# DR. AHMED NAURAIZ RANA

**ECONOMIST | PRIVATE SECTOR DEVELOPMENT SPECIALIST | PUBLIC SECTOR POLICY ADVISOR**

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## Summary

Economist and policy reform specialist with 15 years of progressive leadership at the World Bank, International Finance Corporation, United Nations, and global financial institutions. Extensive experience advising governments, multilateral institutions, and the private sector (across 30+ countries) on business environment reform, investment and competition policy, restructuring, and market creation. Specialized in designing and implementing regulatory frameworks, formalization strategies, and private sector development programs with a cross cutting emphasis on green growth and digitalization. Proven ability to lead complex institutional reform programs, manage multidisciplinary teams and deliver results-based economic plans across large public sector ecosystems. Doctorate in Development Economics.

## Competencies

Economic Policy Design & Evaluation • Business Environment Reform • Investment Policy & Promotion • Competition Policy • Privatisation & Transaction Strategy • Regulatory Analysis • Entrepreneurship & SME Ecosystem Development • Public-Private Partnership • Institutional Reform & Planning • Public Policy Formulation • Stakeholder Engagement • Strategic Planning & Analysis • Informality, Microenterprise & Self-Employment Policy • Impact Evaluation • Quantitative Modeling, Forecasting, and Scenario Simulation

Computer Proficiency: MS Office Suite, STATA, Python, R, SQL, Tableau

## Experience

### ECONOMIST - FINANCE, COMPETITIVENESS & INNOVATION
2021 - 2026

WORLD BANK GROUP
Washington, DC

- Spearheaded regulatory reform and competitiveness programs to support job creation, firm growth, business formalization, market liberalization, and diversification across 30+ countries
  - Synthesized data across fragmented systems to model competitive dynamics and regulatory bottlenecks, directly supporting private-sector entry and unlocking private capital
- Led cross-regional projects on private sector development and business regulations, ranging from public procurement and investment policy to digital technology adoption and global value chain integration
- Developed and deployed the Green Investment Climate Diagnostic (a structured assessment of institutional, policy, sector, and market readiness) influencing national investment strategies and contributing to an estimated $5B+ in pipeline green investments
  - Key sectors include metals (Saudi Arabia), EVs and batteries (China, Indonesia), renewables (Vietnam, Western Balkans), and energy-certificate trading (China)
- Built and deployed the “Informality Diagnostic Tool”, integrating household, enterprise, and registry-level datasets to guide the policy design for economic inclusion, SME formalization and tax compliance
  - Adopted by Jordan, Lebanon, PNG, and Zimbabwe, increasing formalization by up to 18%
- Advised governments on local value chain development, SME upgrading, and employment-intensive sectors, directly informing placement-linked training programs and entrepreneurship pipelines
- Designed and led partnership strategies with government agencies and anchor institutions to build and strengthen both upstream (regulatory support, enabling environment) and downstream (investment structuring, private sector engagement) phases of project cycles
- Delivered a strategic review and impact evaluation of Saudi Arabia’s National Investment Strategy and Vision 2030 objectives, assessing institutional, regulatory, and policy barriers
  - Provided advice that informed restructuring of 35+ programmatic initiatives and revised over 100 KPIs

**ECONOMIST - FINANCIAL & ECONOMIC INCLUSION** 2019 - 2021
INTERNATIONAL FINANCE CORPORATION Washington, DC

- Designed impact measurement frameworks for $400M+ in gender-flagged projects to integrate gender considerations into investment strategy; advised private and public clients on how to close gender gaps in product and service design
- Established a network of 17 leading technology companies (Digital2Equal): devised strategies to expand access to digital financial services and business opportunities across emerging markets
- Led the analytical work for IFC's Pakistan Investment and Competitiveness Project; identified institutional and legal barriers to women accessing finance, digital platforms, entrepreneurship, and employment
  - Contributed to a national action plan targeting a 10% increase in women's economic participation

**ECONOMIST - STRUCTURAL TRANSFORMATION** 2018
UNITED NATIONS DEVELOPMENT PROGRAMME Amman, Jordan

- Evaluated UNDP's portfolio across 18 countries in MENA; authored a meta-review of inclusive growth and investment initiatives with recommendations on institutional and budgetary efficiency
- Designed SDG-aligned KPIs and feasibility analyses used by ministries and central banks to reorient private and financial sector development strategies targeting economic inclusion
  - Led to greater integration of unbanked and marginalized populations with formal financial institutions

**ECONOMIC ADVISOR** 2016 - 2017
THE URBAN UNIT - *PUBLIC SECTOR THINK TANK* Lahore, Pakistan

- Performed extensive research on challenges to integrated planning, institutional framework, and urban development strategy for Asian Development Bank's Punjab cities development initiative
- Conducted cost-benefit evaluations to provide technical advice on the impact of urban densification with the help of regression-based methods and analyses
  - Recommendations contributed to urban services optimization in 5 cities serving over 6 million residents
- Built cross-ministry collaboration between Ministry of Planning and Development, Ministry of Finance, and Board of Investment to align structural transformation needs and objectives

**INVESTMENT BANKING ANALYST** 2014 - 2016
TD BANK FINANCIAL GROUP Toronto, Canada

- Conducted financial modeling and valuation (DCF, precedent transactions, and comparables) for M&A and capital markets transactions across sectors, including technology, energy, and other sectors
- Supported execution of live transactions, including buy-side and sell-side M&A, debt and equity offerings, and leveraged buyouts, contributing to deals exceeding $1B in aggregate value
- Analyzed financial performance, operating drivers, capital structures, comparable transactions, and strategic alternatives to support transaction evaluation, structuring discussions, and senior review

