

TO BE PUBLISHED IN EXTRA ORDINARY ISSUE OF BALOCHISTAN GAZETTE

GOVERNMENT OF BALOCHISTAN
PLANNING AND DEVELOPMENT DEPARTMENT
Quetta, the 31st December, 2025

NOTIFICATION

No.P&D-JCE(Production)-1/2025/003. In pursuance of the decision of the Provincial Cabinet in its meeting held on 05th December, 2025 (Agenda No. 24), the Planning and Development Department, Government of Balochistan is pleased to notify the following updated "Policy for Appointment of Project Directors (PDs) and Establishment of Project Management Unit (PMU)", incorporating the amendments approved by the Provincial Cabinet, for compliance.

Policy for Appointment of Project Directors (PDs) and Establishment of Project Management Unit (PMU)

1. Commencement of the Policy:

- i. The updated policy shall come into force with immediate effect and continue until modified. All appointments made till 31st Dec, 2025 shall be termed as valid. However, in case of any irregularity, anomaly or contradiction to the policy (such as mismatch in age, qualification, experience, pay, appointment on transfer/posting/Additional/adhoc charge basis etc.), such issues may be considered/regularized on case-to-case basis by the following committee:

a. ACS P&D Department	Chairman
b. Chief Economist, P&D Department	Member
c. Secretary of Sponsoring Department	Member
d. Secretary of Executing Department	Member
e. Additional Secretary (Reg.) Finance Department	Member
f. Additional Secretary (Reg.) S&GA Department	Member
g. Chief of Section (Concerned) P&D Department	Member/Secretary

- ii. All the Sponsoring / Administrative departments, in consultation with executing departments, are required to analyze the projects under their control and to submit anomalies, irregularities and contradictions, if any, to the P&D department for placement before committee within 30 days of issuance of this notification.

2. Scope and Applicability:

- i. *General threshold for appointment of Independent of PD and Establishment of PMU is Rs.3000.00 million, however, in case of technically complex projects costing less than the threshold, a dedicated PMU and an independent PD can be appointed subject to cogent justification and with prior approval of the Provincial Development Working Party (PDWP).*
- ii. The Policy shall also apply to the Federally-funded Projects that are executed through the Government of Balochistan. However, in case of 50:50 funds sharing projects and divergence of notifications, project manuals; policy /notifications of the Federal Govt. shall prevail.
- iii. The PDs and project staff for foreign-funded projects shall be appointed as per the agreement signed between the Government of Pakistan and/or Government of Balochistan and the concerned international or multi-lateral donor agency. The aforementioned principle shall apply to those projects only where foreign funding component accounts for 25% or more of the total project cost.
- iv. The estimated costs of PMU, PD and other Project Staff should invariably be included in the PC-I of the project. The PC-1 should include details of required human resources, criteria for selection including Project Pay Scale (PPS), qualification, experience, Terms of Reference (TOR) and other related information along with details of operational costs.
- v. The PDWP forum shall examine and deliberate on the justification for establishment of PMU, hiring of independent PD and other Project Staff and give approval with or without modification.
- vi. The sponsoring/executing department/authority shall strive for completion of a project within the approved time period without any extension. In case of any delay in project completion and the associated increase in the cost of PMU, the sponsoring/executing department/authority shall obtain the approval of the competent forum with due justification and rationale.
- vii. Approval for hiring of staff for PMU along with terms of reference, qualifications and pay package shall be obtained from Project Steering Committee duly notified for the project.
- viii. Umbrella projects with multiple sub-projects can be excluded from the scope of the Policy with prior approval of the competent forum (PDWP / CDWP).

3. Mode of Appointment

- i. For all projects requiring appointment of independent PD and PMU staff, the recruitment shall be made through competitive hiring process either from open market or existing employees and as per the criteria laid down in the approved PC-I/II of the Project.
- ii. PD and Project Staff shall be appointed on contract basis for an initial period of two years, which will be extendable further till completion of the project on yearly basis on satisfactory performance.

