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Senior Leadership Position Curriculum Vitae (CV) Template

Position: (Indicate the title of the position you are applying for)

Deputy Chairperson of the Commission

Personal Information:

Name:	Dr. NSANZABAGANWA Monique
Physical Address:	CITY OF KIGALI, KG 643 ST (SINCE 2004)
E-mail Address:	mnsanzabaganwa@yahoo.fr
Phone Number:	+250788306730
Date of Birth (dd/mm/yy):	08/10/1971
Nationality:	RWANDAN
Citizenship:	RWANDAN
Gender:	Female

Vision Statement (In not more than one thousand (1,000) words, outline how you intend to achieve the aspirations set out in Agenda 2063 and address the most pressing issues facing Africa and the Commission in this role)

“Ensuring Implementation, Efficiency and Accountability of the AUC to Realize the Africa We Want”

Our continent faces enormous challenges that call for authentic and practical leaders to work together to mobilize its citizens in the search for adequate solutions. The 2020 Global Report on Food Crises revealed that one in two acutely food insecure is an African and a bigger number are on the brink to slide back to this status as a result of the COVID-19 pandemic, conflicts, terrorism, locusts and other climate-change born disasters as well as pockets of corruption and ill governance in different parts of the Continent. Yet, Africa has what it takes to overcome these and other pressing challenges. For instance, the continent is endowed with resources, abundant cultural heritage, diverse pool of talented and hard-working women and men, and youth who hold promising demographic dividends. Moreover, Africa has well thought-out



blueprints for socioeconomic transformation. However, inadequacies in implementation have delayed their potential.

Fortunately, recent reform efforts underscore the fact that leaders of member countries of the African Union have done their share of duty, affirming political will to tackle inconsistency and lack of accountability in implementation. They have set up a streamlined African Union architecture where the AU Commission at the helm, AUDA-NEPAD and the RECs, will complement each other on delivering the Africa We Want.

This gives me much hope. I am convinced that Africa can, Africa should, and Africa must deliver on its Agenda 2063 promise. Africa will deliver as a result of increased ownership of its destiny and resolve to meet the expectations of its citizens through the African Union Member States.

Part of the hope I carry with me comes from the experience of my country, Rwanda. This is a country that has now risen from the ashes of a genocide. I have experienced first-hand from Rwanda's model of development that ownership, inclusion, and a culture of accountability can turn around a failing country. This has been an inspiration for me as a leader and as a daughter of Africa who wishes to be part of efforts to plant seeds for "Africa's Century."

Rwanda is a "school" where I have been trained for my 21 years of professional experience and 18 years as a senior Government official. I learned that there is power in setting a shared vision and closely monitor its implementation. I learned that leadership must be deliberate in establishing and nurturing strong institutions that bring a great sense of dignity to the people.

Indeed, it is in recognition of Rwanda's track record in overcoming pernicious circumstances and building a strong state that is able to place the people at the center of socioeconomic transformation that the AU selected H.E. President Paul Kagame to spearhead AU institutional reforms.

I have been fortunate to play a part in the reconstruction of my country. It is with a great sense of pride that I aspire for the position of Africa Union Commission Deputy Chairperson. I recognize that this is a unique opportunity as it is the first election of the senior leadership of the AU Commission in after the reform AU Commission. Indeed, in recognition of the objective of the reforms, I am convinced that the experience from the reconstruction of my country makes me the kind of candidate you are looking for to bring value to the African Union Commission.

If elected, I will be coming in at a critical time to implement administrative and financial reforms of the AU, with a keen focus on financial sustainability and full accountability of the organization. My scheme of priorities would be as follows:

1. **Innovate for Financial Sustainability:** I would emphasize **financial efficiency** and enhance planning and responsible resource mobilization to ensure **financial predictability** and **sustainability** in funding the African Union not only through its member states but also through the strengthening of important partnerships in a context of mutual accountability. Moreover, I would pursue the **rationalization of financing** for AU, AU institutions, as well as AU programs, taking into account effective division of labor between the AUC, AUDA-NEPAD and the RECs. Finally, building on my experience and networks in the financial sector, I would explore **innovative market solutions** by facilitating a forum where key Pan-African financial institutions



and other private sector players bring to fruition ideas on delivering the most crucial projects of the Agenda 2063 through a market mechanism.