## Additional Experience

**PROGRAM ADVISOR** 2014
ONTARIO MINISTRY OF ECONOMIC DEVELOPMENT AND GROWTH Toronto, Canada

**PROCESS ENGINEERING ANALYST** 2013
BANK OF NOVA SCOTIA Toronto, Canada

**FINANCIAL RISK MANAGEMENT ANALYST** 2012
MERCER INC. Toronto, Canada

## Education

**DOCTORATE (DIA/PhD) in** INTERNATIONAL DEVELOPMENT ECONOMICS — Washington, DC, USA
*With Distinction*
JOHNS HOPKINS UNIVERSITY - *SCHOOL OF ADVANCED INTERNATIONAL STUDIES*

***Thesis:*** *Client-Patron Networks and the Persistence of Informality in Pakistan: Political Economy, Institutional Dynamics, and the Informal Economy*

**MASTER OF ECONOMIC AND POLITICAL DEVELOPMENT** — New York, USA
COLUMBIA UNIVERSITY - *SCHOOL OF INTERNATIONAL & PUBLIC AFFAIRS*

**MASTER OF PUBLIC ADMINISTRATION,** ECONOMIC & PUBLIC POLICY — London, UK
LONDON SCHOOL OF ECONOMICS - *SCHOOL OF PUBLIC POLICY*

**BACHELOR OF ARTS - HONOURS ECONOMICS,** SPECIALIZATION IN FINANCE — Waterloo, Canada
UNIVERSITY OF WATERLOO

## Leadership Advisory & Board Appointments

**VISITING FACULTY**
CIVIL SERVICES ACADEMY, LAHORE — 2026 - Present

- Deliver specialized training modules on financial regulation, digital economy policy, and institutional reform to Pakistan Administrative Service (PAS) officers during the Specialized Training Programme (STP).
  - Train the upcoming batch of bureaucrats to oversee regulatory implementation across federal and provincial governments

**EXECUTIVE LEAD**
PAKISTAN BANK-FUND STAFF ASSOCIATION — 2024 - 2026

- One of the leads for the World Bank and IMF's joint Pakistan staff association; responsible for engaging with the World Bank and IMF senior management on Pakistan-specific policy dimensions

**BOARD MEMBER / MANAGING DIRECTOR**
THE KARAKORAM INITIATIVE - *POLICY THINK TANK* — 2023 - Present

- Lead academics, policy specialists, industry experts based in Pakistan, and those part of the diaspora in the United States to assist policymaking and address economic and developmental issues that Pakistan faces

**ADVISORY BOARD MEMBER**
NEW WAVE GLOBAL - *MULTIMEDIA ORGANIZATION* — 2023 - Present

- Provide organizational oversight and direction related to partnerships, and editorial vision, shaping content that connects regional narratives to global audiences and platforms

**DIRECTOR**
SOUTH ASIA DEVELOPMENT CONFERENCE, LONDON SCHOOL OF ECONOMICS — 2018

- Formulated and led the Conference to identify key challenges and opportunities vis-à-vis development in South Asia.
  - Facilitated knowledge exchange, and published key findings with recommendations for regional cooperation

## Select Publications

*25+ research papers, development blogs, and op-eds. Relevant publications include:*

- Rana, Ahmed Nauraiz. 2026. *"Client-Patron Networks and the Persistence of Informality in Pakistan: Political Economy, Institutional Dynamics, and the Informal Economy."* Baltimore, MD: Johns Hopkins University.
- World Bank. 2025. "Indonesia's Pathway to Sustainable Battery Manufacturing." World Bank, Washington, DC.
- World Bank. 2024. "Forging a Green Future: Saudi Arabia's Metalmaking Transformation." World Bank, Washington, DC.
- Rana, Ahmed Nauraiz and Rumi, Raza. 2024. "The Operational Strategy to Control Pakistan's Population Growth Rate." The Karakoram Initiative, Lahore, Pakistan.
- Rana, Ahmed Nauraiz. 2023. "Jobs in the Orange Economy: Impact of Disruptive Technologies." *Solutions for Youth Employment*, World Bank, Washington, DC.
- Ghossein, Tania; Rana, Ahmed Nauraiz; Yu, Shu. 2022. "Determinants of Informality: A Country-Level Diagnostic Tool." World Bank, Washington, DC.
- World Bank. 2022. "Toward More Inclusive and Greener Growth." Gabon Country Economic Memorandum, World Bank, Washington, DC.
- World Bank. 2022. "Business Regulation Operational Guide." World Bank, Washington, DC.
- Ghossein, Tania and Rana, Ahmed Nauraiz. 2021. "Business Environment Reforms in Fragile and Conflict-Affected Situations: What Works and Why." *Equitable Growth, Finance and Institutions Insight*, World Bank, Washington, DC.
- International Finance Corporation. 2021. *"Artificial Intelligence in Emerging Markets: Opportunities, Trends, and Emerging Business Models."* World Bank, Washington, DC.
- Rana, Ahmed Nauraiz. 2021. "Gender Disclosure and Diversity in Pakistan." Pakistan Business Council, Karachi, Pakistan.
- Kipnis, Heather Mae and Rana, Ahmed Nauraiz. 2020. "COVID-19 and Gender Equality: Six Actions for the Private Sector." *Gender and Economic Inclusion - Research & Policy Brief,* International Finance Corporation, Washington, DC.

*Full list available upon request.*