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المجلس الاقتصادي والاجتماعي والبيئي
CONSEIL ECONOMIQUE, SOCIAL ET ENVIRONNEMENTAL

High-Level Regional Dialogue on Employment in North Africa :
“Development Strategies and Policies for Employment Creation in North Africa”

Rabat, Morocco, 24-25 April 2019

Meeting Report

I- Opening statements

The opening ceremony was attended by the Minister of Employment and Vocational Integration of the Kingdom of Morocco, Mr. Mohamed Yatim.

The President of the Economic, Social and Environmental Council (CESE), Mr. Ahmed Reda Chami, kicked-off the High-Level Regional Dialogue by welcoming all participants. He then highlighted the significance of the meeting's theme as a crucial development challenge facing countries of the sub-region and Africa as a whole. The President emphasized the centrality of the role to be played by organized civil society, specifically via Economic and Social Councils, to shape the solutions to today's and tomorrow's challenges, employment being at the top of the list.

"Employment creation strategies, particularly for young people, remain a major challenge for Africa, where labor market inflows are expected to reach 30 million by 2030 (African Development Bank). In this context, our countries are expected to act on business climate, macroeconomic balances, offer diversification and competitiveness enhancement, and ultimately, strengthen human capital", he pointed out. He then referred to examples of CESE work related to the scope of the meeting, specifically to reports on: youth employment, youth inclusion through culture, the green economy and the opportunities for wealth creation and employment it offers, respect for the rights and inclusion of people with disabilities, industrial policies, promoting economic gender equality and lifelong learning.

The President drew attention to a number of employment-related challenges facing Morocco, particularly as regards low labor market participation, youth unemployment, women's empowerment and education and vocational training systems deficits, before moving on to proposed courses of action to address these challenges. These include: (i) Promoting sectors with quality and quantity employment, (ii) Developing human capital, and (iii) Promoting entrepreneurship.

The President concluded his statements by wishing the Dialogue proceedings every success.

Mr. Philippe Poinot, United Nations Resident Coordinator for Morocco, thanked the organizers for involving the United Nations Development System in this important event and indicated that "Employment is at the heart of Agenda 2030 as adopted by United Nations member countries. This agenda includes a specific objective on employment, objective 8: Economic growth and decent employment for all. Employment is not only a corollary of economic and social growth, it actually goes beyond that to encompass all 17 sustainable development objectives. Decent work is at the heart of human rights and dignity, and is also intimately linked to social fabric cohesion. It is one of the principal avenues for building strong, resilient, integrated and sustainable societies."

The Resident Coordinator shared the main lessons learned from the recent United Nations Department of Economic and Social Development on Youth and Agenda 2030 report, highlighting the considerable global gap between youth potential and educational system deficits, hindering access to labor markets. There are 71 million unemployed young people worldwide and millions more in precarious or informal jobs. The report also called for programs to be developed in order to address the specific needs of young people and promote youth entrepreneurship.

The RC also shared a first reading of results of the United Nations International Labor Organization reflection on the future of employment.

After welcoming participants, Ms. Lilia Hachem Naas, Director of the ECA-North Africa Office (ECA-NA), highlighted the centrality of employment in sub-regional development and beyond, for the development agenda of Africa as a whole.

The Director pointed out that unemployment rates in North Africa remain relatively high, at 11.5% in 2018, according to the Trends 2018, ILO World Employment Outlook report. This is a critical issue for the economic and social development of the region. Understanding why North African economies are not developing as dynamically as they could, and why they do not generate enough "quality" jobs, is a central question that must be addressed if countries are to achieve sustainable and inclusive growth and political stability, the Director added.

North Africa presently has one of the lowest labor market participation rates in the world, with an activity rate of 46.8% in 2017. Women and young people are particularly affected, with 2.3 unemployed women for every man and a youth unemployment rate that is by far the highest in the world (29.5% in 2017).