4. Qualifications and Experience Requirements:

- i. The educational qualifications, experience, age limit and other requirements for a sanctioned project position, including that of PD and project staff, may vary from case to case and shall be clearly spelled out in the approved PC-I/II document. However, for the position of PD, all PC-1s/PC-IIs should adhere to the following broad guidelines for determining eligibility criteria for the position of PD:
 - a. **Educational Qualification:** Minimum sixteen (16) years of Education with specialization in relevant field(s). Relevant qualifications may include BS (Honours) in Engineering and/or Master in Economics, Business/Public Administration (MBA/MPA), Project Management (MPM), Public Health (MPH), Public Policy (MPP) and other relevant fields from HEC recognized institutions, depending upon the nature and requirement of the project. Candidates with professional certification may be given additional preference.
 - b. **Experience:** Minimum Ten (10) years of professional experience in project management or relevant field(s). Must have intermediate or advance knowledge of project management fundamentals, particularly the government of Pakistan's project planning and management processes and procedures. Previous work experience in Balochistan will be an added advantage.
 - c. **Age Limit:** Min: forty (40) / thirty five (35) and max: sixty two (62) years for PD and DPD respectively on the date of appointment.
 - d. Additional project specific qualification, skills and experience may be prescribed for each position in the respective PC-1.

5. Procedure for Appointment of PD and Project Staff:

- i. The concerned Administrative/Sponsoring Department, public sector authority or public sector company shall incorporate the required qualifications, experience and terms of reference on an objective basis in the project PC-I/II document, and where such stipulation has not been made in the PC-I/II, the qualification, experience, age limit and terms of reference shall be laid down by the concerned Admn. department well before advertisement of the PD and Project Staff.
- ii. The appointment of PD shall precede the appointment of other project staff.
- iii. Project positions shall be advertised widely through print and social media. The advertisement shall be published in at least two widely-circulated leading dailies of English and Urdu languages at the national and provincial level. It shall also be placed on the website of the sponsoring/executing Department. The qualifications, experience, age limit, terms of reference (ToRs), job responsibilities and station of duty shall be clearly mentioned in it.
- iv. The advertisement should allow a minimum of fifteen (15) days for interested applicants to submit their applications. In case, the last date for receipt of applications falls on a public holiday, the last date stands extended to the next working day.
- v. Applications received for the positions shall be evaluated and screened by the following Short-listing and Selection Committees. The scrutiny will be carried out in light of the

record furnished by the applicant with particular reference to his/her academic qualifications, experience, professional skills, age limit and other conditions prescribed for the post.

S. No.	Project Pay Scale	Short-listing Committee	Interview Committee	Appointing Authority
1	PPS-1 (BPS 1-4)	Tests may be conducted on need basis.	Headed by PD and comprising one BS-17 or above Officer each from S&GAD, Admn. Deptt., concerned Section of P&DD and FD.	Secretary of Sponsoring Deptt:
2	PPS-2-5 (BPS 5-15)	Headed by a BS-18 Officer of Admn. Deptt: and one BS-17 or above officer from concerned Section of P&DD.	Headed by Admn. Secretary of Sponsoring Deptt: and comprising one BS-17 or above Officer each from S&GAD, FD and concerned Chief of P&DD.	Secretary of Sponsoring/ executing department
3	PPS 6-7 (BPS16-17)	Headed by a BS-19 Officer of Admn. Deptt. and one BS-17 or above Officer from concerned Section of P&DD.	Headed by Secretary Admn. Deptt., and comprising Finance, S&GAD and concerned Chief who would also act as Secretary. Co-opted member of BS-19 or above may be included, if desired by the Chair.	Secretary of Sponsoring/ executing department
4	PPS 8-9 (BPS 18-19)	Headed by a BS-19 Officer of Admn. Deptt. and one BS-17 or above Officer from concerned Section of P&DD.	Headed by ACS (Dev.) and comprising Secretary Admn. Deptt., Finance, S&GAD and concerned Chief who would also act as Secretary. Co-opted member of BS-19 or above may be included, if desired by the Chair.	Chief Secretary
5	PPS 10-12 (BPS 20-22)	Headed by a BS-19 Officer of Admn. Deptt. and concerned Chief P&DD	-do-	Chief Minister

