

CURRICULUM VITAE

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General Information

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Nationality: Mauritanian

Education

2010 - 2013 Ph.D. (non-completed) in Political Science, Universite de Grenoble, France
1995 - 1997 M.Sc. in Mineral Economics, Curtin University, Australia
1984 - 1985 Certificate, Economics & Financial Analysis, Institut Technique de Banque, CNAM, France
1980 - 1982 Bachelor of Arts (Teaching: English Literature & English Language), Ecole Normale Supérieure, Mauritania

Additional trainings

2016 Certificate, UN Senior Leadership Program, UNSSC, Switzerland
2012 Certificate, Stakeholder Engagement & Management, INSEAD, France
2009 Certificate, Public Financial Management, Harvard Kennedy School

Profile

- Selected and placed in the UN Secretary General pool of potential candidates for the positions of Special Representative of the Secretary General (SRSRG) and Deputy Special Representative of the Secretary General (DSRSG) and other UN senior-level appointments.
- Master's degree in economics.
- Over 30 years of progressively responsible experience acquired at the United Nations, governmental institutions, development partners, funding agencies, non-governmental organizations, private sector, and inter- governmental organizations, of which more than twenty years are at the senior leadership level.
- Experience in staff management with multi-disciplinary teams of experts across a variety of job functions and creating an enabling environment.
- Experience in resource mobilization, international relations and partnerships towards sustainable development and resources implementation.
- Demonstrated ability to deliver transformative change.
- Familiarity with the UN system, key UN agreements of relevance, and its Member States.
- Experience in managing complex work assignments and diverse, multicultural teams. Experience in providing substantive support and representation to intergovernmental processes and meetings on behalf of the United Nations.
- Proven ability to carry out senior organizational duties and responsibilities, in a multicultural environment and under a high- level of stress, with high efficiency and demonstrating inclusive leadership and innovation.
- Knowledge of the UN Staff and Financial Regulations and Rules, and knowledge and experience with similar legal frameworks within international public and private organizations.
- Full fluency in English, Arabic and French.

Values and Competencies

- Ability to influence at all levels.
- Ability to conceptualize and convey strategic vision.
- Conceptual and analytical skills to understand the bigger picture, assimilate information from a variety of sources, and translate this into practical and prioritized action and planning.
- Strategically minded and service and results-driven, with exceptional strength in team leadership and relationship building, development and implementation of policies, processes and systems, as well as building and maintaining support services, resources and infrastructure.
- Demonstrated negotiating, cultural sensitivity and diplomatic skills.
- Well-developed people management skills. Excellent interpersonal skills. Team building skills. Leadership skills. Ability to create an enabling workplace.

Work Experience

Dec 2014 - Now

Director, Economic Development and Integration Division, United Nations ESCWA, Lebanon

Lead UN ESCWA largest Division to ensure that staff deliver high-quality technical advice and services by improving their expertise, making their work coherent, and making optimal use of their diversity on a regular basis. Take overall responsibility for managing the Division's human and financial resources. Ensure that key risks are identified, assessed, and managed for the achievement of results. Oversee the overall administration of division's teams (economic development, economic modelling, economic planning, fiscal policy, debt optimization, finance for development, trade policy, transport and logistics, road safety, and competition). Ensure that the division's operations are in line with the organization's overall corporate strategic direction and in accordance with the UN framework and regulations. Participate in the corporate decision-making, provide high-level advice and guidance, lead various operational areas, drive reform initiatives, and ensure resources mobilization accordingly. Oversee support to member states and manage intergovernmental meetings (substance, process, and representation). As a member of the Executive Team, contribute with the ESCWA's vision design, provide high-level advice to the Executive Secretary (ES) on senior management issues, participate in high-level decision-making with respect to identifying and implementing strategic direction for the organization, and contribute to the overall strategies and policies. Lead, manage and coordinate the division's, finance, budgeting, risk management, human resources, events, and services. Lead and manage the staff, by establishing and appraising workplan objectives and action plans, fostering a harmonious working environment, and empowering staff members by providing opportunities for challenging assignments and career development. Oversee the division's programmatic and administrative tasks. Represent ESCWA on relevant forums and manage relations with constituents. Undertake other tasks as requested by the ES.

