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Addis Ababa, Ethiopia P. O. Box 3243 Telephone: 251115517700/251115526373  
Fax: 251115518718/251115536950 Website: [www.au.int](http://www.au.int)

## Senior Leadership Position Curriculum Vitae (CV)

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

Deputy Chairperson of the African Union Commission

### Personal Information:

<b>Name:</b>	Hanan Morsy
<b>Physical Address:</b>	Menelik II Ave., P.O. Box 3001, Addis Ababa, Ethiopia
<b>E-mail Address:</b>	<a href="mailto:morsy.hanan@gmail.com">morsy.hanan@gmail.com</a>
<b>Phone Number:</b>	+251 94 805 9767
<b>Date of Birth (dd/mm/yy):</b>	19/04/1975
<b>Nationality:</b>	Egyptian
<b>Citizenship:</b>	Egypt
<b>Gender:</b>	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)

### **Accelerating efficient and effective delivery and ensuring accountability of the AUC to achieve the Africa We Want**

Africa stands at a pivotal moment in its history. Decades of development progress have been eroded by a tsunami of global shocks, depleting policy buffers, raising debt levels amid scarce and unaffordable financing. The continent faces unprecedented challenges: over half of the world's poor reside in Africa and 600 million Africans lack access to electricity. Yet, Africa holds immense potential, with a young population, 60% of the world's solar potential, substantial green mineral reserves, and the capacity to sequester a third of the world's carbon needs. Africa must tap into its most valuable and underutilized assets—women, youth, and the private sector—and leverage digitalization. Addressing these challenges and unleashing Africa's potential require collective and regional solutions, with the African Union at the core, enabling Africa to actively shape its destiny and assert its influence on the global stage.

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My aspiration to serve as the Deputy Chairperson of the AUC is driven by my unwavering commitment to building a prosperous, integrated, and united Africa that best serves its citizens, supported by a more effective, efficient, and accountable African Union Commission that is Member States driven. My vision is deeply rooted in the aspirations and goals set forth in Agenda 2063 – The Africa We Want. To achieve these aspirations, I will focus on the following areas:

### **Accelerating Institutional Reforms and Strengthening Institutional Capacity**

My aim is to accelerate the implementation of the institutional reforms mandated by the AU Heads of States decisions in a transparent manner and to ensure the AUC remains Member States led. Tackling concerns of inflated structures, dysfunctionality of initiatives and efforts, and the need for deeper AUC engagement with Member States will be my top priorities. Investing in capacity-building across all AU entities is key to strengthen their effectiveness, enhance their ability to deliver using internal resources, and effectively mobilize and manage resources. Working closely with Member States, I will reform recruitment, ensuring a transparent, competence-based process that fulfils countries' quotas and attracts top talent. By promoting continuous learning, strategic workforce planning, and regular performance reviews, we can address skill gaps and ensure our workforce is ready for future challenges while remaining motivated and competitive. I will work toward making the AUC a high-performance organization that delivers tangible results to Member States and African citizens.

### **Enhancing Utilization of Resources**

My goal is to improve cost-effectiveness by rationalizing expenditure and redirecting resources for deeper impact. It is critical to optimize the use of existing resources and build strong synergies across departments and AU organs. To deliver better value for money for Member States, expenditure efficiency will be enhanced, making the best possible use of tight resources through prioritization, better modes of operation, and the effective use of technology. I am aware that the AU has real estate across Africa and around parts of the world that are currently not generating income. I will leverage these assets to generate permanent sources of AU income and reduce Member States' financial burden. Embracing digitalization and AI tools will enhance efficiency, driving productivity to new heights. Deepening Member States scrutiny to the Commission will also be a key tool in such efforts as elaborated below.

### **Deepening Resource Mobilization**

Deepening our resource mobilization is essential for achieving our ambitious goals. Recognizing the economic and financial challenges of Member States; I will work diligently to mobilize more voluntary resources from our Member States while diversifying funding sources through strategic partnerships with African and international financial institutions, NGOs, and private sector. Promoting public-private partnerships and innovative financing solutions will be key to our success. Moreover, I will aim

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to raise awareness among Member States and their citizens about the critical importance of financing the AU and its initiatives, fostering a sense of shared responsibility.

