

## CURRICULUM VITAE



### Hatim George Hatim

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#### I. Personal Data

- **Nationality:** Iraqi
- **Gender:** Male
- **Marital Status:** Married
- **Date of Birth:** 01 July 1945

#### II. Education

- **M.A. Economics**, 1973, University of Manchester, U.K.
- **Postgraduate Diploma for Advanced Studies (Distinction)**, Economic Development, 1972, University of Manchester, U.K.
- **B.Sc. (Summa cum laude)**, Business Administration, 1969, Al-Hikma University, Baghdad-Iraq.<sup>1</sup>

#### III. Languages

- Arabic and English (fluent, written and verbal)
- German (working knowledge)

#### IV. Occupation: Consultant on Economic and Social Policies and Issues.

#### V. Key skills and Professional Expertise

- **Economic and Social Analysis and Policy Formulation**
  - Analysis of a country's overall economic and social conditions and developments as reflected by trends in, and changes in the structure of, key macroeconomic and social performance indicators.
  - Strategy and policy formulation for thematic economic and social issues. Specific areas of expertise include: poverty reduction, employment promotion, children and youth development, and monetary policy.

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<sup>1</sup> Al-Hikma University was established and administered by American Jesuits. It was nationalised by Government of Iraq in winter 1969 and later integrated with the University of Baghdad.

- **Planning for Economic and Social Development**
  - Formulation of national development plans and thematic plans of action covering situation analysis, setting of objectives and goals, identification of strategies and formulation of policies, setting of consistent set of quantitative targets for the variables concerned, identifying the appropriate distribution of investments, and estimation of budgets. Specific areas of expertise include formulation of national development plans and national plans of action for: the Millennium Development Goals; employment; poverty reduction; children; and youth.
- **Planning, Monitoring and Evaluation of Development/Humanitarian Programmes.**
  - Preparation of plans of action for social development and humanitarian assistance using Results Based Management (RBM) tools, including problem tree analysis, articulation of results frameworks and logframes; and development of relevant and appropriate integrated monitoring and evaluation plans.
  - Drafting country programme documents.
  - Carrying out evaluation studies and reports of development projects, programmes and plans of action.
- **Management of Development/Humanitarian Programmes and Projects**
  - Management of humanitarian and development projects including identification of the programme area, designing the programme, planning programme activities, setting the budget; monitoring implementation and evaluating processes and outcomes; providing guidance to work-teams; liaising with counterparts and coordinating with partners.

## VI. Professional experience and engagements:

- **February 2013**

**Khartoum/Sudan**

- **Consultant for Human Development Capacity Development**

- **Description of Duties**

- Conducted 5 one-day workshops to sensitize senior officials and professionals from government institutions on “Human Development: Concepts, Analysis, Reporting, and Advocacy.” The workshops specifically aimed at:
  - a. Strengthening the understanding of Human Development (HD) conceptual framework and its deployment in the articulation of development plans and policies.
  - b. Sensitization on the preparation process of HD Reports and on measurement of HD.

- **September 2011 – December 2011**

**Juba/South Sudan**

- **Consultant for Social Policy, Planning, Monitoring & Evaluation Section of UNICEF South Sudan**

- **Description of Duties**

- Provided the required technical support to the Social Policy, Planning, Monitoring & Evaluation Section in realizing the planned Programme Component Results (PCRs) and Intermediate Results (IRs).

- Provided technical support to drafting the report of “The Second Sudan Household Health Survey” which included reviewing and providing technical inputs to the report and organising “The Technical Workshop” for its discussion by all stakeholders.
- Provide technical support to programme sections in their evaluation exercises.

• **July 2010 – October 2010**

**Damascus/Syria**

**Consultant to the Office of the UN Resident Coordinator in Syria**

**Description of Duties**

- Drafted two reports: “A Country Assessment of Syria 2010” and “Final Review of United Nations Development Assistance Framework (UNDAF) of Syria 2007-2011.” The two reports were to inform the strategic planning phase of Syria’s second UNDAF 2012-2016. In the first report national priorities for the next five years were identified after an in-depth assessment of the socio-economic situation of the country. The second report aimed at defining comparative advantage of the UN system in Syria, and at outlining how it could achieve more synergy and effectiveness when performing its roles and functions with respect to national priorities during the next UNDAF cycle 2012-2016.

