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Pakistan's PPPA Shortlists 30 Experts for Key Federal Ministry Roles

July 26, 2025

– Categories: Politics & Government



On July 25, 2025, Pakistan's Public–Private Partnership Authority (PPPA) announced the shortlisting of 30 candidates for high–level executive roles, including Chief Executive Officers, Chief Financial Officers, and Managing Directors, across seven federal ministries and agencies. The announcement was made during a meeting chaired by Prime Minister Shehbaz Sharif, in which the government reaffirmed its commitment to advancing institutional reform and strengthening governance through merit-based leadership appointments.

The initiative marks a significant move toward addressing Pakistan's longstanding challenges with bureaucratic inefficiency and underperformance. As of that date, 15 technical experts had already been appointed, and the process to recruit an additional 47

roles was underway, reflecting a structured effort to embed professional expertise in public-sector entities. Initial interview rounds for shortlisted positions in the Petroleum Division and the National Vocational and Technical Training Commission (NAVTEC) were reported to have been completed, indicating an accelerated and streamlined selection process.

Prime Minister Sharif emphasized that the government is prioritizing meritocracy, stating that national economic progress requires competent professionals rather than politically aligned appointees. He underlined that the PPPA's recruitment drive forms a core part of a broader push to digitize public governance, rights-size institutions, and enable efficient public-private partnerships.

In parallel, the PPPA is advancing sectoral strategies to attract private investment in critical areas. Roadmaps in information technology and telecom, railways, tourism, and energy are finalized, while frameworks for food security, maritime affairs, minerals, industry, housing, and agriculture are nearing completion. To support outreach efforts, investment pitchbooks covering 18 economic sectors have been prepared, targeting strategic partners in Gulf countries such as Saudi Arabia, Qatar, the United Arab Emirates, Azerbaijan, and Kuwait.

The authority's broader mission is to ease fiscal constraints by unlocking private capital for infrastructure and development projects, including the recently advanced Sukkur–Hyderabad Motorway under PPP arrangements. While public sentiment has welcomed the prospect of expert-led governance, observers stress that the true test lies in translating these appointments into tangible project implementation and measurable development outcomes.

If executed effectively, the PPPA's hiring initiative and investment promotion plans could represent a turning point in Pakistan's institutional reform agenda, helping to modernize key public-sector functions and stimulate growth. However, sustained focus on transparency, accountability, and performance will be critical to ensuring long-term impact and restoring public trust.