Accomplishments:

Successfully led the division multicultural staff with multi-disciplinary teams of experts across a variety of job functions, while creating an enabling environment to achieve the workplans including complex work assignments. Successfully led resource mobilization and partnerships, with an implementation approach to achieve sustainable development. Directed research activities related to development issues resulting in the preparation and publication of developmental flagship reports and research papers. Successfully provided substantive support and representation to three regular inter-governmental meetings (transport, trade, and finance for development) and their related processes. Led transformative change in the division to optimally adapt to the major reforms in ESCWA and the UN. Supervised ESCWA contribution to the following UN reports, including World Economic and Social Prospects (WESP), World Transport Report, and Finance for Sustainable Development. Successfully led

the Steering Committee of the UN Global Road Safety Fund for its first two terms and currently still Member of the Steering Committee.

**Nov 2011 - Dec 2014 General Manager, Principal Adviser, Senior Manager, Rio Tinto, London, UK
(based in Conakry, Guinea)**

Manage the external relations for one of the largest mining projects in the world (Simandou iron ore project – \$20 billion investment in Guinea). Ensure that the corporate strategic direction is operating in accordance with the statutory framework and regulations. Participate in corporate decision-making, provide high-level advice and guidance, lead various operational areas, and drive reform initiatives. Oversee the external relations departments (governmental relations, permitting, and communication). Participate in the highest-level of corporate decision-making with respect to identifying and implementing strategic directions for the company. Contribute to the company's vision design and provide high-level advice & guidance to the Managing Director (MD) on management of resources, management, innovative organizational approaches, and administrative matters. Provide leadership and coordination support to Senior Management on political, strategic, diplomatic, and policy issues. Supervise preparation for meetings with Heads of State and Government, Ministers, Ambassadors, and other senior officials. Contribute to the overall strategies, policies, and achievement of managerial objectives. Contribute the efforts to ensure effective resource mobilization strategy and implementation of projects and initiatives. Oversee programmatic and administrative tasks with respect to budget preparation, performance monitoring, reporting and results-based budgeting related to external affairs departments. Ensure operational effectiveness and accountability for use of resources. Guide the establishment of accountability systems to review activities and goals against strategies. Provide guidance on improvement of existing operational structures, policies, and procedures for high-performance results-based management. Lead reform initiatives in administrative management and operations, including streamlining and simplifying processes. Liaise and report to oversight bodies and governmental entities on compliance issues and on issues of common interest. Represent the MD at conferences, official functions and ceremonial and other occasions. Undertake any other tasks as assigned by the MD.

Accomplishments:

Successfully led teams (multicultural staff with multi-disciplinary expertise) across a variety of job functions, while creating an enabling environment to achieve the workplans including complex work assignments. Successfully led and established robust partnerships. Properly managed the cooperation plans with host authorities. Actively contributed to the company's resource mobilization vision, strategy, and work plan. Set up, developed, and implemented innovative internal communication strategies. Directed environmental and socio-economic impact assessments, resulting in preparation and delivery of reports, guidelines, and action plans. Agreed with the host authorities on the investment framework. Led agreement of the host authorities on capacity building support. Led obtention of the governmental agreement on community and social performance programs. Led obtention of permits and authorizations. Contributed efficiently to the gender-focused program work and related organizational development efforts.

Apr 2011 - Nov 2011 Senior Consultant, Self-employed, Tunisia

Lead a successful consulting firm. Set overall strategies, policies, and achievement of managerial objectives. Ensure effective resource mobilization strategy and implementation of projects and initiatives. Oversee programmatic and administrative tasks with respect to budget preparation, performance monitoring, reporting, and results-based budgeting. Ensure operational effectiveness and accountability for use of resources. Guide the establishment of accountability systems to review

activities and goals against strategies. Provide guidance on improvement of existing operational structures, policies, and procedures for high-performance results-based management. Lead reform initiatives in administrative management and operations, including streamlining and simplifying processes. Ensure that teams deliver high-quality technical advice and expert services to clients.

Advisory services to clients including African Development Bank (assistance in the dialogue with a number of client countries and private sector entities), GIZ - German International Cooperation (comparative analysis of the mining legislations of the member states of the Central African Economic Community -CEMAC, including aspects related to assessment of existing mining legislation, policy draft, and mining code draft), and Glencore/CVA (advisory services regarding stakeholders mapping for a major mining operation in Mauritania.)