"This is not only a matter for education policy to better align training with labor market needs, or for social development policies to meet the needs of a young and dynamic population, but also a purely economic issue related to productivity, competitiveness, efficient resource allocation, an enabling business environment, the promotion of small and medium-sized enterprises and reining in the informal economy," the Director said.

At the conclusion of her opening remarks, the Director reiterated the objective of the High-Level Regional Dialogue to produce clear guidelines and an action program to feed into the development of the "employment, skills and sustainable development" area of specialization at the ECA North Africa Office. Expectations are for the office to take on an innovative approach and recommend suitable solutions for employment in North Africa.

Mr. Mohamed Yatim, Minister of Employment and Vocational Integration of the Kingdom of Morocco, thanked ECA and CESE for involving the Ministry of Labor and Vocational Integration of the Kingdom of Morocco in this important meeting on a crucial challenge for his country as well as other North African member countries. Statistics substantiate the severity of unemployment, which is exacerbated by weak job creation and inadequate public policies, hence the need to design and implement innovative responses. In this sense, the High-Level Regional Dialogue addresses a tangible need and can make a valuable contribution.

The Minister then shared some public policy examples implemented in the Kingdom of Morocco to tackle employment, including the National Plan for the Promotion of Employment, placing employment at the heart of national economic and social policies. This Plan is structured around five pillars:

- Support job creation;
- Matching education and vocational training systems with labor market needs;
- Strengthening active employment programs;
- Improving employment conditions and labor market functioning; and
- Support for the territorial dimension.

The Minister concluded his opening remarks by wishing the meeting every success.

II- African Employment Outlook Presentation

The opening ceremony was followed by the "African Employment Outlook", a keynote presentation on regional and continental employment trends, made by the Office Director. The presentation shared some key lessons on the dynamics of employment in Africa, including:

- Africa is the youngest continent on the planet with nearly half of its population under 19 years of age. The number of young people (15-24 years old) is to double from 230 million to 460 million between 2015 and 2050. Hence the acute nature of the employment issue in Africa.
- Unemployment affects primarily young people and women. North Africa is particularly affected, with young people 4 times more unemployed than adults and an unemployment rate that is among the highest in the world.
- On the demand side, the presentation highlighted:
 - Admittedly, the economy has grown in recent years, but not in line with development objectives and the need to create decent jobs in sufficient numbers;
 - Africa remains dependent on the primary sector due to low value-added production, low productivity and trade in unprocessed products;
 - The economic growth observed has not allowed labor reallocation from low productivity sectors to those where it is better, such as from agriculture to manufacturing.
- Labor supply is marked by:
 - Rapid population growth in Africa at 2.6% per year, which increases the working age population by nearly 19 million people per year;
 - High school drop-out rates are problematic as they reduces the skill level of youth entering the workforce;
 - The informal sector, characterized by low productivity and low wages, absorbs a large part of the workforce, now occupying nearly 50% of the active population.

The Director concluded her presentation by sharing some examples of continental initiatives on trade and infrastructure that can stimulate economic dynamics and create better conditions in the labor market.

III- Panel discussions

The third agenda item launched three panel discussions:

Panel 1: Long-term vision: Job creation in a changing environment;

Panel 2: Institutions and job creation: governance, regulation and public policy;

Panel 3: Access to resources and factors of production: financing, skills and innovation.

Panel 1: Long-term vision: job creation in a changing environment

The Panel was moderated by Mr. Zouhir Chorfi, Secretary General of the Ministry of Economy and Finance of the Kingdom of Morocco, with the following rapporteurs: Mr. Clément De-Boutet M'Bamba, Rapporteur at the Economic and Social Council of the Central African Republic and Ms. Amal Elbeshbishi, Economist at the ECA Office for North Africa.