2. **Enforce Financial Accountability:** This is a key foundation for financial sustainability. I would implement **international accounting standards** most appropriate for the organization and ensure transparent financial reporting. Further, I would implement tools and controls, regularly reviewed by internal and external auditors, to ensure **proper accountability by the AUC and AU organs to the member States**. Furthermore, **audit recommendations and issues raised by member states** would be taken seriously without impunity, and implementation progress reports presented to the policy organs on a regular basis.
3. **Enhance Performance Based Management:** I would ensure the **new structure of the AUC is implemented and the skills that are relevant to the new functions are attracted** through a process that is **competitive, competence-based, and fair to member states**. An **automated performance-based management system** would be established whereby organizational goals will be cascaded down to individual key performance indicators, annually reviewed.
4. **Manage Member States and stakeholder relationships:** **Trust and confidence** of the member States and other stakeholders ought to be preserved at all times. I would ensure member States are fully appraised and well supported in their decisions with **quality financial impact and total cost analysis reports presented on key decisions they are called to take**. Similarly, I would intensify collaboration with members States and partners to ensure there is **value-for-money for their contributions**. Moreover, **procurement** would deliberately be made transparent, and African women, youth and firms encouraged to participate.

Support successful implementation of AUC key program areas: By ensuring a spirit of **collaboration and a sense of common purpose**, I would support the implementation of key AUC program areas.



Executive Profile: (In not more than three hundred (300) words, provide a summary and highlights of your relevant skills, experience, goals and accomplishments)

Competent female leader with a vast experience in government and the financial sector.

Appointed a Member of Cabinet at age 32, I served as Minister of State in charge of Economic Planning, Minister of Trade and Industry and now Deputy Governor of the Central Bank. This exposure sharpened my skills and competences, mainly in:

- Strategic, evidence-based policy formulation, monitoring and evaluation;
- Strategic management and organisation-wide risk management;
- Corporate governance and accountability, including PFM;
- Mobilization of stakeholders and partnerships;
- Teams management and organisational performance management including the balanced score card;
- Organisational restructuring and right-sizing including staff retrenchment;
- IT security management system, IT governance and IT project management;
- Interacting and negotiating within regional and international contexts;
- Coordinating players and creating networks.

Influential voice in financial inclusion and unlocking women's power of agency.

- Currently championing the Gender Equality Seal certification for BNR;
- Member of the AFI Gender committee;
- Alumna of Women's World Banking African Advisory Council;
- Founding member and chairperson of New Faces New Voices Rwanda, where I am leading efforts to establish the first women investment fund in the country
- Resource person for the AUDA-NEPAD "100,000 SMEs Initiative" in the context of COVID-19;
- Member of the Graça Machel Trust Expert Group on women's financial inclusion and the digital economy in Africa.

Moral character

I am a person of integrity, dependable, self-aware and emotionally intelligent, and enjoyable to work with. I communicate well and candidly, in English and French, and welcome constructive criticism. I am purpose-driven and motivated by impact. I am a team-player with strong practical skills and sense of duty, effective and focused.

Goal

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My goal is to make whatever I am involved in achieve outstanding performance and create an impact.

Membership in Professional Societies (List of professional bodies in which you are a member, specify position where applicable)

- Fellow of the Harvard University John F. Kennedy School of Government
- Fellow of the Aspen Institute and African Leadership Institute-East Africa
- Member of the Alliance for Financial Inclusion Gender Inclusive Finance committee (Current)
- Member of the African Leadership Network
- Member of the Africa Advisory Council of Women's World Banking – representing the voice of regulators (ended 2018, then joined Alumni)

Academic and Professional Qualifications (Indicate your academic and professional qualifications, beginning with the highest qualification)

Name of Institution	Address of institution (Postal address, Telephone numbers and Website)	Qualification Received	Year Obtained
University of Oxford Saïd Business School	Oxford, the UK	Certificate – Leadership and Diversity Program for Regulators	January- September 2019
University of Stellenbosch	Western Cape/South Africa	PhD in Economics	December 2012
African Leadership Institute East Africa in collaboration with the Aspen Institute	East Africa (with the ALI-EA based in Tanzania)	Certificate as Fellow – Values-based Leadership (From Success to Significance)	July 2009
Harvard University John F. Kennedy School of Government	Cambridge, Massachusetts/USA	Certificate as Fellow – Executive Education in Public Financial Management	July 2006
University of Stellenbosch	Western Cape/South Africa	MA in Economics Cum Laude	March 2002
National University of Rwanda	Butare/Rwanda	Bachelor Degree in Economics with “Grande Distinction”	August 1995