Accomplishments:

- African Development Bank: Private sector projects (project evaluation, plans of work, capacity building, enabling environment, stakeholder mapping, communication, resource mobilization, programmatic and administrative tasks, performance monitoring, reporting, results-based planning, and effectiveness and accountability).
- GIZ - German Cooperation: wrote-up collective mining code for CEMAC member countries (conception of strategies, drafting of legislation, plans of work, capacity building, enabling environment, stakeholder mapping, communication, performance monitoring, reporting, results-based planning, operational effectiveness, selection of safeguards, and accountability systems).
- CVA/Glencore: Stakeholder mapping in Mauritania (corporate management, conception of strategies and approaches, capacity building, enabling environment, stakeholder mapping, communication, performance monitoring, reporting, results-based planning, operational effectiveness, selection of safeguards, and accountability systems).

Apr 2009 - Apr 2011 Technical Adviser, Economic/Financial Governance and Revenue Management, African Development Bank, HQ, Tunisia

Contracted through Norway Foreign Ministry (for two years) to provide technical guidance for programs and projects supporting sound financial and economic governance in member countries. Contribute to management of cooperation plans with Member Countries. Contribute to Bank's work on promoting financial governance in Member Countries. Contribute to promoting Bank's anti-corruption agenda in revenue administration and resource management. Lead Department's work in the design of Bank Group operational interventions in financial governance and revenue reform. Provide guidance and advice to Member Countries on public financial management. Participate in identification, appraisal, supervision, and ex-post review of Bank operations in financial governance. Manage effective gathering of strategic market intelligence, provide appropriate advice to senior management, and oversee funding-related activities. Co-lead Bank's support to Member Countries to strengthen governance of natural resources. Participate in Bank's corporate decision-making, provide high-level advice and guidance, drive reform initiatives, and ensure resources mobilization for natural resource governance portfolio. Act as Bank's leading focal point with overall managerial responsibility for Extractive Industry Transparency Initiative (EITI) partnerships. Manage effective interactions between the EITI Secretariat with AfDB, Member Countries and Constituent Bodies. Oversee programmatic/administrative tasks with respect to budget preparation, performance monitoring, reporting, and results-based budgeting. Ensure operational effectiveness and accountability for the use of resources. Guide the establishment of accountability systems to review activities and goals against strategies. Provide guidance on the improvement of existing operational structures, policies, and procedures for high-performance results-based management. Lead reform initiatives in

administrative management and operations. Liaise and report to oversight bodies and intergovernmental bodies on budget/programme performance. Represent the Bank at conferences and meetings.

Accomplishments:

Write-up of the Natural Resource Governance Guidance Note. Write-up of the Sao Tome and Principe Governance Profile. Contribution to the write-up of the Natural Resource Management Strategy. Proper management of cooperation around governance with Guinea, DRC, Togo, Mauritania, Cameroon, Sao Tome and Principe, Chad, Sierra Leone, Liberia, Malawi, and Mozambique. Leadership of aggressive resource mobilization vision, strategy, and work plan. Success in securing large funding from donors, internal funding from the Bank, and other resources. Provision of advice, capacity building, and support to regional member countries. Positive and successful representation of the Bank at the Extractive Industry Transparency Initiative (EITI) Board and other governance-related meetings.

Jun 2008 - Apr 2009 Senior Consultant, Self-employed, Mauritania

Manage a successful consulting team. Provide leadership and coordination support to the clients on political, strategic, diplomatic, and policy issues. Provide overall direction for the analysis and provision of economic and financial information/statistics. Set overall strategies, policies, and achievement of managerial objectives. Ensure effective resource mobilization strategy and implementation of projects and initiatives. Oversee programmatic and administrative tasks with respect to budget preparation, performance monitoring, reporting, and results-based budgeting. Ensure operational effectiveness and accountability for use of resources. Guide the establishment of accountability systems to review activities and goals against strategies. Provide guidance on improvement of existing operational structures, policies, and procedures for high-performance results-based management. Lead reform initiatives in administrative management and operations, including streamlining and simplifying processes. Ensure that teams deliver high-quality technical advice and expert services to clients.

Advisory services to clients including the World Bank, Shell Group, and Rio Tinto: Assist in sector dialogue with a number of client countries; Design and implementation of capacity building activities; Share sector experience with potential/existing clients; Set technical training and technology transfer programs; Assist in sharing best practice examples and in helping promote sector dialogue; Targeted clients that required the input of the consultant are Yemen, Mauritania, Egypt, Saudi Arabia, Democratic Republic of Congo, Niger, and Cameroon; and Development of projects.