### **Strengthening Corporate Governance and Accountability**

Strengthening corporate governance and accountability will be at the forefront of my efforts. Adopting international best practice accounting standards appropriate for the organization is a priority. Strengthening compliance with audit recommendations and ensuring proper follow-up of issues raised by Member States will be an integral part to my plan. Addressing procurement weaknesses and implementing robust financial and monitoring systems, along with regular internal and external audits will ensure transparency and accountability in the use of AU resources. Technology will be leveraged to streamline financial operations and enhance reporting and accountability mechanisms.

### **Fostering Stronger and Diversified Partnerships for Transformative Impact**

My goal is to build strong and diversified partnerships, anchored on African ownership, for transformative impact. By fostering an ecosystem of strong collaborations with Regional Economic Communities, African financial institutions, the UN, and other partners, based on African priorities and needs, we will deliver scalable impact and raise essential resources. Maximizing synergies with partners will accelerate our progress toward Agenda 2063, and I will leverage my extensive network to strengthen both Pan-African and global partnerships, advocating for Africa's interests on the global stage and promoting African-led solutions to global challenges. I will engage Member States in shaping the partnership strategy to ensure African ownership.

### **Adopting a People-Centric Approach to Development**

I aspire to an Africa whose development is people-driven, relying on the enormous potential of African People. My aim is to place women and youth at the center of AUC initiatives. To strengthen youth engagement with the AU and their ownership of Agenda 2063, we need innovative communication strategies tailored to their evolving expectations. The AUC has to lead by example in promoting inclusive policymaking, ensuring that the voices of women, youth, and marginalized communities are included. Building on my pioneering experience in mainstreaming gender, I will ensure that the AU policies and projects reflect gender considerations. I will also aim to strengthen AUC engagement with the diaspora and civil society and foster more systemic collaborations with parliaments, local authorities, and the private sector.

Together, we will create a resilient, inclusive, and impactful African Union, poised to navigate the complexities of our time while championing the aspirations of our people.



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

**A visionary female leader with extensive global and Pan-African experience**

My diversified experience and leadership roles in international organizations at IMF, EBRD, AfDB, and UNECA have honed my skills and expertise:

- Evidence-based public policy expertise including fiscal, financial, and structural reforms.
- Experience heading policy dialogue with senior officials and the private sector.
- Expertise in designing and monitoring reforms and assessing impact.
- Vast cross-country experience and deep knowledge of Africa.
- Established track record in managing and transforming large multicultural teams.
- Expertise in mainstreaming gender in strategies and projects.
- Skilled in strengthening internal capacity, financial management, and compliance.
- Demonstrated success in cultivating trust, building consensus, mobilizing resources, and fostering impactful partnerships.

**Achievements:**

- IMF-Wide Award for exceptional leadership.
- Guided EBRD's expansion into North Africa and its transformation into one of the largest investors.
- Pioneered first country private sector diagnostics, earning an excellence award.
- Enhanced AfDB's additionality and development impact assessment.
- Led the award-winning 2019 AfDB Annual Report on performance and institutional reforms.
- Headed the Secretariat of the Africa High-Level Working Group on the Global Financial Architecture (GFA), which built consensus and amplified African voice.
- Established close and productive collaboration with the AUC, aligning on the GFA agenda, presenting at the AU Ministerial STC Meetings and AU Summit Heads of State Dialogue, and achieving key milestones:
  - IMF general quota increase
  - Higher access limits for IMF programs
  - Support for a third African Chair at the IMF Executive Board
  - Approval of IMF SDR as hybrid capital
  - Inclusion of Climate Resilient Debt Clauses in debt contracts of 5 MDBs
  - Overhaul of World Bank's guarantee business
  - \$117 billion AfDB General Callable Capital Increase
- Named one of the 100 most influential women in Africa in 2023.

**Goal:** Strengthen institutional capacity, cost-effectiveness, resource mobilization, and partnerships to achieve Agenda 2063.

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

- Member of the Independent High-Level Expert Group on Climate Finance, launched by COP26 and COP27 Presidencies.
- Permanent Member of Africa-Europe Women Leaders Network, co-chaired by former Presidents Ellen Johnson Sirleaf and Mary Robinson.
- Harvard Visiting Scholar, Kennedy School of Government, Harvard University, USA.
- Associate Editor of World Development, which is a top-ranked development journal.
- Former member of the Economic Policy Panel for Aberdeen City, the first Scottish local authority to issue sub-sovereign bonds, providing independent advice on economic policies.
- Former board member, Partnership for Economic Policy, an international organization dedicated to supporting economic research and capacity building based in Nairobi.
- Former member of the "Global Sovereign Risk Panel" founded by the Peterson Institute for International Economics and Moody's to exchange views and analysis on sovereign risk issues.
- Former board of trustee member at the London Middle East Institute at SOAS University.
- Research fellow, Economic Research Forum for the Arab Countries, Iran, and Turkey.
- Resource person, Africa Economic Research Consortium for sub-Saharan Africa.

