

Naheed Sarabi

Experienced development practitioner with 12+ years of expertise in management, economic development, and aid effectiveness. Proven track record of designing national policies, and programs, and managing development projects.

Education:

- 2013 - 2015 ***Master of Arts, Applied Economics***
Western Michigan University, United States of America
- 2008 - 2010 ***Master of Arts, Development Management***
Ruhr University- Bochum, Germany
Institute of Development Research and Development Policy (IEE)
M.A. Thesis: Aid and State-building in Post-Conflict Afghanistan
- 2004 - 2007 ***Bachelor of Arts, Political Science (Honors)***
Delhi University, India

Work Experience:

- Oct 2022 – Present ***Co-founder & Co-director***
Institute for Development and Economic Affairs (IDEA)
VA, USA

IDEA is an independent, non-partisan, apolitical, and not-for-profit think tank, established as a platform for the Afghan diaspora to engage in economic development

- Sept 2023 – Present ***Non-resident Senior Fellow at the Center for Sustainable Development***
The Global Economy and Development Program, The Brookings Institution
- July 2022 – July 2023 ***Visiting Fellow at the Center for Sustainable Development***

The Global Economy and Development Program, The Brookings Institution

- Research and analysis on aid effectiveness and development and reforms in fragile and conflict-affected states
- Contribution to the policy debate on SDGs, especially in the context of fragile state

Dec 2021 – Dec 2022 **Consultant**
Institute for State Effectiveness (ISE)

- Analysis of Afghanistan's twenty years of development, aid effectiveness, and public financial management reforms
- Analysis and advice on development and humanitarian aid in conflict-affected countries

Jan 2021 – Nov 2021 **Assistant Resident Representative/Head of Prosperity Unit**
United National Development Program (UNDP)- Afghanistan

- Led implementation of the Economic Prosperity portfolio (USD 22 million) including community development, livelihoods, social protection, and alternative livelihood
- Led design of the private sector, loan guarantee, and local economic development portfolios
- Contributed to Afghanistan's annual economic reports and SDG reports
- Contributed to the economic modeling project and public finance reform advisory component as support to the Macro-fiscal Department of the Ministry of Finance

Aug 2020 – Nov 2020 **Consultant**
United National Development Program (UNDP)- Afghanistan

- Developed the report on the alignment of the Sustainable Development Goals and National Priority Programs

Aug 2017 – May 2020 **Deputy Minister for Policy**
Ministry of Finance, Islamic Republic of Afghanistan, Kabul- Afghanistan

Led a team of 117 experts and bureaucrats, national and international to deliver the following:

- Coordinating and leading the development of Afghanistan's national development strategies and frameworks and national priority programs- with total budget of USD 8 billion; developing its financing modalities and coordinating financing resource mobilization. Specifically, steering the coordination unit for the implementation of the Citizens' Charter Program (for community development and poverty reduction), the National Infrastructure Plan, the Women Economic Plan, the Agri-business Charter program, and the Public Finance Management Program in the Ministry of Finance.

- Coordination of inter-ministerial development councils- the councils took high-level policy decisions on different sectors and reform agendas and were either chaired by the President or the Minister of Finance.
- Implementation of the second phase of budget reforms as part of the budget reform committee and introduction of public investment management reforms in the budget process.
- Preparation and coordination of three international donor pledging conferences for Afghanistan where Afghanistan received around USD 15 billion pledges every four years.
- Led aid management and coordination with a portfolio of USD 4 billion off-budget funds, and coordination with 50 donors.
- Development of a monitoring framework for mutual accountability benchmarks of the government with the international community and national priority programs.

June 2016 – Aug 2017 **Director General**

Analysis, Monitoring, and Reporting
Office of Deputy Minister for Policy
Ministry of Finance, Kabul- Afghanistan

Lead a team of 46 people to deliver the following:

- Develop the structure and ToR of the inter-ministerial development councils with multi-stakeholder memberships to develop and endorse development policies and plans.
- Preparation and coordination of government and international community joint forums as means of mutual accountability between the government and the international community.
- Development of a tracking system and quarterly reporting system for mutual commitment benchmarks of the Government and International Community.

Nov 2015- June 2016 **Senior Coordination and Partnership Advisor**

Office of Deputy Minister of Policy and Technical Affairs
Independent Directorate of Local Governance, Kabul- Afghanistan

- Assisted the Deputy Minister for Policy in the development of the Sub-national Governance Policy and its relevant regulations.
- Facilitated reporting and feedback of all off-budget and on-budget sub-national development programs to the Deputy Minister of Policy.
- Advised the deputy minister of policy on issues related to sub-national governance policy and programs as well as donor coordination.