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Groupe Scolaire Officiel de Butare	Butare/Rwanda	Diplôme D6 Grande Distinction avec les félicitations du Jury	June 1992
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Other Relevant Training (Indicate other certified trainings/courses you have attended that are relevant to this role)

Course Title	Certifying Body or Institution	Address of institution (Postal address, Telephone numbers and Website)	Year Attended
Lead & Empower	CBI 360 (CAPACITY BUILDING INSTITUTE LTD)	P.O.Box 16149 00100, Nairobi-Kenya Tel.+254 20 2727887/2727890	May-October 2017

Work Experience (Indicate your work experience beginning with most current or most previous one. Give a comprehensive work history and include/edit table accordingly to capture your work experience)

Name of Organisation/Employer: National Bank of Rwanda (Central Bank)	
Address of Organisation/Employer ((Postal address, Telephone numbers and Website): KN 6 AV. 4 Kigali – Rwanda	
<i>Position Held (Title of the role)</i>	Deputy Governor of the National Bank of Rwanda
<i>Duration (Start Date to End Date)</i>	May 2011 up to date
<i>Number of People Supervised</i>	421 (entire organization at headquarter and in five branches)



<p><i>Responsibilities</i></p>	<p>I am Deputy Chairperson of the National Bank of Rwanda Board of Directors and together with the Governor, we form the Management organ of the Bank.</p> <p>My responsibilities include the overall coordination of the Bank's operations, functional businesses, programmes, and projects (from six Executive Directorates [Monetary Policy, Financial Stability, Operations (i.e. Currency, Banking, Government Treasury, Financial Markets, Security Depository), Finance and Strategy, Human Resources and Administration, and ICT] as well as four Departments reporting directly to Management through me. I review all their policies and files tabled for Management approval before they reach the Governor, and approve certain files as per delegation authority framework.</p> <p>As Deputy Chairperson of the Bank policy committees, namely the Monetary Policy Committee and the Financial Stability Committee, I provide strategic leadership and participate in the decision making in the core mandates of the Bank.</p> <p>My responsibilities also include overseeing and providing strategic guidance to key technical areas requiring greater levels of intra-functional synergies, coordination and collaboration. In this line, I am chairperson of the IT Steering Committee, Reserves Management Committee, Deposit Guarantee Fund Investment Committee and Gender Equality Seal Committee.</p> <p>I represent the Bank in several international fora and more specifically in the Steering Committee of the IMF Regional Technical Assistance Centre for Africa East (AFRITAC East) and the AFI (Alliance for Financial Inclusion) Gender and Women Financial Inclusion Committee which is a standing committee of the AFI Board. I also represent the voice of regulators on the Africa Advisory Council of WWB (Women's World Banking). The Governor designated me BNR champion on financial inclusion and women economic empowerment matters in general, and BNR gender diversity in the work place in particular, including for the gender equality seal certification program implemented in collaboration with the Gender Monitoring Office of the Government of Rwanda in partnership with UNDP.</p>
<p><i>Achievements</i></p>	<ul style="list-style-type: none"> - BNR is ISO-certified in Quality Management Systems (ISO 9001: 2015) and first in Rwanda to be certified in Information Security Management Systems (ISO/IEC 27001: 2013); - BNR is influential player in financial inclusion and gender on the global scene

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	<ul style="list-style-type: none"> - BNR is half-way implementing a program for gender mainstreaming and embarked on gender certification process - Driven gender accountability in the Rwandan financial sector and introduced it as an aspect of corporate governance and reporting regulations - Contributed to macroeconomic and financial sector stability outcomes for the country - BNR has successfully implemented an integrated automated balanced score card system which allows organisational goals to be aligned and cascaded down to individual staff KPIs, and facilitates performance evaluation. - Electronic Data Warehouse System, which is the Bank Management Information System fully integrated and pulling from reporting financial institutions; a good foundation for big data projects the Bank has embarked on. - Successfully performed BNR restructuring/down-sizing in May 2014
Name of Organisation/Employer: Ministry of Trade and Industry	
Address of Organisation/Employer (Postal address, Telephone numbers and Website): P.O. Box 73 Kigali	
<i>Position Held (Title of the role)</i>	Minister
<i>Duration (Start Date to End Date)</i>	March 2008 to May 2011
<i>Number of People Supervised</i>	47 staff in the core of the Ministry and many more from agencies affiliated to the Ministry (Rwanda Development Board, Rwanda Bureau of Standards, and Rwanda Cooperative Agency)
<i>Responsibilities</i>	<p>My duties were to provide political and strategic leadership to the Ministry, conduct reforms and supervise implementation with regards to internal and external trade matters, industrialisation policy, cooperatives movement, property rights, investments, private sector development, SME policy, Doing Business reforms, tourism and conservation, competition and consumer protection and handicrafts.</p> <p>My responsibilities included formulating policies, conducting reforms, supervising implementing agencies and projects under the Ministry, and providing overall oversight and guidance to the organizational performance. I attended Cabinet meetings, represented Government in Parliament sessions where the ministry's files were being discussed, and represented Rwanda in</p>

