the new SAP systems.

The detailed plan and necessary measures still need to be developed, in order to be able to confirm the rollout date. The introduction measures for the procurement and award management solution are extensive and some involve a great deal of work which needs to be accomplished alongside the day-to-day business. Formal approval for the departments to launch the BVML in their offices would therefore be a mandatory prerequisite. However, this is not planned at this stage.

The offices need to adapt their processes to realise the promised efficiency gains

In order to achieve the efficiency gains with the new SAP applications, the offices need to align with SUPERB's new standards. This means adapting their own processes to the new procurement and award management solution.

The processes involved in the payment of subsidies and the internal cost allocation within the federal government also need to be transferred and become more efficient. These processes run on the TeamWork solution – the product on which the contract management solution that is to be replaced runs. The relevant specialist offices also need to use the programme to work on optimal integration of the other processes that run on this product in the new support processes. This means that the specialist offices have to reduce the burden in all offices. The product cannot be replaced until the processes have been fully transferred onto the new support processes. A period of parallel operation beyond the programme runtime is becoming apparent. The additional costs of running the TeamWork solution for longer are not yet quantifiable.

The General Secretariat of the Federal Department of Finance is setting up a joint specialist service for the overall steering of ERP services at the end of the programme. This service should also be responsible for the overarching further development of the IT systems for the federal government's SAP systems. The new specialist service needs to build up its core capabilities quickly, in order to seamlessly continue the work in progress. This includes in particular the measures for dismantling legacy systems and increasing efficiency in the offices. It is imperative for the FOBL to create suitable framework conditions to allow the offices to proactively improve their processes.