

GOVERNMENT OF PAKISTAN
(REVENUE DIVISION)
FEDERAL BOARD OF REVENUE

NOTIFICATION
(CUSTOMS)

Islamabad, the 19th August, 2023.

S.R.O. 1088 (I)/2023.- In exercise of the powers conferred by sections 3BB, 3E and 4 of the Customs Act, 1969 (IV of 1969), and in supersession of its Notification No. S.R.O. 767(I)/2014, dated the 12th day of August, 2014, the Federal Board of Revenue is pleased to notify re-organization of the Directorate General of Reforms and Automation-Customs and appoint-

- (a) the officer specified against S.No1 in column (2) of the Table below to be the Director General of Directorate-General of Reforms and Automation-Customs, for the functional jurisdiction specified in corresponding column (3) thereof;
- (b) the officer specified against S.No. 2 in column (2) of the Table below to be the Director of Directorate-General of Reforms and Automation-Customs for the functional jurisdiction specified in corresponding column (3), thereof;
- (c) the officer specified against S.No.3 in column (2) of the Table below to be the Director of Directorate-General of Reforms and Automation-Customs (for the functional jurisdiction specified in corresponding column (3), thereof;
- (d) the officer specified against S.No. 4 in column (2) of the Table below to be the Director of Directorate-General of Reforms and Automation-Customs for the functional jurisdiction specified in corresponding column (3), thereof; and
- (e) in the Directorate-General of Reforms and Automation-Customs, the Additional Directors, Deputy Directors, Assistant Directors and officers with any other designation and officials of Customs, to be the respective officers of Customs of those functional areas, namely:-

TABLE

S. No.	Designation of the officer	Area of Functional Jurisdiction
(1)	(2)	(3)
1.	Director General, Directorate-General of Reforms and Automation-Customs, Islamabad.	(i) to engage with external and internal stakeholders in matters related to Customs related reforms, digitalization and adoption of technology; (ii) to provide support to Pakistan Customs for development of a strategic roadmap for reforms, automation and use of technology to meet

		<p>organizational objectives and national and international commitments;</p> <p>(iii) to monitor, review and evaluate all on-going initiatives of Pakistan Customs which are related to reforms, digitalization and technology as well as to submit activity wise progress report to the Board;</p> <p>(iv) to liaise with Pakistan Single Window Company (PSWC) on behalf of Pakistan Customs;</p> <p>(v) to review various trade innovation strategies developed by World Customs Organization (WCO) and liaise with the Pakistan's Permanent Representative/Minister, Customs Affairs at Embassy of Pakistan, Brussels, Belgium for adoption of reforms, technology and automation related changes in Pakistan Customs;</p> <p>(vi) to liaise with private sector entities in assessment and execution of proposals related to reforms, technology and automation related initiatives in Pakistan Customs while providing input on related policies to the Board;</p> <p>(vii) to oversee matters related to hiring private sector technical experts and their performance management in the Directorate General of Reforms and Automation-Customs;</p> <p>(viii) to explore new avenues for feasible public private partnership arrangements for delivery of services to Customs related to system, technology and infrastructure;</p> <p>(ix) to establish and maintain strategic partnerships with external and internal stakeholders;</p> <p>(x) to oversee and foster new initiatives, ideas, business needs, and technology related programs, projects and initiatives related to reforms and automation in Pakistan Customs while ensuring their timely delivery and synergy;</p> <p>(xi) to supervise and coordinate the activities undertaken by the sub-ordinate Directorates;</p> <p>(xii) to assign quarterly targets for performance; and</p> <p>(xiii) to perform any other task assigned by the Board.</p>
2.	Director, Directorate-General of Reforms and Automation-Customs (Headquarters) , Islamabad.	<p>1. General Administration-</p> <p>(i) to support the Director General in day-to-day operations;</p> <p>(ii) to support the Director General in setting-up and assessment of performance targets;</p> <p>(iii) to oversee matters related to budget allocation, expenditure, litigations, inquiries and complaints in the jurisdiction of the DGR&A;</p>

