

Academic and Professional Summary

Scholar-practitioner with two decades of high-level experience in public policy, public-private partnerships (PPPs), and economic development reforms. Currently a Visiting Research Scholar at the University of North Dakota's Institute of Policy and Business Analytics, deriving research on economic development, energy policy and innovation, and economic and fiscal forecasting and private finance. Previously held senior advisory and executive roles in the Ministry of Finance, Parliament, and Office of the President of Afghanistan, with deep involvement in public finance, infrastructure investment, energy policy, economic development, and institutional reform. Recognized for bridging applied research with strategic policy to advance inclusive and sustainable development.

Core Competencies

- Fiscal Policy and Public Budgeting and Finance
- Public-Private Partnerships & Infrastructure Finance
- Energy Policy & Regulatory Frameworks
- Economic and Fiscal Forecasting
- Research Design, Data & Applied Policy Analysis
- Economic Diversification and Institutional Reforms
- Stakeholder Engagement and Capacity Building

Education

- Tax Compliance & Planning Certificate - University of North Dakota, in progress, 2025.
- MBA in Finance – American University of Afghanistan, 2015
- EMBA in Strategic Management – Worldwide Science School of Business, Malaysia, 2014
- BA in Economics (Money and Banking) – Kabul University, Afghanistan, 2006

Academic Experience

University of North Dakota, Nistler College of Business & Public Administration

Visiting Research Scholar, Institute of Policy and Business Analytics, Jul 2023 – Present

- Conduct research on energy finance, regional development, and PPPs.
- Deliver guest lectures in Public Policy, Public Finance, Budgeting, and Comparative Politics for graduate and undergraduate programs.
- Contribute to policy research and grant writing on North Dakota's economic diversification.

Professional Experience

Finance and Budget Officer

Global Friends Coalition – Grand Forks, ND — Aug 2024 – Mar 2025

- Managed budgeting, reporting, and grant compliance.
- Conducted financial reconciliation and integration of accounting systems.

Deputy, Management and Development

National Development Corporation, Office of the President – Kabul, Afghanistan — Apr 2020 – Aug 2021

- Spearheaded national infrastructure and economic reform strategies. Coordinated multi-sector investment efforts across ministries.
- Developed macro-fiscal projections, improved budget alignment with national priorities, and enhanced budget processes.

Chief of Staff & Senior Budget and Financing Advisor

Administrative Office of the President – Kabul, Afghanistan — Jan 2019 – Apr 2020

- Led the development of national budget policy and fiscal strategy, enhancing budget execution efficiency.

- Provided macro-fiscal guidance to senior leadership, aligning policies with economic development goals.
- Director General (CEO)

Central Partnership Authority, Ministry of Finance – Kabul, Afghanistan — Aug 2016 – Jan 2019

- Led \$2B+ in energy PPPs (gas, solar, wind, and hydro), managing procurement, investor relations, and contract execution for 10+ projects.
- Drafted and led the ratification processes of PPP national policy, PPP law, regulations, rules of procedure, procurement methodologies, and other technical documents.
- Collaborated with the Ministry of Energy and Water on the National Energy Policy, energy law, and establishment of the Afghanistan Energy Regulatory Authority.
- Directed feasibility evaluations, stakeholder coordination, and secured approvals from the High Infrastructure and Economic Councils for over \$4B+ in project contracts, concepts, and feasibility studies.

Head of Department / Financing & Budgeting Expert

Budget Department, Ministry of Finance — Jul 2012 – Aug 2016

- Designed national budget reform strategies and PFM tools, increasing fiscal transparency, participation of local officials in the budget process, and improving the alignment of resource allocation to national and local priorities and goals.
- Developed PFM training curriculum, guidelines, and forecasting models, and trained 7000+ civil servants, enhancing PFM capacity nationwide.

Budgeting Specialist

Budget Department, Ministry of Finance — Jul 2010 – Jul 2012

- Supported provincial budgeting reform and improved donor coordination and allocation accuracy and alignment.
- Authored national budget reform guidelines and training manuals adopted by the Ministry of Finance.