- vi. For hiring against the positions of PD and Deputy PD, preference shall be given to existing officers of the concerned department provided that they meet the advertised eligibility criteria. 5% additional marks would be awarded to them in the technical evaluation process.
- vii. The Committees as mentioned above shall conduct tests/interviews of the short-listed candidates. Based on technical evaluation and performance in interview, it shall prepare a merit list and minutes of the meeting duly signed by the Chair and all members. The

Chair shall submit the list of three candidates in order of merit to the Appointing Authority for approval.

- viii. The candidate at the top the merit list will be offered appointment. In case, the number one candidate is unable to join within 15 days of offer of appointment or resigned from post within 06 months after joining the position, the 2nd candidate in the merit list will be offered to join the post with the approval of the Appointing Authority. The same procedure applies for the 3rd candidate in case the 2nd candidate fails to join within 15 days of offer of appointment or resigns from the post within 06 months after joining.
- ix. The decision to conduct written tests may be taken by the concerned Selection Committee on majority basis with strong justification, such as large number of applications are received.
- x. The Selection Committee can hire the services of a reputable, recognized testing agency for conducting written tests. Candidates passing the written exam shall be eligible to appear in interview. The marks in written test shall carry 70% weightage in the overall evaluation.
- xi. The Appointing Authority as prescribed above shall approve the appointment of candidate (s) from the recommended Merit List of the Selection Committee within fifteen (15) days of the submission of the minutes along with required documents. It may, however disagree with the recommendations of the Selection Committee on the basis of compelling reasons and violations of the prescribed procedure conveyed in written and refer the case back to the concerned Selection Committee for reconsideration.
- xii. The Selection Committee, if did not change its previous stance, shall submit recommendations for approval of the Appointing Authority which shall be approved within seven (07) days of the receipt of such recommendations and conveyed in written. After passage of seven (07) days, the recommendations shall be deemed to be approved by the Appointing Authority and acted upon.
- xiii. Final appointment letter/notification of PD & DPD shall be issued by the P&DD while others may be issued by the concerned Administrative/Sponsoring Deptt.
- xiv. In case the post of PD gets vacant due to any reason, the Chief Minister may appoint PD for a period not exceeding 60 days during which the concerned department shall complete the selection process through competitive manner. Other than interim arrangement, the Govt: Officers cannot be posted on transfer/posting/additional/adhoc charge basis.
- xv. No officer of the department should be assigned additional charge of the Project Director/DPD. The concerned department shall submit a list of the most senior officers eligible for such posting for consideration by the competent authority.

6. Eligibility of Serving and Retired Government Officers:

- i. The Civil Servants of the Govt: of Balochistan and Govt: of Pakistan and regular employees of Autonomous Bodies/Authorities/Boards/Institutions as reflected in Schedule-V to the Balochistan Government Rules of Business 2012 (amended from time to time) shall be

eligible to apply for the project positions after obtaining No Objection Certificate (NOC) from the relevant competent authority.

- ii. Upon selection through open competitive process, civil servants shall be appointed on deputation basis; NOC from the relevant Department and approval of the Appointing Authority shall suffice for such appointments. No separate summary would be required to approve/relax ban on the deputation.
- iii. Govt: Officers cannot be appointed directly against project positions through routine transfer/ posting or additional charge basis in any circumstances except those mentioned in Para-5 (xiv). Those already working in this manner shall forthwith be considered as project employees on deputation basis since the date of their joining. Vacant positions, if any, shall be filled through competitive process.
- iv. The sponsoring/executing agency and P&D Department will try, as far as possible, to appoint an independent Project Director for the project through open competitive process. However, in case of highly technical and complex projects, where departmental officers are best suited and trained to carry out the project activities as Project Directors (PDs) or Deputy Project Directors (DPDs) due to their vast experience in the given sector, a limited competition amongst the officers of the sponsoring department, who otherwise fulfill the laid down criteria can be proposed by the sponsoring/executing department, who fulfill the criteria, will be shared with P&D Department for conducting tests, interviews and submitting recommendations for approval of the competent authority.