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- (iv) to provide interface for the Directorates of the DGR&A with other departments and ministries including FBR as well as development partners;
- (v) to ensure oversight regarding smooth functioning of the Directorates of the DGR&A;
- (vi) to facilitate conducting of third party audit of various systems and technology used by Pakistan Customs and review of annual audit reports of various formations, systems, services and agreements in the jurisdiction of DGR&A; and
- (vii) to generate proposals for FBR as well as instructions/guidelines to the Directorates; and

2. Coordination and Support-

- (i) to provide support to the Director General in performance of his functions;
- (ii) to support the DGR&A and its Directorates in coordinating with FBR, government ministries/departments and other entities including development partners;
- (iii) to ensure liaison with private sector stakeholders for effective coordination;
- (iv) to ensure that the required support and co-operation is extended by various stakeholders for execution of reforms and automation related initiatives and projects;
- (v) to coordinate meetings, seminars and workshops etc;
- (vi) to support the DGR&A in conducting and evaluating the impact analysis of every reform, digitalization and technology adoption measure introduced in Pakistan Customs;
- (vii) to conduct regular surveys for stakeholders' feedback on the efficacy of reforms and automation system of Pakistan Customs; and
- (viii) to incorporate stakeholders' feedback in automation and reforms vision and programs of Pakistan Customs.

3. Strategy and Planning-

- (i) to support the Director General in developing a strategic roadmap for reforms and automation for meeting its organizational objectives and national/international commitments;
- (ii) to support the Director General in implementation of reforms and automation related initiatives in Pakistan Customs;
- (iii) to provide policy inputs to the Director General on reforms, technology and automation related matters including changes in policies, laws,

		<p>rules, regulations and procedures wherever required;</p> <ul style="list-style-type: none"> (iv) to support and oversee design, implementation, maintenance and continued up-gradation of an overarching Digital Customs Management System (DCMS) that comprehensively covers core functions and services of Pakistan Customs; (v) to support the Director General in exploring new avenues for feasible public private partnership arrangements for delivery of services to Customs related to system, technology and infrastructure; (vi) to be the custodian of propriety rights, solutions, systems, data and technology related assets developed or acquired by Pakistan Customs; (vii) to assist the Director General in reviewing and improving system and technology stack of Pakistan Customs; (viii) to establish and maintain strategic partnerships with external and internal stakeholders; and (ix) to develop strategies to maximize efficiency of Customs service delivery using innovation, reforms and technologies. <p>4. Program Management-</p> <ul style="list-style-type: none"> (i) to support the Director General in overseeing new initiatives, ideas, business needs, and technology related programs, projects and initiatives related to reforms and automation in Pakistan Customs while ensuring their timely delivery and synergy; (ii) to design, implement, maintain, upgrade and oversee Service Level Agreements (SLAs) as well as public private partnerships for technology and automation related services covering solutions and infrastructure in Pakistan Customs; (iii) to liaise with public and private sector entities in matters related to reforms, automation and technology on behalf of Pakistan Customs; (iv) to liaise with various formations of Customs in procurement, maintenance and replacement of their systems as well as technology related infrastructure through the Directorate of Technology Services (DTS) or through third party service providers; (v) to liaise with vendors and service providers for removal of hurdles in implementation of services as per agreed work plans and SLAs;
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3.	Director, Directorate-General of Reforms and Automation-Customs (Digitalization), Karachi.	<p>1. Operations Management-</p> <ul style="list-style-type: none"> (i) to be the interface for Customs field formations/ support organizations and vendors/ service providers in implementation and continued up-gradation of an overarching Digital Customs Management System (DCMS) that

