



Canada Border  
Services Agency

Agence des services  
frontaliers du Canada

# CBSA Assessment and Revenue Management (CARM) Project

**General Overview**

**June 2018**

**FOR INFORMATION**

**Canada**

**CARM** | CBSA Assessment and  
Revenue Management

# Objectives

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CARM Overview

Project Drivers, Objectives and Capabilities

CARM Design Approach

CARM Delivery

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# CARM is much more than an IT project



# CBSA Assessment and Revenue Management

## Commercial Continuum

CARM is a key component in enabling the CBSA to achieve the **Commercial Vision**. This vision defined how commercial processes could be modernized and transformed, according to the following strategic guiding principles:

### Simplify the Commercial Process

Streamline the importation declaration and release processes for legitimate trade, by leveraging new technology and reducing administrative burden at the border.

### Improve Client Identity Management and Commodity Identification

Enhance the identification of Trade Chain Partners (TCPs) and imported goods to improve pre-arrival risk assessment and targeting activities.

### Advance Global Border Management

Engage international, domestic and Other Government Department (OGD) partners to enhance the security in the global supply chain and to reduce the administrative burden and trade barriers for external Stakeholders, improving the free flow of goods.

### Optimize Enforcement and Compliance Activities

Increase the use of Analytics and intelligence gathering to support compliance monitoring and criminal investigations.

The vision of CARM is to deliver a globally-leading customs experience that is customer-centric, facilitates legitimate trade, improves compliance and revenue collection, and contributes to securing the borders of Canada.

# Project Drivers, Objectives, and Capabilities

## Drivers

### Global Environment

- Become a leader in trade facilitation and customs services in the marketplace

### Accountability:

- Enhance accounting capabilities & internal controls

### Efficiency and Service Delivery

- Make it easy for businesses to interact with the CBSA

### Business Simplification

- Reduce barriers to trade & lower costs for importers

### Technology

- Increase productivity & improve decision-making capabilities
- Support trade fraud and evasion detection

## Objectives

### Modern

- A fully digital commercial continuum incorporating self-service functionality for clients
- High quality client and trade data that is integrated across organizational and system boundaries
- Raise the profile on commercial trade, enabling a move toward a risk based compliance framework and enabling more informed decisions

### Transformed

- A re-engineered, highly efficient business operation enabled by technology

### Innovative

- A capability to respond to evolving client and marketplace needs and trends

## Capabilities

### Commercial Continuum

- Customs Tariff and Rulings Information
- Assessment / Reassessment Processing
- Client Account Invoicing
- Payment Processing
- Collections Management

### Analysis and Reporting

- Trade Data and Revenue Reporting and Analytics
- Trade Fraud and Evasion Detection and Analytics
- Compliance Monitoring and Analytics