Accomplishments:

World Bank: Provision of diagnosis of the mining sector in Niger, and development of a strategy of action in the targeted countries (Yemen, Mauritania, Egypt, Saudi Arabia, Democratic Republic of Congo, Niger, and Cameroon).

Rio Tinto: Provision of stakeholder mapping and strategic advice to form and manage teams, resource mobilization, contract negotiation, and development of a reputation in West Africa.

Shell: Provision of stakeholder mapping and strategic advice to form and manage teams, resource mobilization, contract negotiation, and development of a reputation in Mauritania.

Apr 2007 - May 2008 Minister of Petroleum and Mines, Government of Mauritania

Provide leadership and coordination support to the Government on political, strategic, diplomatic, and policy issues and coordinate the Ministry's engagement at senior level. Ensure that the operation of the Ministry's overall corporate strategic direction is in line with its statutory framework and regulations. Lead corporate decision-making, provide high-level advice and guidance, lead various

operational areas, drive reform initiatives, and oversee overall administration of the Ministry. Lead the highest-level of governmental decision-making with respect to identifying and implementing strategic directions for the Ministry. Contribute vision design and provide high-level advice and guidance to the President and the Prime Minister on governmental management and innovative approaches. Lead, manage and coordinate the Ministry's, finance, budgeting, risk management, corporate IT, human resources, conferences, linguistic services, travel, procurement, and facilities management. Take responsibility of administrative and management matters, as well as overall strategies, policies, and objectives of the Ministry. Lead, guide, and ensure an effective resource mobilization strategy and implementation of projects and initiatives towards the Ministry's needs. Oversee programmatic/administrative tasks with respect to budget preparation, performance monitoring, reporting, and results-based budgeting. Guide the establishment of accountability systems to review activities and goals against strategies. Lead on the improvement of existing operational structures, policies, and procedures for high-performance results-based management. Lead reform initiatives in administrative management and operations. Liaise and report to oversight bodies and intergovernmental bodies on budget/programme performance and other substantive issues. Represent the State at conferences, official functions and ceremonial and other forums, as necessary. Act for the Minister of Foreign Affairs, most of the time.

Accomplishments:

All entities within the Ministry reviewed and audited. New organizational structure set. Vision and strategic thinking adopted, with proper performance/resources management, developing and empowering others, exercise of sound judgement, and relationships and networks building. Social concerns and objectives mainstreamed in the work activities. Transparency and governance objectives established, disseminated, and implemented. Cooperation programs managed properly. Aggressive resource mobilization vision, strategy and work plan implemented. Succeeded in securing large funding from multilateral and bilateral donors, and from other resources. Provision of advice, capacity building and training to concerned staff. New legislative acts promoting transparency, integrity, and respect for diversity, drafted, approved by the Cabinet, passed by the Parliament, and promulgated. Efficiently represented government in meetings/conferences.

May 2006 - Apr 2007 Sr. Extractive and Private Sector Specialist (ETC3), World Bank, Mauritania

Recruited to join the team of the Country Office in Mauritania to deliver support on extractive governance issues and lead the work on private sector development. Influence dialogue and policy on mining sector issues and related areas (climate change, rural development, cross border issues, extractives environment and social nexus, macroeconomic and governance issues related to extractives).

- Oil, Gas, Mining and Chemicals Department: Provision of technical assistance to the Government in Mauritania on implementation of the Extractive Industries Transparency Initiative (EITI). Work closely with civil society on EITI (dissemination of principles and implementation) and on environmental and socioeconomic impacts of mining activities. Development of guidance and training programs on EITI to other countries. Recruitment and management of consultants and consultancy companies to support EITI programs. Resource mobilization. Participation in the team monitoring of the mining and petroleum capacity building project. Participation in the IMF/WBG team in charge of giving advice to the Mauritanian Government on the management of oil revenues. Participation in the team in charge of writing and launching the anti-corruption study and strategy in Mauritania.
- Private Sector Department: Participation in the team in charge of the private and financial sectors reform. Participation in the design of Infrastructure/Energy sectors reform projects. Supervision of

the 1st Presidential Council of Investment in Mauritania. Support to ICA and Doing Business exercises.

- Country Office in Mauritania: Participation in the management of the country Office cooperation programs, projects, and other activities including the dialogue with the Government and communities, the portfolio performance, and the country assistance strategy. Focal point for IFC and MIGA.