The panel consisted of:

- Dr. Gamil Helmy, Minister Assistant for Monitoring at the Ministry of Planning, Monitoring and Administrative Reform, Egypt;
- Mr. Nouredine Benkhalil, Secretary General of the Ministry of Labor and Vocational Integration, Morocco;
- Ms. Aida Oualalou, Project Manager, McKinsey, Morocco;
- Mr. Hassan Yousif, International Expert, Sudan.

Mr. Helmy, sharing a brief presentation of Egyptian public policies on job creation, highlighted: (i) the centrality of education and vocational training as major instruments for sustainable development and (ii) the need to integrate employment issues into medium- and long-term development policies.

For Mr. Benkhalil, the labor market has shortfalls at three levels: insufficient employment opportunities, skills not matching market needs and intermediation playing only a marginal role. Mr Benkhalil then outlined priorities for improved labor market intervention using the following levers: improving work culture, improving cross-sector coordination, promoting job-creating sectors, developing the potential of future generations, encouraging female entrepreneurship and exploring new work options in an ever-changing world.

Ms. Oualalou discussed expected and estimated impacts of the latest technological developments on the labor market. After outlining key expected trends, Ms. Oualalou stressed the importance of meta-competencies and developing "analytical skills" in professional practice, the need for internal mobility and skill enhancement and adaptability to rapid change.

Professional career paths have fundamentally changed. These now call on people to be mobile and change jobs every three to four years, and this obviously has an impact on companies which, in order to retain the right skills, must invest in human capital and adapt education/training strategies to enable staff to evolve and gain skills that are more in line with market needs, concluded Ms. Oualalou.

Mr. Yousif, in sharing elements of public policy in Sudan, highlighted: (i) the importance of integrating job creation as a priority of public policy, (ii) the need to implement measures promoting adequate working conditions by aligning them with the standards for decent work, and (iii) the opportunity to invest in human capital, with a particular focus on skills required to support future developments.

Panel 1 produced the following recommendations at the close of discussions:

- Improve the quality of cross-sectoral coordination in addressing employment issues;
- Integrate and prioritize employment policies in development policy and strategies;
- Direct employment promotion support measures towards sectors with high employment elasticity, such as agro-food;
- Establish a legislative framework that favors more flexibility but also aims to improve working conditions to meet international standards for decent work.

Panel 2: Institutions and job creation: governance, regulation and public policy

The Panel was moderated by Ms. Leila Farah Mokaddem, Resident Representative of the African Development Bank (AfDB) in Morocco, with the following rapporteurs: Mr. Kouamé Bernard, Director of the Commissions of the Economic, Social and Cultural Council of Côte d'Ivoire and Mr. Omar Abdourahman, Economist at the ECA Office for North Africa.

The panel consisted of:

- Mr. Mohamed Hazim, Director of the National Labor Market Observatory, Morocco;
- Mr. Najy Benhassine, Director of Finance, Competitiveness and Innovation, World Bank, Washington DC;
- Mr. Mohamed Alaoui, Member of the Economic, Social and Environmental Council, Morocco ;
- Mr. Ragui Assaad, International Expert, Egypt and Professor at the University of Minnesota in the United States;
- Mr. Walid Loukil, Founder of the Tunisia-Africa Business Council, Tunisia, and Vice-Chairman of the Afreximbank Private Sector Committee.

The moderator noted the quality of the speakers, which should enable the identification of appropriate solutions to the problems at hand, with a view to drawing up a roadmap as an outcome of the Dialogue.

Speaking first, Mr. Hazim stressed the need for countries to have reliable labor market information systems. He then noted that all stakeholders should develop foresight and anticipation tools. He went on to urge for the establishment of employment policy evaluation mechanisms.

Mr. Benhassine agreed with his predecessor on the usefulness of developing labor market information mechanisms. He deplored the informal sector's excessive influence on labor markets, and stressed the critical need to establish bridges between the formal and informal sectors. At the public policy level, Mr. Benhassine highlighted the central role of territories and the need to improve the business climate.