### Revenue Management

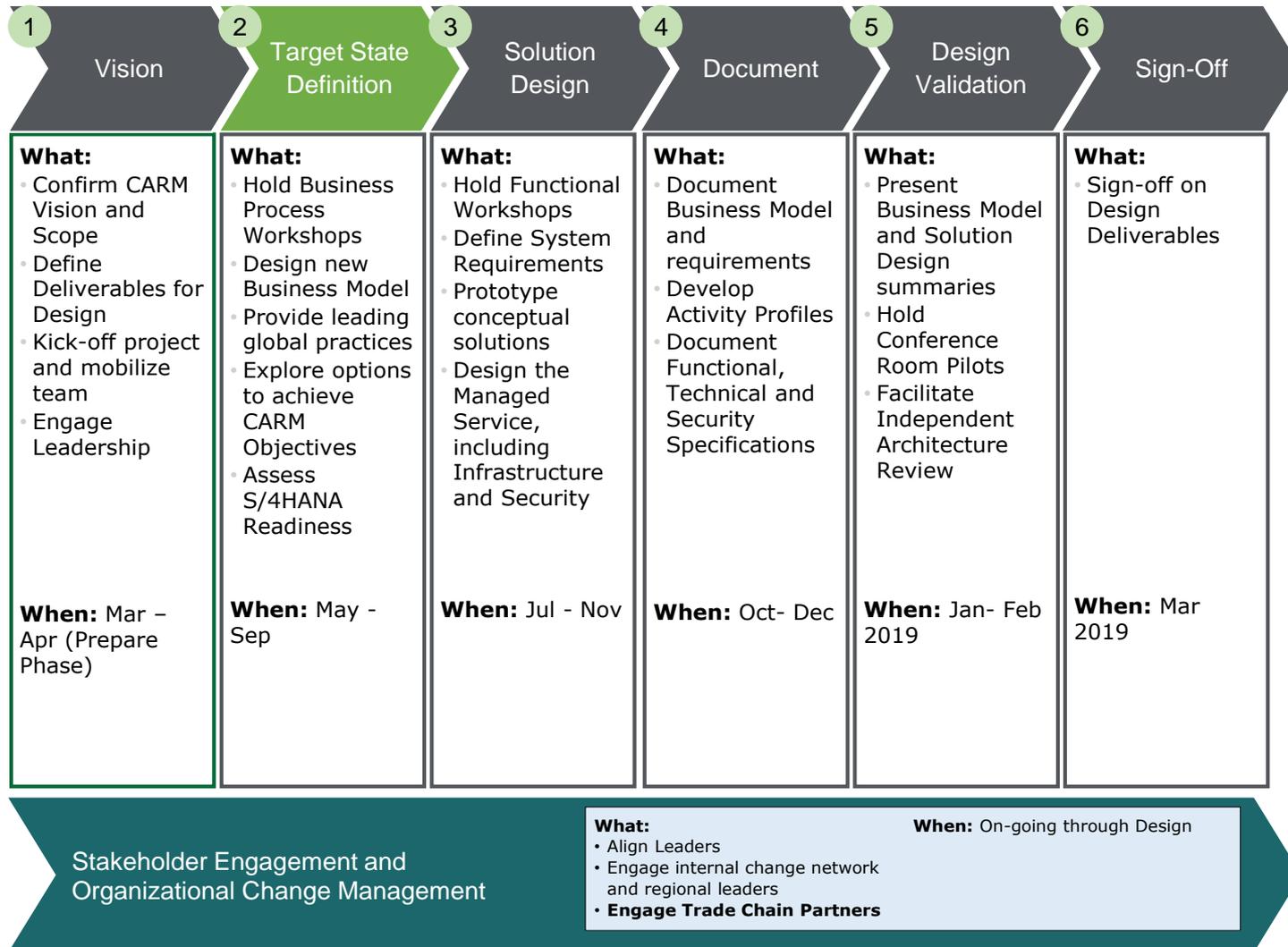
- Financial Management and Controls
- Commercial Client Accounts Management
- Financial Security Program Management

### Client Journey

- Client Registration and Program Enrollment
- Online Client Self-Service and Reporting
- Case Management

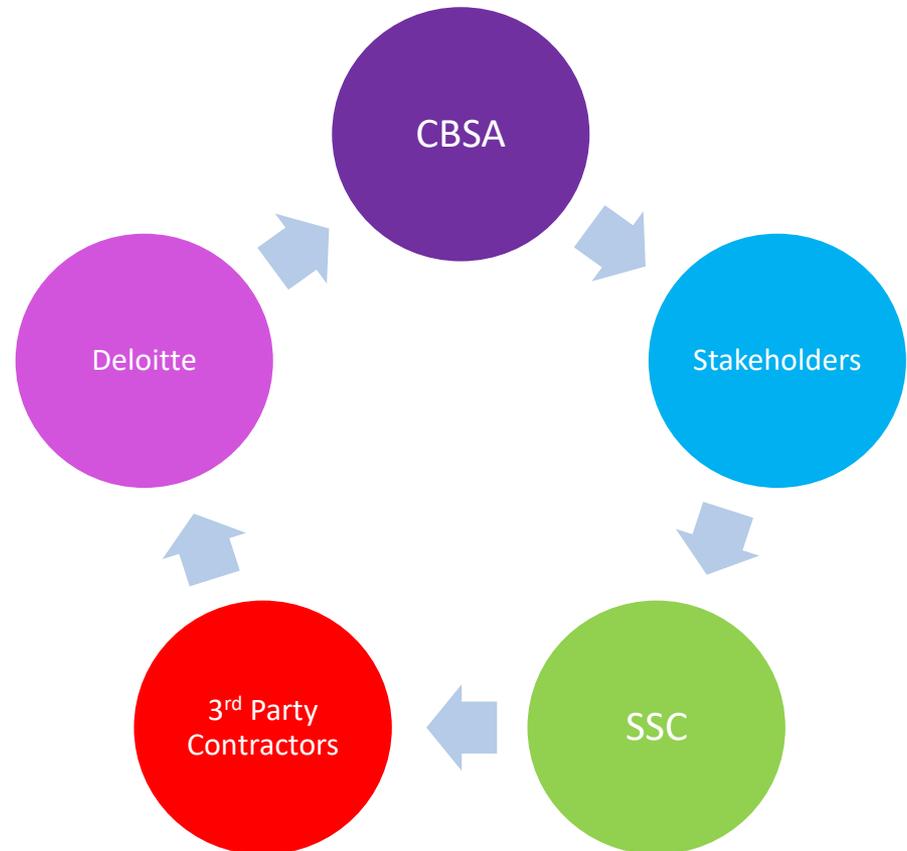
*\* See appendix for additional details*