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		<p>comprehensively covers core functions and services of Pakistan Customs;</p> <p>(ii) to be the custodian of all digital systems and related data of Pakistan Customs</p> <p>(iii) to provide recommendations on changes in policy, law, rules, regulations, and procedures related to reforms and automation in Pakistan Customs, wherever required;</p> <p>(iv) to liaise with Customs field formations and support organizations for innovation, digitalization and enhancement of systems related to Customs Compliance Management;</p> <p>(v) to convey High Level Requirement (HLR) as per prescribed format to service provider(s) for initiating any new project, module or change request;</p> <p>(vi) to ensure that any Digital Customs Management System including WeBOC has synergy with the PSWC system while avoiding any functional overlapping and redundancy;</p> <p>(vii) to timely report and pursue removal of any glitch in the system;</p> <p>(viii) to provide support to DGR&A in managing SLAs related to development and management of digital systems in Pakistan Customs;</p> <p>(ix) to work with vendors/ service providers to develop business cases, feasibility studies, situational assessment and readiness report;</p> <p>(x) to explore new avenues for feasible public private partnership arrangements for delivery of systems, solutions and tools related to Pakistan Customs;</p> <p>(xi) to undertake research and development related work to identify ways for improving scope and quality of digitalization in Pakistan Customs;</p> <p>(xii) to work with vendors/service providers and users to identify and adopt innovative ideas and technologies while supporting their testing and rolling out;</p> <p>(xiii) to facilitate conduct of third party annual audit of digital systems of Pakistan Customs including WeBOC and to pursue implementation of approved findings;</p> <p>(xiv) to work with vendors, service providers and the Directorate of Technical Services to ensure that Customs digital systems including WeBOC remain highly reliable and highly available;</p> <p>(xv) to work with service providers including PSWC in better utilization of data and integrations at national and international level for enhancing compliance levels in cross border trade;</p>
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- (xvi) to lend support for early digitalization of core functions of Pakistan Customs and thereby increase their efficacy; and
- (xvii) to support impact analysis of any digitalization related intervention and provide policy inputs to stakeholders.

2. Project Management and Execution-

- (i) to work closely with vendors/service providers to ensure translation of strategic initiatives into programs and projects for execution;
- (ii) to review and approve updates on implementation plans and overall implementation roadmap, critical milestones and resourcing plans;
- (iii) to develop and maintain consolidated program schedules and share with Director General and stakeholders at appropriate level;
- (iv) to maintain electronic archives of projects related documentation including assessment reports, feasibility studies as well as SLAs, and analysis reports etc;
- (v) to ensure that every Business Requirement Specification (BRS) for development of new module or to modify existing module/system is duly aligned with the laws, rules and regulations before signing it off;
- (vi) to be responsible for prioritizing and signing off every BRS, Change Request Form (CRF), Demand Request Form (DRF) and User Acceptance Test (UAT) related forms with a service provider on behalf of Customs for development, modification or enhancement of any digital system including One Customs and WeBOC or their replacement;
- (vii) to put in place an efficient on-line mechanism for receipt, review and signing-off every BRS/CRF/DRF while maintaining their updated electronic archive/repository;
- (viii) to ensure that system design and development by service provider has been undertaken as per the approved design including BRS, CRF and DRF;
- (ix) to identify modification in procedures, regulations and laws related to expansion or change in any digital system of Customs including One Customs, WeBOC system or their replacement and to pursue requisite modification from Customs/FBR;
- (x) to support and coordinate User Acceptance Testing (UAT) of every new system, module and change request implementation;

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- (xi) to work closely with the Directorate of Technology Services to embed technology in business processes of Customs;
- (xii) to assess business readiness and impact of any change on customs functions while managing related communication to ensure a smooth delivery and buy-in at all levels;
- (xiii) to conduct training needs analysis and support PSWC and other service providers in developing training curriculum, modules and materials on digital systems of Pakistan Customs; and
- (xiv) to meet the assigned performance targets.

3. Coordination and Support-

- (i) to support the service providers to collect, analyze, and validate requirements from Customs and other stakeholders for development of any new module or change/enhancement in existing module;
- (ii) to keep Customs and other stakeholders informed and updated about implementation of new modules and changes through issuance of detailed release notes;
- (iii) to use modern digital communication tools for dissemination of information to the concerned stakeholders;
- (iv) to liaise with service providers to undertake stakeholder validation sessions, change management activities, or any other tasks required for development/implementation of new features or modules in any system used by Pakistan Customs including Web Based One Customs (WeBOC);
- (v) to attend and sign off User Acceptance Tests (UAT) conducted by Pakistan single Window Company (PSWC) and any other service provider before implementation of any new module, change request or enhancement;
- (vi) to convey to service provider including PSWC the complete details of stakeholders involved and training need assessment before rollout of any module, change request or enhancement;
- (vii) to timely process the bills for the services rendered by the service providers as per agreed arrangements and SLAs;
- (viii) to handle litigations and inquiries by courts, other agencies and the Federal Tax Ombudsman (FTO) etc. with regard to WeBOC or its replacement system; and
- (ix) to act as primary point of contact between business functions and the third party managed

