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Evaluation of the Duties Relief and Duty Drawback Programs: Appendix A: Management response and action plan

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Recommendation 1

[redacted]

Management response

Commercial and Trade Branch (CTB) accepts the need to revise the performance framework [redacted]. Meeting these timeframes will have an impact on other trade related priorities, specifically CARM and User Acceptance Training – which is just underway and will continue to make significant demands on program staff over the winter.

In order to meet this recommendation CTB will depend on expertise from the appropriate performance measurement expertise in Financial and Corporate Management Branch (FCMB). FCMB support is critical to ensuring that the proposed new metrics maximize our opportunity for success with regard to quality and consistency.

As such, a workshop was held December 10, 2021 with representatives of IAPED and TAPD HQ. Regional engagement will occur in January, CARM UAT demands permitting. Performance measurement experts from FCMB have been consulted.

Management action plan

Develop new indicators, in consultation with regional and HQ Subject Matter Experts and performance measurement professionals in IAPED and FCMB.

Completion date: January 2022

Develop and standardize methodology to report on indicators including reporting timeframes.

Completion date: January 2022

Report on progress based on the new indicators, with pre and post implementation data.

Completion date: February 2022

Lead(s): Director, Regulatory Trade Programs

Recommendation 2

A new PMF should be put in place for the DRP and Drawback Program, which includes the following activities:

- a. Revising the logic model and developing performance indicators [redacted];
- b. Developing SOPs on how all performance indicators are calculated and reported on;
- c. Instituting a process to regularly track and report on all performance indicators; and
- d. Developing a plan, and beginning to implement improvements to the quality and consistency of data entered into systems.

The target date for completion is 31 March, 2023

Management response

Commercial and Trade Branch agrees with this recommendation and will depend on performance measurement experts in FCMB to provide guidance and direction on how to deliver a new PMF in line with GOC best practices.

Management action plan

Engage branch performance measurement professionals to develop a roadmap to complete step a.

Completion date: April 2022

Provide input to branch and agency performance measurement professionals and support the development of the new logic model and indicators.

Completion date: May 2022

Develop a data reporting sheet on indicators and finalize SOPs.

Completion date: September 2022

Seek branch management team's approval on cyclical reporting on performance.

Completion date: November 2022

Review and prioritize the data issues including an assessment of CARM data reporting capabilities post release 2.

Completion date: November 2022

Develop a roadmap to improve data quality.

Completion date: December 2022

Begin implementation of the roadmap. **Completion date:** March 2023

Lead(s): Director, Regulatory Trade Programs

Recommendation 3

[redacted]

Management response

Although the DRP and DDP were highlighted as top CBSA program integrity risks in the CBSA Sustainability Review, the evaluation rightly underscores the significant program compliance achievements realized since the 2017 Auditor General Report and the support expressed from

supply management interests. The CBSA has completed 34 compliance verifications of Duties Relief Program participants that import supply-managed goods, 27 of these participants were found to be non-compliant, of which 17 had their DRP licence cancelled or suspended. The total amount of duties and taxes assessed from these verifications was approximately \$431M.

[redacted]. This recommendation serves to ensure program performance can be sustained and improved through an updated action plan that is reflective of program and industry changes [redacted].

CTB agrees with the intent of this recommendation – resource optimization and enhanced compliance. [redacted], the Agency has been managing a significant level of litigation. [redacted]

Management action plan

Identify salary and O&M usage, [redacted]

Completion date: | March 2022

If needed based on the results of 3.1, in consultation with the regions, develop a proposal to re-allocate non-committed funds to NHQ.

Completion date: | May 2022

Establish a pilot Centre for Compliance Protection to assist the regional trade operations in managing litigation cases before the Federal Court and defending outcomes of compliance activities.

Completion date: | September 2021

Lead(s): Director, Regulatory Trade Programs

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Date modified:

2023-04-26