# CARM Design Approach



# CARM Collaborative Design and Delivery

- **CBSA** has overall accountability for CARM – Programs, Operations, Comptrollership, Corporate Affairs, Human Resources, and ISTB are all involved
- **Stakeholders** (internal, external, other government departments) will be actively engaged throughout the project
- **Shared Services Canada (SSC)** will be engaged around the technology landscape
- **3<sup>rd</sup> Party Contractors** support the overall delivery and governance of CARM including value and benefit management and technical architecture reviews and benchmarks
- **Deloitte**, our selected third-party vendor, is responsible to work alongside the CBSA to design the CARM solution (people, process and technology). **The vendor will also manage the technical solution and drive continuous innovation**



# CARM Resources

- Visit the [CARM CBSA website](#)
- Questions? Email: [CBSA-ASFC\\_CARM.GCRA@cbsa-asfc.gc.ca](mailto:CBSA-ASFC_CARM.GCRA@cbsa-asfc.gc.ca)

# Appendix – 14 CARM Capabilities

# Business Solution: CARM Capabilities

CARM Business Capabilities	Capability Summary
<b>1. Client Registration and Program Enrolment</b>	Provide Trade Chain Partners with the ability to register and enrol in multiple CBSA commercial programs using a single streamlined process via online services*. Provide the CBSA the flexibility to accommodate changes to current and future program enrolment processes
<b>2. Customs Tariff and Rulings Information</b>	Provision of automated tools for the CBSA to produce the Departmental Consolidation of the Customs Tariff and advance rulings/national customs rulings. This will allow the CBSA and its Trade Chain Partners to retrieve and validate information on the Customs Tariff and past rulings thereby contributing to greater accuracy in the import declaration and increasing voluntary compliance.
<b>3. Assessment / Reassessment Processing</b>	Fully integrated processing of all CBSA assessment and reassessment transactions providing automated capabilities for commercial risking and data validation, and for comprehensive transactional reconciliation from initial accounting to post-accounting.
<b>4. Client Account Invoicing</b>	Recording of client transactions originating from the assessment, reassessment, and fee and penalties activities, and providing CBSA clients comprehensive account details with a single integrated invoice generation application.
<b>5. Payment Processing</b>	Processing of payments, including refunds, made by CBSA clients via numerous payment methods and channels allowing for specific allocation and offsetting within and across programs. Provision for CBSA clients to direct payments to specific assessments.
<b>6. Collections Management</b>	Consolidated management of overdue receivables and securing delinquent duties and taxes.
<b>7. Financial Management and Controls</b>	Reconciliation of the Revenue Ledger with the Accounts Receivable Sub-ledger, and automated enforcement of financial and management controls as per internal controls framework

Implemented in Phase 1 (ARL) – January 2016

# Business Solution: CARM Capabilities

CARM Business Capabilities	Capability Summary
<b>8. Commercial Client Accounts Management</b>	Management of commercial client accounts and client financial profile data at the entity and program level, including the ability for the CBSA to view all financial transactions and balances across all Commercial Programs.
<b>9. Online Client Self-Service</b>	Allow commercial clients to manage their account information and perform permissible business transactions via an online client services channel.
<b>10. Trade Data and Revenue Reporting and Analytics</b>	Information and analytics required to meet CBSA's mandate to provide trade data to its Trade Chain Partners and the Government of Canada.
<b>11. Compliance Monitoring and Analytics</b>	Information and analytics designed to strengthen compliance by identifying clients that are non-compliant with reporting requirements that impact their revenue liability or program status.
<b>12. Trade Fraud and Evasion Detection and Analytics</b>	Enforcing customs policies and laws associated with the systematic non-compliance by clients to circumvent the statutes of Canada. These may be with regard to a program, systematic miss-classification or other CBSA related statutes.
<b>13. Case Management</b>	Provide case management, workflow management, and enhanced document and image management tools for managing different case types, including but not limited to compliance, recourse, anti-dumping and countervailing.
<b>14. Financial Security Program Managements</b>	Provide for a simplified process to manage and monitor compliance for the programs where financial security is required. Introduce a single repository for managing financial security instruments.

Implemented in Phase 1 (ARL) – January 2016