**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
The George Washington University	2121 I St NW, Washington, DC 20052, USA +1 (202) 994-1000 <a href="https://www.gwu.edu/">https://www.gwu.edu/</a>	Ph.D. Economics, "Essays on Financial Turmoil", Specialization fields: International Economics, Economic Development, and Econometrics	2006
University of California, Davis	1 Shields Ave, Davis, CA 95616, USA +1 530-752-1011 <a href="https://www.ucdavis.edu/">https://www.ucdavis.edu/</a>	M.A. Economics	1999
American University in Cairo	AUC Ave, New Cairo 1, Cairo Governorate 11835, Egypt +20 2 26151000 <a href="https://www.aucegypt.edu/">https://www.aucegypt.edu/</a>	B.A. Major Economics with double minor in Business Administration and Computer Science. GPA 4.0, Awarded the	1996

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		President Cup for the highest-ranking graduating student.	
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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
Applying Behavioral Insights to Public Policy Design	Harvard University	John F. Kennedy School of Government Harvard University 79 JFK Street, Cambridge, MA 02138 USA <a href="mailto:exed@hks.harvard.edu">exed@hks.harvard.edu</a> +1 617-496-9000 <a href="http://www.hks.harvard.edu/executive-education">www.hks.harvard.edu/executive-education</a>	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: United Nations Economic Commission for Africa (UN-ECA)**

**Address of Organisation/Employer ((Postal address, Telephone numbers and Website):**

Menelik II Ave.  
P.O. Box 3001, Addis Ababa, Ethiopia  
Telephone: 251-11-544-5000  
<https://www.uneca.org>

Position Held (Title of the role)	Deputy Executive Secretary and Chief Economist
Duration (Start Date to End Date)	2022-Present
Number of People Supervised	Manage a large and diverse team including 16 directors and D1-level staff and over 600 people



<p><i>Responsibilities</i></p>	<ul style="list-style-type: none"> <li>• Oversee ECA's operational activities, the work of the Sub-Regional Offices, the African Institute for Economic Development and Planning, all programme activities for Macroeconomic and Governance, Regional Integration and Trade, African Centre for Statistics, Gender, Poverty and Social Policy, Private Sector Development and Finance, Technology, Climate Change, and Natural Resources.</li> <li>• Provide thought leadership and oversee activities to promote economic and social development of Member States, in close collaboration with other UN agencies and international organizations.</li> <li>• Head the Secretariat and co-chair the Africa High Level Working Group on the Global Financial Architecture (the Group), comprising African Ministers of Finance, Planning, and Economic Development, the African Union Commission, ECA, IMF, World Bank, African Development Bank, and Afreximbank.</li> <li>• Oversee the Secretariat of the Sustainable Debt Coalition launched by Egypt at COP27. The Coalition aims to increase finance for sustainable development, by reducing green borrowing costs for developing countries, improving financing terms, and reforming the international debt architecture.</li> <li>• Serve as Sherpa for the Finance stream of the UN Global Crisis Response Group (GCRG). GCRG provides high-level forum for global coordination chaired by the UN Secretary-General together with champion Heads of States/Governments to mitigate impacts of the interlinked crisis.</li> <li>• Oversee and strategically guide the substantive preparations for the ECA's Annual Conference of Ministers of Finance, Planning, and Economic Development (COM), including statutory documents and resolutions as well as the preparation of the Ministerial segment and roundtables (themes, speakers, and session briefs).</li> <li>• Formulate and implement the substantive work programme of ECA, determining priorities.</li> <li>• Ensure follow-up of the implementation of resolutions and decisions of the Commission, the Economic and Social Council and other intergovernmental organizations.</li> <li>• Represent ECA at international, regional, inter-agency meetings, and conferences.</li> </ul>
<p><i>Achievements</i></p>	<ul style="list-style-type: none"> <li>• Successfully led the Secretariat for the Africa High-Level Working Group on the Global Financial Architecture, building consensus on a common African position for global financial architecture reform, elevating African views and priorities in global policy dialogues and processes, and amplifying the African voice on the global stage. My leadership in this role has been highly praised by African Ministers and key stakeholders.</li> <li>• Led the preparation of the report on "The IMF &amp; The Future of the Global Financial Architecture", in consultation with African finance ministries to</li> </ul>