7. Project Pay Scale (PPS) and Benefits of the Project Staff:

- ii. PD and Project Staff would be appointed on Project Pay Scale (PPS) and would be entitled to draw Pay and Allowances as per GoP, Finance Div:(Reg. Wing) Office Memo: F.No.4 (9)R-14/2008 dated 18th April, 2022, as revised from time to time. Abstract of the same with exception of minimum salary of PPS-I and Project Allowance for those on deputation basis, is given as under:

PPS	Regular BPS	Minimum	Increment @5% of Min.	Maximum	Project Allowance
PPS-1	BPS 1-4	33,500	1,600	44,800	12,000
PPS-2	BPS 5-8	38,000	1,750	57,750	15,000
PPS-3	BPS 9-10	43,750	2,188	70,030	20,000
PPS-4	BPS 11-13	52,500	2,625	84,000	28,000
PPS-5	BPS 14-15	70,000	3,500	112,000	40,000
PPS-6	BPS 16	105,000	5,250	168,000	60,000
PPS-7	BPS 17	157,500	7,875	252,000	80,000
PPS-8	BPS 18	218,750	10,938	350,030	120,000
PPS-9	BPS 19	306,250	15,313	490,030	170,000
PPS-10	BPS 20	437,500	21,875	700,000	230,000
PPS-11	BPS 21	612,500	30,625	980,000	300,000
PPS-12	BPS 22	875,000	43,750	1,400,000	380,000

- ii. Govt. Officers appointed through competitive process would have the choice either to opt for salary as per advertised PPS or draw Project Allowance as mentioned in above table plus his/her own pay & allowances at the time of joining. This, however, can not be changed till completion of the project.
- iii. PD and all Officers in PPS-9 & above would be entitled to use Project vehicle with POL equivalent to regular grade and Driver subject to availability and deduction of Rs.20,000/month from salary in lieu of vehicle, as revised from time to time.
- iv. Project employees shall be entitled to TA/DA as per respective BPS scales of the GoB.
- v. Project employees shall earn leave on full pay @ 3 days per month on annual basis and the leaves earned shall be availed during the currency of the year. Title of Leave will neither be carried over to the next year in case of non-availing nor will it be en-cashed.
- vi. In case of posting of a Civil Servant to a project, he/she shall continue to make his/her own payment on account of GP fund, Benevolent Fund, Group Insurance, Income Tax etc.
- vii. The PDWP shall decide on whether the PD is to be placed in PPS-10 or PPS-11 or PPS-12. Similarly, the number and pay scale of project staff would also be decided.
- viii. Pay of the fresh employees shall be fixed at the initial stage and thereafter an annual minimum increase @ 5% of the initial stage would be admissible.
- ix. Annual increment to the Project employees in Project Pay Package shall be admissible on completion of 12 months continuous service from the date of appointment on the relevant post and also in the subsequent years in the same manner.
- x. The above lump sum project pay package shall not in any way be less than the minimum rates of wages as revised from time to time by the Government of Pakistan/Balochistan.
- xi. No additional facility, in addition to the Project Pay Package and TA/DA, shall be admissible for PSDP Projects' employees.
- xii. In order to attract quality Human Resource, the emoluments of PD for certain mega and complex projects shall be determined by the Provincial Cabinet on the recommendation of the PD Selection Committee on case to base basis, where these would be in addition to the already approved pay scales by the Planning Commission/ Finance Division.