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	<p>International and regional for a (East Africa Community, COMESA, WTO, etc.)</p> <p>I was member of the Crop Intensification Programme (CIP) steering committee that was put in place to ensure the coordination and successful implementation of activities under CIP, especially in post-harvest management and commercialisation of the produce. Under this arrangement, I reformed the Ministry 's structure to set up an internal trade unit, organised internal trade distribution channels, innovated the Rwanda Grains Cereals Corporation and other mechanisms to increase market opportunities for farmers and farmer cooperatives.</p>
<i>Achievements</i>	<ul style="list-style-type: none"> - Doing Business reforms successfully introduced, with 11 pieces of law defended and voted in Parliament, making Rwanda break the "Global Reformer" record by improving ranking by 76 positions in one year (from 143rd to 67th). - Innovate a mechanism for compensating communities on damages caused by protected animals (Parks) through insurance; it is one of the few I know of, and probably the best- functioning formula on the continent. - Successfully restructured and consolidated agencies under the Ministry to form the Rwanda Development Board (RDB); this one-stop centre for investors, tourism and private sector development continues to play a key role marketing/branding Rwanda - Successfully implemented post-harvest management and streamlined domestic distribution channels (markets, food processors) in collaboration with the ministry of Agriculture, and managing risks for the Crop Intensification Program; at the time, Rwanda registered a double-digit GDP growth rate
Name of Organisation/Employer: Ministry of Finance and Economics Planning	
Address of Organisation/Employer (Postal address, Telephone numbers and Website): P.O. Box 158 Kigali	
<i>Position Held (Title of the role)</i>	Minister of State in charge of Economic Planning
<i>Duration (Start Date to End Date)</i>	October 2003 to March 2008
<i>Number of People Supervised</i>	Staff from the Department of Planning in the mainstream Ministry as well as CEPEX (Central Projects and External

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	Financing Coordination Entity), and the National Institute of Statistics under the oversight of the Ministry
<i>Responsibilities</i>	<ul style="list-style-type: none"> - Coordination of Poverty Reduction Strategies and District Development Plans - Coordination of Government projects appraisals, implementation and monitoring - Coordination of Statistics, including the creation of the National Institute of Statistics - Acting Minister of Finance for two years during Dr Kaberuka's campaign for AfDB Presidency - Quality assurance of key documents (Vision 2020, PRSP II, EDPRS)
<i>Achievements</i>	<ul style="list-style-type: none"> - Edited and published Rwanda's Vision 2020 Document - Successfully designed and implemented PRSP for Rwanda - Designed second-generation PRSP (renamed EDPRS- Economic Development and Poverty Reduction Strategy) and aligned District Development Plans to it. - Established Rwanda's National Institute of Statistics, designed its structure, and successfully put staff in place. - Led Rwanda's campaign team for the then Minister of Finance, Dr. Kaberuka, for AfDB Presidency, and we won!
Name of Organisation/Employer: National University of Rwanda	
Address of Organisation/Employer (Postal address, Telephone numbers and Website): Butare/Rwanda	
<i>Position Held (Title of the role)</i>	Assistant Lecturer, then Lecturer in the Department of Economics
<i>Duration (Start Date to End Date)</i>	February 1999 to October 2003
<i>Number of People Supervised</i>	-
<i>Responsibilities</i>	<ul style="list-style-type: none"> - Taught Economics, Econometrics, and Statistics and Mathematics for Economists