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	<p>propose a new agenda for the IMF to better respond to the challenges faced by low- and middle-income countries.</p> <ul style="list-style-type: none"><li>Established close and productive collaboration with the AUC, aligning on the GFA agenda, presenting at the AU Ministerial Specialized Technical Committee (STC) Meetings as well as at the Heads of State Dialogue on GFA at the AU Summit, and achieving key historical milestones:<ul style="list-style-type: none"><li>IMF general quota increase</li><li>Higher access limits for IMF programs</li><li>Unanimous support for a third African Chair at the IMF Board</li><li>Approval for use of IMF SDR as hybrid capital</li><li>Including Climate Resilient Debt Clauses in debt contracts of 5 MDBs and UK</li><li>Overhaul of World Bank's guarantee business</li><li>\$117 billion AfDB General Callable Capital Increase</li></ul></li><li>Oversaw UNECA resolutions on GFA, debt, and international tax cooperation that were adopted by African Ministers at ECA's COM.</li><li>Regularly presented to African Governors at the IMF World Bank Africa Caucus meetings.</li><li>Published several highly influential OpEDs including in Financial Times, Project Syndicate and the Economist.</li><li>Improved quality and value addition of ECA knowledge products.</li><li>Strengthened ECA's analytical work and policy advice.</li><li>Uniquely positioned ECA as the trusted institution of choice, capable of providing timely and quality contribution to the AU and Member States.</li><li>Led the preparation of ECA's COM Issues Papers, which were well-received by Member States and recognized for their high quality and strategic insights.</li><li>Successfully mobilized and secured funding of over \$7 million.</li><li>Named one of the 100 most influential women in Africa in 2023.</li><li>Received the 2024 Women in the Advancement of Africa Award.</li><li>Recognized as one of 20 trailblazing African women leaders in 2024.</li></ul>
<b>Name of Organisation/Employer: The African Development Bank</b>	
<b>Address of Organisation/Employer (Postal address, Telephone numbers and Website):</b> African Development Bank Group Avenue Joseph Anoma 01 BP 1387 Abidjan 01 Côte d'Ivoire <a href="https://www.afdb.org">https://www.afdb.org</a>	



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<i>Position Held (Title of the role)</i>	<b>Director of Macroeconomic Policy, Forecasting and Research Department</b>
<i>Duration (Start Date to End Date)</i>	2018-2021
<i>Number of People Supervised</i>	3 manages and over 40 people
<i>Responsibilities</i>	<ul style="list-style-type: none"> <li>• Provide thought leadership on economic issues and oversee the production of rigorous analytical work to strengthen the Bank's policy dialogue and operations across all African countries.</li> <li>• Lead the production of the Bank's main economic flagship publications, including the African Economic Outlook, the Africa Competitiveness Report, and the African Development Review.</li> <li>• Oversee the ex-ante evaluation of additionality and expected development outcomes (ADOA) of Bank's operations to enhance quality at entry of projects and improve their development impact.</li> <li>• Lead the preparation of the AfDB Annual Report, which provides information about the Bank's contributions to Africa's progress, and highlights its activities, operations, and institutional reforms.</li> <li>• Collaborate with other IFIs, development partners, research think tanks and universities, to lead policy initiative, enhance synergies, build capacity and broaden outreach.</li> </ul>
<i>Achievements</i>	<ul style="list-style-type: none"> <li>• Spearheaded impactful work on debt dynamics and sustainability, providing policy recommendations, and shaping the Bank's role in mitigating debt vulnerabilities.</li> <li>• Led flagship report on regional integration to quantify economic implications and offer policy recommendations to foster gains from regional integration.</li> <li>• Built internal capacity to fully produce flagship publication in house.</li> <li>• Pioneered research on gender gaps in access to finance and entrepreneurship to support the Bank's agenda in mainstreaming gender in operations.</li> <li>• Expanded the Bank's outreach and published influential OpEds in Financial Times, Project Syndicate, Forbes, Devex, CNN, CNBC, and Finance &amp; Development.</li> </ul>