• **May 2009 – May 2010**

**Riyadh/Kingdom of Saudi Arabia**

**Senior Strategic Planning Advisor, Ministry of Economy and Planning of the Kingdom of Saudi Arabia (Recruited for this assignment by UN DESA)**

**Description of Duties**

- Active engagement in the preparation of the 9<sup>th</sup> Development Plan 2009-2014 and in the related policy dialogue.
- Drafted analytical papers and policy briefs on Diversification of the Saudi Economy.
- Drafted two background papers for the 2010 National Human Development Report for Saudi Arabia: a) “Development and the Sustainability of the Productive Base of Human Development in Saudi Arabia”; and b) “Human Resources and Saudization (i.e., Employment Opportunities for Saudis)”.
- Updated the 2010 MDG Report for Saudi Arabia in light of new data and information and the 9<sup>th</sup> Development Plan 2010-2014.

• **October 2008 – April 2009**

**Amman/Jordan**

**Chief Planning Monitoring and Evaluation (PM&E) Unit at UNICEF Iraq Support Centre in Amman (ISCA), Jordan**

**Description of Duties**

- Managed Planning Monitoring and Evaluation (PM&E) unit of UNICEF Iraq. This unit was mandated with M&E activities of the country office and with implementing a project on social statistics and social policies with the Iraqi Ministry of Planning and Development Cooperation.
- Updated and supervised the results monitoring plan for the humanitarian and development programmes of UNICEF Iraq.
- Reviewed and edited the 2008 Annual Report and Mid-Term Review report of UNICEF Iraq.

- Conducted the annual and mid-term review for the PM&E project with counterparts from Ministries of Planning of Iraq and of the Kurdistan region and developed the 2009 annual workplan of that project.
- Organised and facilitated a workshop to review “Mapping Social Policies and Legislations” project undertaken by the Ministries of Planning of Iraq and of the Kurdistan Region with UNICEF’s support.

• **February 2008 – June 2008**

**Programme Coordinator of UNICEF Libya Country Office**

**Tripoli/Libya**

**Description of Duties**

- Reopening of UNICEF’s country office in Libya which involved the re-establishment of bridges with concerned Libyan institutions and reactivation of its operational engagement in promoting the welfare of children in Libya.
- Drafted a brief analysis of situation of children and women in Libya.
- Developed a workplan for UNICEF’s engagement in Libya within the framework of The Basic Cooperation Agreement signed between UNICEF and the Libyan Government.

• **November 2007 – February 2008**

**Amman/Jordan**

**Freelance Consultant on Economic and Social Policies and Issues.**

**Description of Duties**

- Undertook in January 2008 an analytical study for Qatar’s Statistical Authority on “GDP and Consumer Price Indices of Qatar for the Period 2000-2006.”
- Participated in ESCWA’s Expert Group Meeting on “Urban Governance and the MDGs” that took place in Kuwait 10-12 December 2007, and delivered a power point presentation titled “Urbanisation and Poverty in the Arab Region”

• **January 2005 – July 2005 and March 2006 – July 2007**

**Beirut/Lebanon**

**Economic Affairs Officer, Economic Analysis Division – UN ESCWA**

**Description of Duties**

- Carried out and undertook research and analysis of key challenges to the region’s social and economic development (specifically attainment of the Millennium Development Goals, poverty, and unemployment) and articulate social and economic policies to redress the imbalances and deficits in the identified areas.
- Wrote and contributed to policy notes and briefs on emerging issues in economic and social developments of the region’s member countries.
- Delivered power point presentations in meetings and seminars on integrated economic and social policies for poverty reduction and for the attainment of the MDGs.
- Participated in the preparation of the “The Millennium Development Goals for the Arab Region 2007: A Youth Lens”.
- Undertook missions to member states (Oman in December 2006 and Qatar in June 2007) to evaluate, and follow-up on, their economic and social developments and their policies, programmes and plans of action towards the attainment of the MDGs and in addressing youth concerns.
- Participation in peer reviews.

• **November 2003 – January 2005 and July 2005 – March 2006** **Amman/Jordan**

**Project Officer, Planning – UNICEF/Iraq Support Centre in Amman**

**Description of Duties**

- Planning and Management of the Social Planning & Statistics project of the joint programme of cooperation between UNICEF and the Government of Iraq, covering development of the workplan, estimation of budget, and following up on implementation of activities and disbursement of funds; and reviewing progress and evaluating outcomes.
- Management and supervision of the third round of Iraq's Multiple Indicator Cluster Surveys (MICS3), including drafting the survey's and the consultants' Terms of Reference, setting the workplan, estimating the budget, finalising the questionnaire, and supervising implementation up to the completion of the final version of the survey's report.
- Provided substantive support to Representative and the Senior Programme Officer in the preparation of the new Country Programme Document for the period 2007-2010.
- Provided technical assistance to programme sections in developing their: logframes, annual and medium term workplans, and monitoring and evaluation plans.
- Developed capacity of supervisees in project development, implementation, monitoring and assessment.
- Represented UNICEF in meetings with senior officials of Government of Iraqi ministries on matters pertaining to the joint programme of cooperation.
- Undertook a two weeks mission in August 2003 to Oman to provide assistance to UNICEF Oman Country Office in the planning exercise for its 2004-2006 Country Programme.
- Organised and led in April 2004 a study visit for Iraqi counterparts to Oman as a country of best practice in the field of child life, survival, and development.
- Designed, organised and facilitated workshops.