Aug 2015- Nov 2015 **Technical Advisor**
Office of Deputy Minister for Policy
Ministry of Finance, Kabul- Afghanistan

- Assisted the Office of DM Policy to initiate the development of the Afghanistan National Peace and Development Framework (ANPDF) including the Public Finance Management (PFM) Reforms, and concepts for national priority programs.

May 2015- Nov 2015 **Business Development Consultant**
Humanitarian Organization for Local Development (HOLD) International
Kabul, Afghanistan

- Set up the project preparation unit of the organization.
- Developed a business model for the organization
- Developed project proposals for the organization

March 2011- Aug 2013 **Director**
Afghanistan National Development Strategy (ANDS)
Office of Deputy Minister for Policy
Ministry of Finance, Kabul- Afghanistan

Led a team of 20 people to deliver the following:

- Coordinate implementation of the Afghanistan National Development Strategy.
- Coordinate work of the sectoral clusters and ensure their proper functioning. (Clusters were inter-ministerial coordination platforms on specific sectors of the ANDS).
- Finalize development and endorsement of the 22 National Priority Programs of the Kabul Conference including the first phase of the public financial management reform program (PFMRP).
- Establish the new administration's 100-day plan and reporting system for the 22 National Priority Programs.
- Organize Joint Coordination and Monitoring Board (JCMB) meetings and its standing committees as a means of coordination between the Government and the international community.

Oct 2010- March 2011 **Cluster Manager for Governance, Human Rights, and Rule of Law**
Afghanistan National Development Strategy Directorate (ANDS)
Office of Deputy Minister for Policy
Ministry of Finance, Kabul- Afghanistan

Led a team of 5 national and international technical advisors to deliver the following:

- Facilitated the establishment of an inter-ministerial committee on governance reforms and the rule of law and ensured its proper functioning.
- Develop the first draft and costing of the six national priority programs under the governance committee.

May 2010- Sept 2010 ***Program Assistant to Kabul Conference***
Afghanistan National Development Program (ANDP)
Office of Deputy Minister for Policy
Ministry of Finance, Kabul- Afghanistan

- Assist in the preparation of the Ministerial Retreats to discuss government financial and development issues in advance of the Kabul Conference 2010.
- Assist in preparation of the Kabul Conference 2010.
- Assist in the preparation of the concept notes of the 22 National Priority Programs as an implementation mechanism of the Afghanistan National Development Strategy (ANDS).

June 2007- July 2008 ***Correspondence/ Research Officer***
Presidential Programming Department, Office of the President
Presidential Palace, Kabul- Afghanistan

- Created a correspondence record system for the programming office of the President.
- Kept a record of the public complaints and letters to the president and establish a referral mechanism for follow-up.
- Created a filing system for presidential trips informative files and speeches.
- Conducted research on relevant issues for international trips of the President and keep a database.

Other engagements:

Advisory Board Member (2022-present)
Rawadari, an Afghan human rights organization

Board Member (2020-2021)
Open Society Afghanistan (OSA), Kabul, Afghanistan
Served as a board member until December 2021

Commissioner (Jan 2021 – Jan 2023)

International Commission on Inclusive Peace, Principles for Peace Initiative, Geneva Institute
Serving as one of the twelve members of the International Commission for Inclusive Peace- an independent, global, and participatory initiative to re-think and re-frame peace processes and address fundamental flaws in the international community's approach to peace.

Atlantic Council

Member of the Atlantic Council Strategic Dialogue on and with Afghanistan and signatory to “A Trans-Atlantic Charter on Afghan Sovereignty, Security, and Development, 23 April 2021”
<https://www.atlanticcouncil.org/wp-content/uploads/2021/04/A-transatlantic-charter-for-peace-and-security-in-Afghanistan.pdf>

USIP Study Group

Participated in consultation session for the United States Institute for Peace, Afghanistan Study Group Report, on Afghan Peace Process and its impact on women and development, February 2021
https://www.usip.org/sites/default/files/2021-02/afghanistan_study_group_final_report_a_pathway_for_peace_in_afghanistan.pdf

Deputy Secretary General (2019-2020)

Secretariat for G7+, a group of self-proclaimed fragile states