		<p>Information and Technology department for data analysis and dashboard reporting development to facilitate fact-based decision making.</p> <p>4. Training and Development-</p> <p>(i) to identify Customs digital systems related training needs for internal and external stakeholders; and</p> <p>(ii) to ensure that the development of course/ curriculum by Pakistan Customs Academy is in line with the requirements of the Directorate;</p> <p>5. to perform any other task assigned by the Director General Reforms and Automation-Customs.</p>
4.	Director, Directorate-General of Reforms and Automation-Customs (Technology Services)	<p>1. Technology Assessment and Readiness-</p> <p>(i) to continuously assess technology-related needs of various formations of Pakistan Customs and support them with needed R&D wherever required;</p> <p>(ii) to ensure that technology related needs of Pakistan Customs are timely and efficiently met;</p> <p>(iii) to ensure that cost-benefit analysis is undertaken before introduction of new technologies or replacement/up-gradation of existing technologies;</p> <p>(iv) to ensure optimum uniformity and interoperability of technological solution being procured for Pakistan Customs;</p> <p>(v) to design and manage SLAs, Operational Level Agreements (OLAs) and underpinning contracts/partnerships for all technology related services and infrastructure in Pakistan Customs;</p> <p>(vi) to ensure that suitable business models (revenue, operation, governance) are put in place to ensure efficient use, maintenance and replacement of technological assets;</p> <p>(vii) to ensure that technology based output is optimally utilized in improving service delivery of Pakistan Customs;</p> <p>(viii) to explore new avenues for feasible public private partnership arrangements for delivery of technology based services to enhance service delivery of Pakistan Customs;</p> <p>(ix) to be the custodian of technology related assets acquired by Pakistan Customs;</p> <p>(x) to undertake impact analysis upon adoption of new technologies;</p> <p>(xi) to design and implement suitable business, governance and revenue models to ensure sustainability in adopting or using technologies especially under SLAs; and</p>

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(xii) to meet the assigned performance targets.

2. Coordination, Oversight and Support-

- (i) to support Pakistan Customs in enhancing overall service delivery through better use of modern technology;
- (ii) to oversee procurement, maintenance and replacement of technology related infrastructure for Pakistan Customs directly or through third party service provider(s) including but not limited to Information and Communication Technology (ICT) equipment including data center and networking; Non-Intrusive Inspection; Weighing bridges; 5G, Virtual Reality, Cameras; Drones; Communication equipment; Satellite Tracking, Radio Frequency Identification (RFID) sealing; Customs Laboratories; and any other item related to technology;
- (iii) to provide support in identification, purchase and use of surveillance equipment based on operational needs of Pakistan Customs;
- (iv) to coordinate with the Directorate of Reforms & Automation (Digitalization) to embed the technological solutions in enhancing the business processes of various formations of Pakistan Customs;
- (v) to coordinate requirement gathering and consultation with stakeholders and end users while adopting any new technology;
- (vi) to oversee third party annual audits of technology solutions;
- (vii) to handle related litigations and inquiries by courts, other agencies and FTO etc;
- (viii) to handle audit related matters of the Directorate of Technology Services (DTS); and
- (ix) to facilitate annual audit of the technological solutions adapted by Customs.

3. Training and Development-

- (i) to effectively support change management and training of stakeholders and utilize service of third parties wherever required;
- (ii) to identify technology related training and development policies, processes and procedures in line with organizational strategic and operational priorities;
- (iii) to liaise with relevant training institute of Customs and service providers in designing and delivering technology related trainings at relevant levels; and

		<p>(iv) to ensure that the development of course curriculum by Pakistan Customs Academy is in line with the requirements of the Directorate.</p> <p>4. To perform any other task assigned by the Director General Reforms and Automation-Customs.</p>
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[C. No.3(28)E&C/2023]


(**Riaz Hussain**)
Secretary (Law & Procedure)