Accomplishments:

Cooperation program with Mauritania managed properly. Advice provided to countries implementing EITI with the World Bank support. Capacity building projects negotiated. IMF/WB advice provided on revenue management submitted to the Government of Mauritania. Anti-corruption study in Mauritania drafted. Private and financial reform project in Mauritania documentation drafted. Participation in the design of Infrastructure/Energy sectors reform projects. First Presidential Council of Investment in Mauritania conducted. Support to ICA and Doing Business exercises. Participation in the country Office programs, projects, and other activities including the dialogue with the Government and communities, the portfolio performance, and the country assistance strategy. Focal point for IFC and MIGA.

Sep 2001 - May 2006 Senior Consultant, Self-employed, Mauritania

Manage a successful consulting team. Provide leadership and coordination support to the clients on political, strategic, diplomatic, and policy issues. Provide overall direction for the analysis and provision of economic and financial information/statistics. Set overall strategies, policies, and achievement of managerial objectives. Ensure effective resource mobilization strategy and implementation of projects and initiatives. Oversee programmatic and administrative tasks with respect to budget preparation, performance monitoring, reporting, and results-based budgeting. Ensure operational effectiveness and accountability for use of resources. Guide the establishment of accountability systems to review activities and goals against strategies. Provide guidance on improvement of existing operational structures, policies, and procedures for high-performance results-based management. Lead reform initiatives in administrative management and operations, including streamlining and simplifying processes. Ensure that teams deliver high-quality technical advice and expert services to clients.

Management of PETRODIS Mauritania - a downstream oil company (import and distribution of oil products in partnership with Shell Group and BCI, management of a network of retail stations Mauritania and Bissau in West Africa). Program and manage delivery of the company activities so that visible and measurable results are achieved within the company's budget. Direct the work of the company ensuring that the staff optimize the use of resources for the achievement of results and that they are held accountable for their performance. Ensure that key risks are identified, assessed, and managed to contribute to the achievement of agreed results and that risk management is embedded in all core processes and functions. Mobilize and allocate resources to meet company priorities; direct and facilitate programme implementation in keeping with stated outcomes, indicators, targets, and quality standards.

Provide advisory services to clients including Wadi Al Rawda Industrial Investments, Woodside Energy, Baraka Petroleum, CNPC - China National Petroleum Company, General Gold International, First Quantum Minerals Limited, El Aouj (SNIM/QatarSteel/Sphere), CMAP - Centre Mauritanien d'Analyses des Politiques, and Paladin Resources. Areas covered included processes, funding, stakeholder mapping and management, and environmental and social impact assessments of projects. Co-author of social and environmental impact assessments. Draft social and environmental plans and guidelines.

Accomplishments:

Consulting firm put in place and running as an efficient consulting entity. PETRODIS put in place and running as a reputable petroleum distribution company having its share of the market. Proper management of both the consulting firm and PETRODIS, according to transparent principles and guidelines. Provision of proper advice to clients to negotiate and execute balanced agreements. Write-up of various social and environmental impact assessments. Engagement of consultation process with stakeholders in an inclusive dialogue.

May 1997 – Sep 2001 Deputy Director-General & Company Secretary of Guelb Moghrein Mines d'Akjoujt - GEMAK (Mauritania), on behalf of General Gold Resources (Australia)

Ensure that corporate strategic direction is operating in accordance with statutory framework and regulations. Participate in corporate decision-making, provide high-level advice and guidance, lead various operational areas, and drive reform initiatives. Oversee external relations, operations on site, and relations with HQ. Participate in highest-level of corporate decision-making with respect to identifying and implementing strategic directions for the company. Contribute to company's vision design and provide high-level advice & guidance to Managing Director (MD) on management of resources, management, innovative organizational approaches, and administrative matters. Provide leadership and coordination support to the Board of Directors on political, strategic, diplomatic, and policy issues. Supervise preparation for meetings with Heads of State and Government, Ministers, Ambassadors, and other senior officials. Contribute to overall strategies, policies, and achievement of managerial objectives. Contribute efforts to ensure effective resource mobilization strategy and implementation of projects and initiatives. Oversee programmatic and administrative tasks with respect to budget preparation, performance monitoring, reporting, and results-based budgeting. Ensure operational effectiveness and accountability for use of resources. Guide the establishment of accountability systems to review activities and goals against strategies. Provide guidance on improvement of existing operational structures, policies, and procedures for high-performance results-based management. Lead reform initiatives in administrative management and operations, including streamlining and simplifying processes. Liaise and report to oversight bodies and governmental bodies on issues of common interest. Represent the company at conferences, official functions and ceremonial and other occasions. Undertake any other tasks as required.