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<b>Name of Organisation/Employer: The European Bank for Reconstruction and Development (EBRD)</b>	
<b>Address of Organisation/Employer (Postal address, Telephone numbers and Website):</b> EBRD Five Bank Street London E14 4BG United Kingdom +44 20 7338 6000 <a href="https://www.ebrd.com/home">https://www.ebrd.com/home</a>	
<i>Position Held (Title of the role)</i>	<b>Associate Director, Lead Economist for the Southern and Eastern Mediterranean Region</b>
<i>Duration (Start Date to End Date)</i>	2012-2018
<i>Number of People Supervised</i>	20 people (staff and consultants)
<i>Responsibilities</i>	<ul style="list-style-type: none"> <li>• Set up and lead the EBRD's economic analysis and policy advice for the new region of operation.</li> <li>• Recruit and manage a team of economists and consultants.</li> <li>• Lead country missions, heading the policy dialogue with senior officials and the private sector.</li> <li>• Develop country strategies identifying sectoral challenges and strategic priorities to guide the Bank's investment and policy dialogue, and present to the Board and other stakeholders.</li> <li>• Provide banking teams with country economic forecast scenarios for project financing.</li> <li>• Manage several major donor-funded technical assistance projects.</li> <li>• Coordinate with other international financial institutions/MDBs and bilateral donors on policy advice and international development initiatives. Communicate EBRD's views on the challenges facing the region to the media and in various public forums.</li> </ul>
<i>Achievements</i>	<ul style="list-style-type: none"> <li>• Guided EBRD's expansion to new markets in Middle East and North Africa, its early growth and transformation into one of the largest investors with over €5 billion in less than five years amid high economic uncertainty, market volatility, and regulatory changes.</li> <li>• Pioneered the first ever country private sector diagnostics across all IFIs which received an excellence award.</li> </ul>

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	<ul style="list-style-type: none"> <li>Spearhead developing country level inclusion gaps by gender, age, and regions across all EBRD countries. Provide the analytical framework for the EBRD's first Strategic Gender Initiative.</li> </ul>
<b>Name of Organisation/Employer: The International Monetary Fund (IMF)</b>	
<b>Address of Organisation/Employer (Postal address, Telephone numbers and Website):</b>	
700 19th Street, N.W., Washington, D.C. 20431, USA + 1 (202) 623-7000 <a href="https://www.imf.org/en/Home">https://www.imf.org/en/Home</a>	
<i>Position Held (Title of the role)</i>	<b>Senior Economist</b>
<i>Duration (Start Date to End Date)</i>	2003-2012
<i>Number of People Supervised</i>	2-3 staff
<i>Responsibilities</i>	<p><i>Money &amp; Capital Market Department, Global Stability Division</i></p> <ul style="list-style-type: none"> <li>Co-author the Global Financial Stability Report Spring 2012 on Safe Assets.</li> <li>Assess the impact of the expected market infrastructure changes in over-the-counter derivatives on demand for safe assets via higher demand for collateral.</li> </ul> <p><i>Italy Desk, European Department, Euro Area and EU Policies Division</i></p> <ul style="list-style-type: none"> <li>Forecast growth, inflation, and balance of payments; assess competitiveness.</li> <li>Contribute to Euro area forecasting model and analyze macro-prudential, and flow of funds issues.</li> <li>Assess financial sector issues in Slovenia and make recommendations for timing and modalities of exit strategy from financial sector intervention.</li> </ul> <p><i>Pakistan Desk, Middle East and Central Asia Department</i></p> <ul style="list-style-type: none"> <li>Assess fiscal sustainability; analyze fiscal developments; propose tax and expenditure reforms.</li> <li>Advise on monetary policy, assess exchange rate misalignment, and forecast macro-framework.</li> <li>Participate in intense program negotiations for Stand-by Arrangement for Pakistan.</li> </ul>