• **Sept 1999 – Nov. 2003**

**Baghdad/Iraq**

**Project Officer, Planning – UNICEF/Iraq Baghdad Office, and UNICEF/Iraq Support Centre in Amman**

**Description of Duties**

- Design and Management of the Social Planning & Statistics project of the joint programme of cooperation between UNICEF and the Government of Iraq, covering development of the workplan, estimation of budget, and following up on implementation of activities and disbursement of funds; and reviewing progress and evaluating outcomes.
- Management and supervision of the second of Iraq's Multiple Indicator Cluster Surveys (MICS 2), including drafting the survey's and the consultants' Terms of Reference, setting the workplan, estimating the budget, finalising the questionnaire, and supervising implementation up to the completion of the final version of the survey's report.
- Officer in Charge of UNICEF and Senior Official of the UN system during the military campaign against Iraq for the period 18 March-31 April 2003, when all international staff were evacuated..

- Attended international regional and national meetings pertaining to the development, implementation and evaluation of the emergency programme for Iraq.
- Focal person for the preparation of "Situation Analysis of Children of Iraq 2002"
- Supervised the administration of ChildInfo/DevInfo database for Iraq which focused on indicators for education, health and social protection and facilitated orientation and training of trainers' sessions on the database.
- Participated in capacity building of office staff on Planning, Monitoring and Evaluation of development/humanitarian programmes and projects.
- Designed, organised and facilitated workshops.
- Delivered presentations in meetings, seminars and workshops.

• **March 1993 – Sept. 1999**

**Baghdad/Iraq**

**Freelance Economic Consultant**

**Description of Duties**

- Consultant on investment appraisal, macro-economic policies for development change, and analysis of economic trends and policy impacts.
- Lecturer on Macroeconomics and Economic Development.

• **March 1974 – March 1976 and Nov. 1977 – March 1993**

**Baghdad/Iraq**

**Director of Research, Head of the Economic Policies and Development Plans Section, Economic Planning Commission, Ministry of Planning of Iraq**

**Description of Duties**

- Managed the section, including development of its work-programme and supervision of its implementation.
- Supervised and managed the formulation of "1991 – 1995 National Development Plan Proposal," and participated in the formulation of the "1986 –1990 National Development Plan Proposal", the "1981 –1985 National Development Plan Proposal" and the "1976-1980 National Development Plan" involving:
  - Assessment and analysis socio-economic situation at base year,
  - Selection of objectives, identification of development strategies and formulation of economic policies.
  - Setting of a consistent, coherent and viable/feasible set of targets for all key macro-economic variables and their allocation among sectors and expenditure items for the target year.
  - Development of sectoral development programmes and plans of action.
- Supervised team of staff tasked with monitoring and analysing key trends and developments in the Iraqi economy, to identify key and emerging challenges and to outline future prospects.
- Led task forces for the formulation of sectoral development plans, covering demand analysis and forecasting, setting output targets, calculation of value added, estimation of required investments and outlining the role and space of the public sector.
- Supervised and conducted analytic and econometric research for key macro-economic variables, e.g. gross domestic product, investment, personal and public consumption, imports, etc....

- Supervised and conducted analytical and policy reports on trends and changes in key economic variables such as gross domestic product, investment, private and public consumption, imports and exports, etc..
- Participated in task forces and committees commissioned with the articulation of policy directives pertaining to key economic areas (e.g. general price level and pricing policy, fiscal policy, taxation, investment policy, monetary policy, etc...).
- Delivered lectures at the "National Institute for Planning" and at "the National Centre for Consultancy and Management Development" on: Development Theory and Policy; Macroeconomics; Demand Analysis and Forecasting; and Wage Policy

• **March 1976 – Nov. 1977**

**Baghdad/Iraq**

**Researcher, National Centre for Consultancy and Administrative Development, Ministry of Planning of Iraq**

**Description of Duties**

- Led the team responsible for formulating a wage structure and a pay scheme for Iraq's Civil Service.
- Drafted the technical report/study on the wage structure and pay scheme for Iraq's civil service.

