Management Summary

The Swiss Federal Audit Office (SFAO) has been auditing key projects of the Federal Administration on behalf of the Federal Council since 2013. Key projects are information and communication technology (ICT) projects where resource use, strategic importance and risks are high. The summary report is intended to improve the steering of key projects and is aimed in particular at project sponsors, office heads and general secretariats.

In 2016, in an initial summary report on key projects, the SFAO described patterns and issues found in 20 audits. Ten years later, it has come to the conclusion that significant shortcomings identified back in 2016 still exist. The administrative units and departments have not yet managed to embed improvements in a lasting way within the organisation or in follow-up projects.

24	3-5 bn	10%	5
SFAO reports from 2024 to 2025 were analysed	francs is the investment volume of the projects considered	of the recommendations address framework conditions	significant shortcomings that were mentioned already in 2016

Main conclusions

- **Lack of focus on impact and benefits**

  Indicators and methods for measuring benefits are largely lacking, which means that the cost-effectiveness of projects cannot be demonstrated; optimisations are postponed to follow-up projects.

- **Insufficient support**

  There is a lack of a more active role for the departments to strengthen key projects; sustainable improvement measures in the core organisation and in projects are not implemented.

- **Shortcomings in project management**

  Incomplete overall planning, formalistic risk management and rough cost estimates significantly complicate effective planning and control.

- **Insufficient preparation for the operational phase**

  The preparation for the transition from project to operations is often insufficient; in particular, operational and support organisations are not entirely ready and processes are not adapted.

- **Difficult environment**

  Inadequately managed framework conditions lead to delays or additional costs and cannot be remedied by the projects themselves.

- **Heterogeneous stakeholder groups**

  Complex stakeholder structures (e.g. in federal structures) overwhelm those responsible for projects. This is evident in the absence of end-to-end processes and harmonised datas.