Budget Analyst (Coordinator)

Afghanistan Parliament Assistance Project (USAID / NYU) — Jan 2010 – Jul 2010

- Provided legislative budget analysis and public finance training to over 50+ MPs and 300+ Provincial Council Members, strengthening parliamentary oversight.

Finance and Accounting Analyst

Treasury Department, Ministry of Finance — Feb 2007 – Jan 2010

- Led financial reconciliation, compliance training, and audit readiness, and prepared monthly, quarterly, and annual revenue and expenditure reports in compliance with donor and government guidelines.

Professional Development & Certifications

- Political Economy of Energy Transition, The New School, 2025
- Certified IMPLAN Economist, IMPLAN Self-Paced Training, 2025
- Revenue Forecasting and Analysis, IMF, 2024
- PPP & Project Finance, Harvard Kennedy School, 2019
- PPP Institutional Development, UK Treasury (IPA), 2016
- Fiscal Decentralization & Local Finance, Duke University, 2014
- Business Planning, IFC/World Bank Group, 2006

Research and Publications

Key Research Contributions (U.S. and Afghanistan)

Policy Development (Afghanistan):

- Contributed to the National Energy Policy and legislative framework for the Afghanistan Energy Regulatory Authority (2016-2019)
- Provincial Budget Policy and Formulation Guidelines (2014).
- Operations & Maintenance (O&M) Budgeting Policy and Formulation Guidelines (2014).

- National Public-Private Partnerships (PPP) Policy, Legislative and Institutional Frameworks for PPPs (2016-2019).
- Investment Pipeline Strategy and Business Plan and Feasibility Studies for Multi- Sector Infrastructure, and Energy Projects (Hydro, Gas, Solar, Wind, Thermal) and State Assets Management (2016- 2020)
- Contributed to the development and implementation of Public Financial Management Roadmap I and II (2010-2016).

Policy Analysis (USA):

- Rapid Review of Public-Private Partnerships in North Dakota (2023)
- Rapid Assessment of North Dakota's Economic Development Strategy (2023)
- State Revenue Forecasting: Framework and Roadmap Design (2024)
- Economic Impact Study of the University of North Dakota (2024)

Peer-Reviewed & Working Papers

1. Exploring Public-Private Partnerships for Infrastructure Development in Afghanistan (Under review, Journal of Banking Law and Institutions)
2. PPP Return on Investment in Afghanistan's Energy Sector (2017–2021) (Draft in development).
3. Nonprofits Under the Taliban Regime: “Balancing Informal Citizen-Sector Influence with Repressive Regime Tolerance: Rethinking Civil Society and NGOs under Religious Authoritarianism in Afghanistan.” (Accepted for ARNOVA Conference 2025, draft in development).
4. Blockchain-Enabled Dynamic Pricing Models for Risk Management: A Case Study from Afghanistan (draft completed)

Teaching & Training Experience

Guest Lecturer – University of North Dakota

- Graduate Courses: POLS225 Comparative Politics, POLS538- Public Budgeting and Financial Administration, Public Policy.
- Undergraduate Courses: Public Budgeting and Finance, POLS 532 Public Policy.
- Topics: Budgeting Techniques, PPPs (including energy sector), Florida Performance- Based Budgeting, Phoenix Recycling Sector, Comparative Politics, Complicity of Policy Implementation.

Trainer - Public Financial Management, Afghanistan.

- Trained 7000+ civil servants and senior officials at the central, provincial, and municipal governments (2010-2016), supported UNDP, USAID, US Embassy Kabul, and DFID.
- Topics: Public Budgeting, Procurement, Accounting, Budget Execution, Financial Management Information System.

Boards & Affiliations

- Member, High Economic Council, Afghanistan (2016–2019)
- Member, Infrastructure Council, Afghanistan (2016–2019)
- Member, Afghanistan Airfields Economic Commission (2016–2020)
- Member, World Association of PPP Units (WAPPP)