	<p><i>Kazakhstan and Kyrgyzstan Desk, Middle East and Central Asia Department</i></p> <ul style="list-style-type: none"> <li>• Assess exchange rate misalignment, competitiveness and private credit growth.</li> <li>• Analyze Kazakhstan's banking sector developments; forecast macro-framework.</li> <li>• Review energy sector reforms in Kyrgyzstan and consolidate quasi fiscal account.</li> </ul> <p><i>Fiscal Affairs Department, Fiscal Operations I Division</i></p> <ul style="list-style-type: none"> <li>• Analyze fiscal and structural developments; prepare short- and medium-term fiscal projections; assess fiscal sustainability for Dominica.</li> <li>• Contribute to department's review and operational support work.</li> </ul> <p><i>Advisor to Executive Director for Middle East and North Africa, Executive Board</i></p> <ul style="list-style-type: none"> <li>• Advise the Executive Director on a variety of technical issues related to the oversight of IMF policies, lending, and surveillance for 186 member countries</li> <li>• Review and make recommendations on IMF surveillance and program issues and policy papers.</li> </ul>
<p><i>Achievements</i></p>	<ul style="list-style-type: none"> <li>• Lead work on macroprudential policies and develop a toolkit for systemic risk monitoring.</li> <li>• Spearhead research on how the global financial crisis influenced risk factor exposures across assets.</li> <li>• Assessed the impact of the global financial crisis on Italy's potential output and its policy implications, and on the effects of structural reforms on growth.</li> <li>• Produced research on the euro area inflation dynamics and on unemployment and income inequality.</li> <li>• Conducted research on moving to a new monetary policy framework in Pakistan and estimating the optimal level of reserves.</li> <li>• Substantially contribute to the IMF Exchange Rate Working Group. Co-author a guideline note on exchange rate assessment modifying external sustainability approach for oil exporters.</li> <li>• Received an IMF-wide recognition award for leadership and extraordinary effort.</li> <li>• Advised on civil service and pension reforms for Antigua and Barbuda.</li> </ul>

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<b>Name of Organisation/Employer: The George Washington University</b>	
<b>Address of Organisation/Employer (Postal address, Telephone numbers and Website):</b> 2121 I St NW, Washington, DC 20052, USA +1 (202) 994-1000 <a href="https://www.gwu.edu/">https://www.gwu.edu/</a>	
<i>Position Held (Title of the role)</i>	<b>Teaching Assistant</b>
<i>Duration (Start Date to End Date)</i>	2002 – 2003
<i>Number of People Supervised</i>	N/A
<i>Responsibilities</i>	<ul style="list-style-type: none"> <li>• Taught International Economics courses.</li> <li>• Taught Intermediate Macroeconomics courses.</li> </ul>
<i>Achievements</i>	Training and mentoring of student
<b>Name of Organisation/Employer: KPMG Consulting (Deloitte now)</b>	
<b>Address of Organisation/Employer (Postal address, Telephone numbers and Website):</b> 7900 Tysons One Place Suite 800 McLean, VA 22102-5971 United States +1 703 251 1000 <a href="https://www2.deloitte.com/us/en/industries/government-public-services">https://www2.deloitte.com/us/en/industries/government-public-services</a>	
<i>Position Held (Title of the role)</i>	<b>Economic Consultant</b>
<i>Duration (Start Date to End Date)</i>	1996 – 1998
<i>Number of People Supervised</i>	N/A

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<i>Responsibilities</i>	<p>Egypt Public Finance Administration Project</p> <ul style="list-style-type: none"><li>• Provide technical assistance and training to economic research and analysis units in the Office of the Minister of Finance, the Income Tax and Sales Tax Departments.</li><li>• Advise the Egyptian Ministry of Finance on macroeconomic and fiscal issues.</li></ul>
<i>Achievements</i>	<ul style="list-style-type: none"><li>• Strengthened the capacity of economic research and analysis units in the Office of the Minister of Finance, the Income Tax and Sales Tax Departments in Egypt.</li></ul>

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

As a seasoned executive with over 25 years of experience in international organizations and financial institutions, I am uniquely positioned to serve as the Deputy Chairperson of the African Union Commission. My career has been dedicated to fostering economic development, formulating strategic policies, and leading large-scale initiatives and projects that align with the AU's mission of promoting sustainable development and integration across the continent.

As the Deputy Executive Secretary and Chief Economist at the United Nations Economic Commission for Africa (UN-ECA), I oversee operations, coordinate programs across divisions and subregional offices across diverse sectors such as governance, regional integration, gender, finance, and climate change, and manage a diverse team of 16 Directors over 600 staff. This role has sharpened my leadership and strategic management skills, enabling me to drive complex initiatives requiring collaboration across multiple stakeholders.