• **Aug. 1970 – Sept. 1971**

**Baghdad/Iraq**

**Assistant Researcher, National Accounts Department, Central Statistical Organisation**

**Description of Duties**

- Participated in the compilation of an input-output table for the Iraqi economy.
- Participated in the estimation of gross domestic product, gross domestic expenditure and national income.

**VII. Computer skills:** Internet Browsing and Research; Microsoft Word, Excel, and Power Point.

**VIII. Publications:** See Annex A below

**IX. References:** Available on request

## Annex A

### Publications, Research and Power Point Presentations:

#### A. Published Papers in Peer Reviewed Journals and Networks

1. Hatim, H. G. "Stability of the Iraqi Dinar Against the US Dollar: Is It Really a Developmental Necessity." Iraqi Economists Network, April 2016, (in Arabic).  
<http://iraqieconomists.net/ar/2016/04/06/>
2. Hatim, H. G. "Theoretical Framework of Monetary Policy: Concepts, Tools, and Transmission Mechanisms." Iraqi Economists Network, August 2015, (in Arabic).  
<http://iraqieconomists.net/ar//2015/08/11/>
3. Hatim, H. G. "The Problematics of the Public-Budget-Imposed Ceiling on Central Bank's Sales of Foreign Exchange." Iraqi Economists Network, June 2015, (in Arabic).  
<http://iraqieconomists.net/ar//2015/06/11/>
4. Hatim, H. G. "Monetary Policy of Iraq: Its Objectives, Features, Operational Mechanisms, and Actual Role in Iraq's Economic Activity." Iraqi Economists Network, April 2015. (in Arabic). <http://iraqieconomists.net/ar/2015/04/27/>
5. Hatim, H.G. "Issues of Iraq's Monetary Policy: Role of Exchange Rate in Price Level Determination," Arab Economic Journal/Centre for Arab Unity Studies, Issue Nos.59-60, Beirut, summer- autumn 2012 (in Arabic).
6. Alnawwab, N.Y. and Hatim, H.G., "Economic Development and Women in Iraq During the 1980s," The General Federation of Iraqi Women, Baghdad, Sept. 1991, (in Arabic).
7. Hatim, H.G. "Functional Distribution of Income," Arabic Issues, Beirut Nov/Dec. 1981 (in Arabic).
8. Hatim, H.G. "The General Level of Prices and Economic Development of Iraq," The Iraqi Journal of Economic and Administrative Research, Baghdad, Jan. 1980, (in Arabic).
9. Hatim, H.G. "Ricardo's Theory of Distribution," The Iraqi Journal of Economic and Administrative Research, Baghdad, Jan. 1980, (in English).
10. Hatim, H.G. "Output-Flows and Income-Flows in a Two Sector Economy," The Iraqi Journal of Economic and Administrative Research, Baghdad, Feb. 1977, (in English).

#### B. Studies and Research Undertaken as Consultant.

1. "A Country Assessment of Syria 2010" for UNDP, Damascus/Syria, September 2011 (in English).
2. "Final Review of United Nations Development Assistance Framework (UNDAF) of Syria 2007-2011." for UNDP, Damascus/Syria, October 2011 (in English).
3. "Economic Policies in Unstable Environments: Bolstering Social Cohesion and Enhancing Self Sustaining Development in Western Asia." Background Paper for the Expert Group Meeting on Policies for Peace Building and Conflict Prevention in Western Asia, organised by The Unit for Emerging and Conflict Related Issues of UN ESCWA, Beirut/Lebanon 9-10 Dec 2009(in English).
4. "Analysis of Qatar's GDP and Consumer Price Index Trends for the Period 2000-2006," for Qatar's Statistical Authority, Doha/Qatar, January 2008 (in Arabic).



### **C. Studies and Research Undertaken at UN ESCWA**

1. A policy paper on "Macro-economic Policies for the Millennium Development Goals of the Arab Region." Jan 2007 (in English).
2. A background paper for the MDG Report for the Arab Region 2007, "A Policy Note for the Arab MDGs", Feb. 2007 (in English)
3. A working paper on "Growth and Employment for Poverty Reduction in the Arab region." October 2006 (in English).
4. Chapter 3 on social development in the ESCWA region of ESCWA's flagship report "Survey of Economic and Social Conditions in the ESCWA Region 2004-2005." May 2006 (in English).