Accomplishments:

Successfully led teams (multicultural staff with multi-disciplinary expertise) across a variety of job functions, while creating an enabling environment to achieve the workplans including complex work assignments. Successfully led and established robust partnerships. Properly managed the cooperation plans with host authorities. Actively contributed to company's resource mobilization vision, strategy, and work plan. Set up, developed, and implemented innovative internal communication strategies. Directed environmental and socio-economic impact assessments, resulting in preparation and delivery of reports, guidelines, and action plans. Agreed with host authorities on the investment framework. Led agreement of host authorities on capacity building support. Led obtention of government's agreement on community and social performance programs. Led obtention of permits and authorizations. Contributed efficiently to gender-focused program work and related organizational development efforts.

Aug 1991 - May 1997 Manager and Company Secretary of Mines d'Or d'Akjoujt - MORAK (Mauritania), on behalf of General Gold Resources NL, Australia

Act as Director of the Head Office, including managing activities across the Guelb Moghrein gold mine tailing project (funded by IFC, DEG, and FMO). Under the overall guidance and supervision of the

Managing Director, manage and motivate a team of managers/senior specialists who are also supervisors, specialists, and assistants. Ensure that corporate strategic direction is operating in accordance with statutory framework and regulations. Participate in corporate decision-making, provide high-level advice and guidance, lead various operational areas, and drive reform initiatives. Oversee governmental relations. Participate in highest-level of corporate decision-making with respect to identifying and implementing strategic directions for the company. Contribute to company's vision design and provide high-level advice & guidance to Managing Director (MD) on management of resources, management, innovative organizational approaches, and administrative matters. Provide leadership and coordination support to the Board of Directors on political, strategic, diplomatic, and policy issues. Supervise preparation for meetings with Heads of State and Government, Ministers, Ambassadors, and other senior officials. Contribute to overall strategies, policies, and achievement of managerial objectives. Contribute efforts to ensure effective resource mobilization strategy and implementation of projects and initiatives. Oversee programmatic and administrative tasks with respect to budget preparation, performance monitoring, reporting, and results-based budgeting. Ensure operational effectiveness and accountability for use of resources. Guide the establishment of accountability systems to review activities and goals against strategies. Provide guidance on improvement of existing operational structures, policies, and procedures for high-performance results-based management. Lead reform initiatives in administrative management and operations, including streamlining and simplifying processes. Liaise and report to oversight bodies and governmental bodies on issues of common interest. Represent the company at conferences, official functions and ceremonial and other occasions. Undertake any other tasks as required.

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Oct 1981 - Aug 1991

Manager (Representative, Head of Department, Secretary of the Board) of Societe Arabe des Mines de l'Inchiri (SAMIN), Mauritania

Act as Director of the Head Office (government relations, resource mobilization, development, governance, conflict resolution, human rights, humanitarian affairs, community relations, mediation, facilitation, and negotiation). Manage the Board of Directors relations and files. Manage shareholders issues. Manage and ensure the conservation of the company's vital documentation. Manage logistics and corporate affairs. Manage and motivate the team. Manage and supervise the delivery of the programme of work within the allocated budget.

Properly managed the company's governmental relations. Actively contributed to the company's resource mobilization vision, strategy, and work plan. Supported processes of feasibility studies. Led work related to the Board of Directors and Shareholders. Led stakeholders' engagement. Led obtention of permits and authorizations. Led logistics and procurement with success.

Publications

Authored industry publications. Directed supportive research activities highlighting development issues including: Arab Development Outlook reports, Arab Economic Integration reports, Arab Middle-Class report, Survey of Economic & Social Development in the Arab Region reports, Transport & Connectivity to global value chains report, Arab Economic Governance reports, Poverty & Inequality reports, Finance for Development reports, Fiscal Policy reports, Africa Natural Resource Management Report, AfDB Extractive Industry Governance Guidance Note, Sao Tome & Principe Governance Profile, Mauritania Corruption Report, and Mauritania EITI Report.

Industry Leadership

Delivered numerous speeches throughout my career as an industry expert and company representative (for World Bank, United Nations, African Development Bank, Rio Tinto, Mauritanian government, and others). Invited speaker at IMF and World Bank meetings.