8. Generic Terms of Reference of the PD

The details of the outputs required from a PD should be clearly spelt out in the project document (PC-I), which, inter alia, may include the following:

- i. Prepare annual work plans with measurable and specific financial, physical and other targets and performance indicator. Develop Key Performance Indicators (KPIs) of project staff and review their performance periodically.
- ii. Carry out monitoring of the inputs, processes and outputs of the project in order to exercise a strong check on time and cost over-runs. Develop and use Key Performance Indicators (KPIs) to focus on results as well as implementation.
- iii. Prepare and submit regular (quarterly and annually) project progress reports in the prescribed manner and format, including recommended actions for decision-making.

- v. Work effectively and harmoniously with the project stakeholders (including external partners) as well as with the project staff.
- vi. Establish and maintain custody of all project documents, accounts, assets, record, audit report and hire team members etc.
- vii. Prepare and submit project status and completion reports (PC III-IV). PD would be held accountable for any lapses in exercise of his administrative, functional, and financial powers.
- viii. As a team leader, he/she would be obligated to account for all actions, steps and decisions taken during project execution.
- ix. PD would be responsible for supervision of project activities including troubleshooting and best efforts to resolve day-to-day implementation problems independently within the administrative and financial powers delegated to him/her. If necessary, he/she may seek help from the federal ministry, division or provincial government concerned for resolving the issue or problem.
- x. The PD will establish office as close to the worksite possible, preferably on-site, to ensure availability for making spot decisions on unforeseen issues and other ancillary matters.
- xi. PD would ensure timely holding of Project Steering Committee (PSC) Meeting and would prepare for it briefing, progress presentation on PowerPoint and working papers with clear agenda items

9. Award of Contract

- i. While making an offer for appointment, the following shall be provided in the contract/agreement:
 - a. Statement of objectives of the assignment
 - b. Responsibilities stating particulars of the outputs and deliverables required from him/her
 - c. Responsibilities of the client indicating the types of inputs to be provided to the PD or PMU
 - d. Duration of the contract indicating completion dates or termination of the contract
 - e. Financial provisions reflecting manner of payment of remuneration, etc.
 - f. General provisions regarding matters like earlier termination of the contract by either party
 - g. Mode of periodic performance appraisal of the PD and Staff.

10. Powers of the Project Director

- i. Project Director shall have full administrative and financial powers of relevant category regular Officer and would be accountable for any lapses/irregularities.
- ii. Planning Commission Manual for Development Projects 2021 or Planning & Project Manual Balochistan, as and when approved, shall be followed except those specified in this policy.
- iii. Financial matters of the project may be governed under "The Balochistan Delegation of Financial Powers and Re-appropriation Rules 2019" as amended from time to time.

11. Performance Evaluation of the Overall Project and PD

- i. Project Steering Committee (PSC) shall be constituted by the Planning & Development Department soon after approval of the Project by the PDWP to provide guidance to the PD and PMU and monitor overall progress of the project on monthly/quarterly basis.
- ii. The PSC should also review and evaluate the performance of PD and other Staff annually against the Terms of Reference agreed in the contract and work plan of the Project. In case of unsatisfactory performance, the contract of the PD or other staff can be terminated on one month's notice.
- iii. Apart from any criminal/civil liability, any damage/loss caused by PD/project staff will be recovered from the concerned project staff/individual at any stage even after completion of the project.

12. Appointment on the Basis of Forged/Bogus Documents

- i. If, at any stage, an employee was found to be appointed on the basis of forged/bogus documents or through deceit by any means, the appointment shall be deemed to be void ab-initio and he/she shall be liable to refund all dues drawn by him/her and action against him/her under the law.

13. Termination of Contract

- i. Once appointed, the project staff shall be liable to termination on one-month notice or on payment of the one-month pay in lieu thereof, on each side without assigning any reason.

14. No Right of Regular Appointment

- i. Contract appointment in the Project against project posts do not confer any right of regular appointment nor shall such appointment be regularized under any circumstances.

(ZAHID SALEEM)

Additional Chief Secretary (Dev.), P&DD

**The Chief Controller
Printing and Stationary Department
Government of Balochistan**

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17. Additional Secretary (Staff) to Chief Secretary, Balochistan
18. PS to ACS (Dev.), P&DD, Government of Balochistan



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