### **D. Research Publications For The Ministry Of Planning (all in Arabic):**

1. Hatim, H.G. "Development of Specialized Credit in Iraq," Oct. 1992.
2. Hatim, H.G. "Allocation of Private Investment Resources in Iraq," Oct. 1991.
3. Hatim, H.G. "Development of Final Expenditure in Iraq," Oct. 1990.
4. Hatim, H.G. "Interdependence between Macro-Economic Variables in the Iraqi Economy", Oct. 1989.
5. Hatim, H.G. "Interdependencies in Iraq's Manufacturing Industry," Nov 1988.
6. Hatim, H.G. "Prices and Sectoral Interdependencies in the Iraqi Economy," April 1988.
7. Hatim, H.G. "Productivity in the Iraqi Glass Industry," Sept. 1987.
8. Hatim, H.G. "Planning Techniques in Iraq," May 1987.
9. Hatim, H.G. "Capital Formation in Iraq: Historical Trends and Long-Run Forecasts to the Year 2000," Jan. 1987.
10. Hatim, H.G. "Wage Policy," Dec. 1985.
11. Hatim, H.G. "Development of Share of Wages in Iraq," April 1984
12. Hatim, H.G. "Consumption Function of Iraq," Sept. 1983.
13. Hatim, H.G. "Effect of Prices on Agricultural Output in Iraq," Jan. 1981.
14. Hatim, H.G. "Share of Wages in Income and Economic Development of Iraq," Sept. 1978.
15. Hatim, H.G. "The General Level of Prices and Economic Development of Iraq," Jan. 1978.

### **E. Textbooks published at the National Institute of Planning/Ministry of Planning of Iraq (All in Arabic):**

1. Hatim, H.G. and others, "Underdevelopment and Development," Nov. 1986.
2. Hatim, H.G. "Lectures on Demand Forecasting," Nov. 1985.

### **F. Unpublished (Personally Circulated) Papers**

1. Hatim, H.G. "Prices and Output in Subsistence Agriculture," unpublished paper, Baghdad 1982, (in Arabic).
2. Hatim, H.G. "Ricardian and Neo-Classical Theories of Distribution," Unpublished M.A. Dissertation, University of Manchester - United Kingdom, 1973, (in English).

### **G. Power Point Presentations:**

1. Hatim, H. G. "The challenges in Human Development: Concepts, Analysis, Reporting, and Advocacy," Set of Presentations delivered in a "Human Development Capacity Development Workshop", Khartoum-Sudan 3-22 February 2013, (in Arabic).

2. Hatim, H. G. " Economic Policies in Unstable Environments: Bolstering Social Cohesion and Enhancing Self Sustaining Development in Western Asia." Expert Group Meeting on Policies for Peace Building and Conflict Prevention in Western Asia, organised by The Unit for Emerging and Conflict Related Issues of UN ESCWA, Beirut-Lebanon, 9-10 Dec 2009. (in English).
3. Hatim, H. G. "Social Policies: The What, Why and For Whom," UNICEF-Iraq Workshop on Mapping of Iraq's Social Policies and Legislations, Erbil-Iraq, 9-11 April 2009.(in Arabic).
4. Hatim, H. G. "Urbanization and Poverty in the Arab Region," Expert Group Meeting on Urban Governance and the MDGs, organised by The Social Policy Division of UN ESCWA Kuwait, 10-12 December 2007 (in Arabic).
5. Hatim, H. G. "Social and Economic Development Strategies That Lead to Rapid Economic and Human Development," ESCWA's Expert Group Meeting on the MDGs, organised by the Economic Analysis Division of UN ESCWA in Amman-Jordan, 26-27 Feb 2007 (in English).
6. Hatim, H. G. "Millennium Development Goals, Economic and Social Policies and Youth," UNICEF Middle East Regional Office Adolescent Network Meeting, Dead Sea- Jordan, 2-23 Nov 2006 (in English)
7. Hatim, H. G. "Millennium Development Goals and UNICEF's Medium Term Strategic Plan," UNICEF-Iraq Workshop on Medium Term Strategic Plan, Amman-Jordan, January 2006, (in English).
8. Hatim, H. G. and Dr. Tarik Alami, "Millennium Development Goals and the Poverty Eradication Goal," ESCWA, Beirut-Lebanon, June 2005, (in English)
9. Hatim, H. G. "Planning Humanitarian and Social Development Programmes and Projects: A Presentation on Results Based Programming," UNICEF-Iraq Workshop on Social Policies, Baghdad-Iraq, May 2002, (in English).
10. Hatim, H. G. "Investment in Children, A Rewarding Necessity," UNICEF-Iraq Workshop on Monitoring Children Welfare, Baghdad-Iraq, February 2001, (in English).