Previously, as Director of Macroeconomic Policy and Research at the African Development Bank (AfDB), I led the production of flagship publications and worked on debt sustainability, financial inclusion, regional integration, education, and employment. My efforts have directly supported the AU's goals of economic growth and stability, as outlined in Agenda 2063.

As Associate Director at the European Bank for Reconstruction and Development (EBRD), I guided EBRD's expansion into new markets in the Middle East and North Africa and its transformation into one of the largest investors in the region, developing country strategies and spearheading economic analysis. This experience showcased my ability to navigate and influence policies in complex and challenging environment amid high uncertainty, market volatility, and regulatory changes.

My tenure at the International Monetary Fund (IMF) involved advising on policy design and reforms for a wide range of countries from small island economies, developing countries, emerging markets, to advanced economies. These roles required high-level policy dialogue and strong negotiation skills, essential for the Deputy Chairperson position.

My commitment to advancing gender equality and sustainable development is evident in my work on mainstreaming gender in strategies and projects and environmental sustainability. For instance, at the

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AfDB, I spearheaded research on gender gaps in access to finance and entrepreneurship, supporting the bank's agenda on gender inclusion.

My academic credentials, including a Ph.D. in Economics from The George Washington University and an Executive Program from Harvard Kennedy School, provide a solid foundation in economics and finance. These qualifications, combined with my practical experience position me well to address the multifaceted challenges faced by the AU.

My extensive experience in economic policy, strategic leadership, and high-level diplomacy aligns seamlessly with the skills and competencies required for the AUC Deputy Chairperson. I am committed to leveraging my expertise to advance the AU's mission of fostering sustainable development, economic integration, and inclusive growth across Africa.

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

- Recognized by Africa Women CEOs Network as one of 20 trailblazing women leaders in 2024.
- Received the 2024 Women in the Advancement of Africa Award.
- Named by Advance Media as one of the 100 Most Influential African Women for 2023.
- Named as one of Egypt's Top 50 Most Influential Women. Received the award in a ceremony under the auspices of the Egyptian Prime Minister.
- The AfDB Annual Report 2019, which I led, received Gold (1st prize) International Stevie Award.
- Received the 2017 EBRD recognition award for excellence on "Egypt Private Sector Diagnostics" as the first EBRD country diagnostics.
- Received the 2012 International Monetary Fund Spot Award for extraordinary effort in contributing to analytical chapters of the IMF Global Financial Stability Report.
- Received the 2009 International Monetary Fund-wide Recognition Award for Excellence for extraordinary effort and leadership in contributing to the completion of three program reviews for Pakistan, and close collaboration with the World Bank Group on several important reforms.
- Awarded the 1996 President's Cup for academic achievement presented to the highest-ranking student in the graduating class at the American University in Cairo.
- Received a distinction in Econometrics Ph.D. qualifying exam in Fall 2000.

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

- [A New Global Plan to Ease Debt-Burdened Countries and Improve Lives](#). PassBlue, Jan 2024.
- [Reforming the Global Debt Architecture](#). Project Syndicate, July 2023.
- [Africa Needs International Help to Avoid a Lost Decade](#). Financial Times, May 22, 2023.
- [Structural Change and Inequality in Africa](#) (with A. Shimeles and T Nabassaga). *Journal of African Economies*, 2023.