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	<ul style="list-style-type: none"> - Supervised Memoires/Dissertations - Secretary of the Department of Economics (1999-2000 and 2002-2003) - Secretary of the Association of Lecturers and Researchers (2002-2003)
<i>Achievements</i>	- Sponsorship for Masters and later, PhD.
Name of Organisation/Employer:	
Address of Organisation/Employer (Postal address, Telephone numbers and Website):	
<i>Position Held (Title of the role)</i>	
<i>Duration (Start Date to End Date)</i>	
<i>Number of People Supervised</i>	
<i>Responsibilities</i>	
<i>Achievements</i>	
Name of Organisation/Employer:	
Address of Organisation/Employer (Postal address, Telephone numbers and Website):	
<i>Position Held (Title of the role)</i>	
<i>Duration (Start Date to End Date)</i>	
<i>Number of People Supervised</i>	



Skills and Competencies (In not more than five hundred (500) words, demonstrate how your experience and qualifications match the skills and competencies outlined in the role profile of the position you are applying for)

The DCP role consists in ensuring the smooth running of administrative and financial operations of the AUC while supporting the successful implementation of the Union's key projects and programs. Specifically, the role will entail a systematic and diligent implementation of the administrative and financial reforms that have been endorsed by the authorities. My qualifications, skills and competences are a perfect match to the requirements for this role as mapped in the below matrix.

Area	DCP role's requirements in summary	How Dr Monique Nsanzabaganwa meets the requirements
Academic qualifications	Master's degree in relevant fields; PhD is an added advantage	<ul style="list-style-type: none"> - Master's and PhD in Economics; - Executive Training in Public Financial Management with Harvard University's John F. Kennedy School of Government
Required skills	<ul style="list-style-type: none"> - Transformational leadership - Standards for accountability - Intellectual leadership and innovation - Change management - Lead in a multi-cultural environment - Ability to engage effectively 	<ul style="list-style-type: none"> - I have been in the driving seat and spearheaded policies and economic reforms at the head of 3 key institutions (Ministry of Finance, Ministry of Trade, Central Bank), - My influential voice and mobiliser skills are demonstrated by many institutions in- and outside Rwanda inviting me to speak on panels, inspire fellow professionals, or sit on their committees - Skilled in networking people/institutions and enjoy making the connections to amplify synergies between like-minded parties. Example: I have connected AUDA-NEPAD "100,000 SME Initiative" to two organisations (GMT- for gender mainstreaming, and AfPI (Africa Regional Office of AFI) - for MSME financing).
Leadership competences	<ul style="list-style-type: none"> - Strategic vision and purpose - Organizational capability - Change leadership - Strategic risk management 	<ul style="list-style-type: none"> - Deliberate trainings/coaching in leadership (e.g. Lead! Empower!) also coaching my teams. - Continuous practicing. Example: I introduce gender mainstreaming in the business of my central bank, and have taken the advocacy at the global level by sponsoring Action 10 of the "Denarau Action Plan", and it is gaining much traction. - I lead with empathy and I am an attentive listener, which forces me to always assess my job with an outcome/impact lens. - I value evidence and interrogate facts with both an academic and policy interest



		<ul style="list-style-type: none"> - As regulator, I developed a reflex to identify risks (financial, operational, reputational, cyber, etc.) and think mitigation.
Core competences	<ul style="list-style-type: none"> - Building partnerships - Drive accountability culture - Learning agility and resilience - Communicating with impact 	<ul style="list-style-type: none"> - Points covered above. - On accountability: "Imihigo" performance based management practiced in Rwanda; mastery of legal frameworks, governance structures, tools and controls that an organization should put in place to nurture and enforce the culture.
Functional competences	<ul style="list-style-type: none"> - Conceptual thinking - Job knowledge sharing - Drive for results and impact - Fostering innovation 	<ul style="list-style-type: none"> - Traits also covered above - Example: My role in conceptualizing a women investment fund, guiding the work on its structure, governance, service providers and partners, and tying –in a Pan African DFI that accepted to co-brand with this fund. It has been a steep learning curve but the project stayed the course.