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- **Investor Herding and Spillovers in African Debt Markets** (with E. Moustafa, T Nabassaga, and M Yenice), *AEA Papers and Proceedings*, 2021.
- **Opportunities Amid COVID-19: Advancing intra-African food integration**, (with A. Salami and A. Mukasa). *World Development*, 139, 2021.
- **[How Africa Can Harness the Fourth Industrial Revolution](#)**. *Project Syndicate*, October 2020.
- **Growing without changing: a tale of Egypt's weak productivity growth** (with A. Levy). *African Development Review*, Sep 2020.
- **'Not a Good Time': Economic Impact of COVID-19 in Africa** (with L. Balma and A. Mukasa). *AfDB WP No. 338*, 2020.
- **'Mind the mismatch?' Incidence, drivers, and persistence of African youths' skill and educational mismatches** (with A. Mukasa). *African Development Review*, 2020.
- **Innovation and Productivity in Developing Economies** (with A. El-Shal). *AfDB WP No. 340*, 2020.
- **Mispricing of Sovereign Risk and Investor Herding in African Debt Markets** (with E. Moustafa), *AfDB WP No. 331*, 2020.
- **[Access to Finance in Africa: Why Women Aren't Leaning In?](#)** *Finance and Development* 2020.
- **Access to Finance-Mind the gender Gap**. *Quarterly Review of Economics and Finance*, Feb 2020.
- **[Education in Africa: spend more and do so more efficiently](#)**. *Financial Times*, February 2020.
- **[Addressing Africa's Skills Mismatch](#)**. *Project Syndicate*, January 2020.
- **African Economic Outlook 2020: Preparing Africa's Workforce for the Future** (led AfDB team).
- **Putting Debt to Good Use** (with A. Shimeles and A. Levy). *AERC* 2019.
- **Youth Jobs, Skill and Educational Mismatches in Africa** (with A. Mukasa). *AfDB WP No. 326*.
- **African Economic Outlook 2019: Integration for Africa's Economic Prosperity** (led AfDB team).
- **Women Self-Selection out of the Credit Market in Africa** (with A. El-Shal, and A. Woldemichael). *AfDB Working Paper No. 317*.
- **EBRD Private Sector Diagnostics for Egypt** (led an EBRD team). EBRD Publication 2017.



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- **Mobilizing Transformational Finance for the Arab Transition Countries** (with Erik Berglof). *Official Monetary and Financial Institutions Forum (OMFIF)*, 2013.
- **The Unfinished Business of Structural Reforms in the Southern and Eastern Mediterranean Countries**. *The 2013 Arab World Competitiveness Report*.
- **Fiscal Stimulus and Credibility in Emerging Countries** (with M. Kandil). *Eastern Economic Journal*, 2013, (1–20)
- **Systemic Risk Monitoring Toolkit** (with N. Blanche and S Mitra) 2013. *IMF WP 13/16*.
- **Safe Assets: Financial System Cornerstone?** Spring 2012. *The Global Financial Stability Report*.
- **Current Account Determinants for Oil-Exporting Countries**. *Emerging Markets Finance and Trade*, May–June 2012, Vol. 48, No. 3, pp. 122–133.
- **Scarred Generation** March 2012. *Finance and Development*.
- **Determinants of Inflation in the Euro Area: the Role of Labor and Product Market Institutions** (with F. Jaumotte) 2012. *IMF WP 12/37*
- **Unemployed in Europe** September 2011. *Finance and Development*.
- **Determinants of Inflation in the GCC** (with M. Kandil). *Middle East Development Journal*, 2011, Vol. 3, No. 2, pages 141–158.
- **Structural Reforms and Growth: What Works?** 2011. *IMF Country Report No. 11/176*.
- **After the Crisis Assessing the Damage in Italy** (with S. Sgherri) 2010. *IMF WP 10/244*.
- **Assessing Exchange Rate for Middle East and Central Asian Countries Using External Sustainability Approach** (with V. Kramarenko) 2008. *Mimeo, The Exchange Rate Working Group*.
- **Role of Debt Maturity Structure on Firm Fixed Assets during Sudden Stop Episodes** (with M. Iannariello, and A. Terada-Hagiwara). *Journal of Applied Economic*, 2007, vol. X, pages 309–335.
- **Public Debt and Fiscal Vulnerability in the Middle East** (with others) 2007. *IMF WP 07/12*.

**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	Excellent	Excellent	Excellent
English	Excellent	Excellent	Excellent

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French	Fair	Fair	Poor
Portuguese			

**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
<b>H.E. President Ellen Sirleaf</b>	Former President of Liberia and Nobel Prize Laureate	Available upon request	Available upon request
<b>Dr. Akinwumi Adesina</b>	President of the African Development Bank	Available upon request	Available upon request
<b>Sir Mo Ibrahim</b>	Founder and Chair of the Mo Ibrahim Foundation	Available upon request	Available upon request
<b>Ambassador Albert Muchanga</b>	African Union Commissioner for Economic Development, Trade, Tourism, Industry, and Minerals	MuchangaA@africa-union.org	+251911503406

#### Certification

*I, the undersigned, certify that this information correctly describes me, my qualifications and my experience.*

<b>Name</b>	<b>Hanan Morsy</b>
<b>Signature</b>	
<b>Date</b>	<b>5 August 2024</b>