Achievements/Accomplishments: (In not more than five hundred (500) words, indicate any other achievements besides those under work experience you would like to highlight)

- Together with a friend we co- founded a not-for-profit organisation, FIO- Friend Indeed Organisation, working with the teen/single mothers and youth in general in areas of children's rights, women's economic empowerment, and jobs/market opportunities for the youth. This is my African Leadership Initiative's project.
- My work with Unity Club, as its First Vice Chairperson and chair of the Executive Committee. Unity Club is a civil society organisation comprising former and current cabinet members and spouses, working for unity as a foundation for sustainable development in Rwanda- We ran advocacy and implement programs that contribute to the social cohesion, healing and reconciliation of Rwandans. Other countries such as Namibia, have been learning from our experiences.
- Sponsored (drafted, proposed, defended and got approval at different decision levels), Action #10 of the Denarau Action Plan (Alliance for Financial Inclusion's commitment for gender and women's financial inclusion). Action #10 calls AFI and its Member Institutions to consider gender diversity in their workplaces and in their policies.
- Providing strategic guidance and coordination of an initiative to digitalize informal savings groups in Rwanda, including making them visible/localisable by maintaining an electronic map updated every year, supporting Fintech companies to digitize/digitalize the savings groups, and engaging financial institutions to create linkages. The project is ongoing (47,000+ groups mapped, nearly 2,000 groups digitalized, and 4 banks, 2 microfinance institutions, 1 credit reference bureau and 1 investment unit trust started exploring the linkages)

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Publications (if any): (Provide list of publications you have authored or co-authored, provide links to access the publications if online)

- Nsanzabaganwa, M., 2015. "The Economic Promise of Women Financial Inclusion". *National Bank of Rwanda Economic Review* Vol. 7. August: 1-19.
- Nsanzabaganwa, M., 2014. "Financial Inclusion, Stability, Integrity and Consumer Protection: Harnessing Synergies, Managing Trade-offs". *National Bank of Rwanda Economic Review* No. 006. December 2014: 1-18.
- National Bank of Rwanda, 2014. *National Bank of Rwanda @50 and the Recovery of a Nation*. Kigali: Fountain Publishers
- Nsanzabaganwa, M., 2012. *Uncertainty and Private Sector Response to Economic Development Policy in Post-Genocide Rwanda*. Dissertation presented for the degree of Doctor of Philosophy of Arts and Social Sciences at Stellenbosch University. <http://hdl.handle.net/10019.1/71932>
- Nsanzabaganwa, M. and P.A. Black, 2002. "Spokes in the Wheels of Trade Reform: An African Perspective". *The South African Journal of Economics* 70(5). June: 900-911.
- Nsanzabaganwa, M., 2002. *Trade Reform and Competitiveness in Rwanda. An Introductory Plant-level Analysis of Problems and Policy Requirements*. Unpublished Master's Minor dissertation, University of Stellenbosch, March.
- Nsanzabaganwa, M., 1998. *Le rôle des investissements privés étrangers dans le processus d'industrialisation du Rwanda. Cas de Sulfo Rwanda Industries, S.A.* Unpublished Memoire, National University of Rwanda.
- Breaking Barriers: Women Changemakers in Financial Inclusion, Ep. 3 featuring Dr. Monique Nsanzabaganwa, NOVEMBER 18TH, 2019, Women's World Banking Published Podcast. Available online <https://www.womensworldbanking.org/insights-and-impact/breaking-barriers-women-changemakers-in-financial-inclusion-ep-3-monique-nsanzabaganwa/>

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Working Languages (Indicate your speaking, reading and writing proficiency levels for the AU languages below. Examples of proficiency levels: Excellent, Good, Fair or Poor)

Working Languages	Speaking	Reading	Writing
Arabic	poor	poor	poor
English	Excellent	Excellent	Excellent
French	Excellent	Excellent	Excellent
Portuguese	poor	poor	poor

Referees (Indicate three persons as your referees with the details below. One referee should be a professional referee and one be a personal/character referee)

Name	Position and Organisation	Email Address	Telephone Number
Graça Machel	Founder, Graça Machel Trust and Foundation for Community	Vimlan@gracamacheltrust.org	+27 11 325 0501
Dr. Donald KABERUKA	Former President of the African Development Bank (AfDB) and member of the AU Reforms Advisory Team	Dr.kaberuka@gmail.com	+250788300700
Vera Songwe (PhD)	Executive Secretary, United Nations Economic Commission for Africa and Member of the African Union Reforms Advisory team	Vera.songwe@un.org	+251115443336

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Certification	
<i>I, the undersigned, certify that this information correctly describes me, my qualifications and my experience.</i>	
Name	Dr. NSANZABAGANWA Monique
Signature	
Date	04/09/2020