The third panelist, Mr. Alaoui, placed the issue of women at the heart of government employment policies. Mr. Alaoui advocated a participatory approach in the development and implementation of public policy. He re-emphasized the need for information gathering and sharing for better convergence and coordination of actions and measures by public authorities as discussed in Panel 1.

Mr. Alaoui also underlined the importance of feasibility studies and public policy evaluation as well as that of public actor competencies, primarily civil servants and government agents.

Lastly, Mr Assaad highlighted the failure to comply with labor regulations and the burden of social security, all of which are weaknesses and distortions undermining institutional employment promotion. To this end, he indicated that revisions to the tax system, the licensing system, public procurement and accountability are possible solutions to provide a framework conducive to the emergence of SMEs, as key players in job creation.

Ending the series of interventions, Mr Loukil deplored the informal sector's "invasion" of the workplace, virtually jeopardizing the formal and structured sector. At the same time, he lamented the administrative burdens, sources of corruption as well as a number of concerns with regard to the banking sector and funders.

The following recommendations were made at the end of the discussions:

- Establish independent evaluation mechanisms for public employment policies;
- Address public employment policies in a regional context, in particular through the creation of a regional employment observatory;
- Address the issue of the informal sector through the implementation of appropriate fiscal and customs measures;
- Direct public subsidies towards investments that promote job creation;

- Promote the digitization of administrative procedures;
- Promote a participatory approach in public policy development and implementation;
- Promote a revived "trilateral plus social pact" to include civil society.

Panel 3: Access to resources and factors of production: financing, skills and innovation

The Panel was moderated by Mr. Halim Hamzaoui, Acting Director of the International Labor Office (ILO) Maghreb, with Mr. Faouzi Amokrane, Division Head, Economic and Social Council, Algeria and Mr. Salem Sebbar, Knowledge Management Officer at the ECA North Africa Office, as rapporteurs.

The panel consisted of:

- Ms. Hanan Hanzaz, UNIDO Representative for Morocco;
- Mr Amine Mounir Alaoui, Member of CESE, Morocco;
- Ms Julia Seiermann, International Trade Centre (ITC), Geneva;
- Mr. Slim Othmani, Founder and President of the Cercle d'Action et de Réflexion autour de l'Entreprise (CARE), Algeria.

In introducing the work of the third panel, the moderator reiterated a general overview of the issues raised by the panelists. Speakers were invited to elaborate on three key questions:

- Enabling environments for businesses and productive sectors with proven job creation potential;
- Access to finance and development of innovative and easily accessible financing instruments for companies with high potential;
- Education and training systems to meet the needs of a dynamic private sector.

The panelists delivered their points of view on issues raised in three stages, each in his or her own area of expertise:

Mr. Othmani highlighted that a non-exhaustive list of employment generating sectors includes agriculture, administration, local communities, households, the education system, the health and the informal sectors, etc. For each of these sources of employment, there should be a clear approach identifying potential, stimulation means to be implemented and a clear SWOT analysis taking into account the impact of artificial intelligence and digitization. From this perspective, the debate might add real value to the reflection instead of looking at employment from the usual general perspective and focusing exclusively on companies.

Ms. Hanzaz pointed to the lack of investment in research and development as a major challenge to industrial development: cases of foreign dependence in innovation in the agro-food industry as an example. In the case of public policies in Morocco, the lack of a knock-on effect to multiply successful industrial experiences at the regional level can reduce the positive impact of successful policies.

Mr. Alaoui noted the lack of preparation of young people for entrepreneurship and entrepreneurial spirit at very early stages of their training curricula, and the absence of work on the cultural dimension inherent to this issue. Furthermore, young people, especially within SMEs and VSEs, face obstacles associated with burdensome procedures that are not applicable to large companies. This refers specifically to administrative, export and import procedures. These obstacles are a barrier to youth entrepreneurship and private initiative.

Ms. Seiermann stressed the importance of trade as a driver of development and job creation, yet countries in the sub-region are not taking advantage of this potential by creating barriers to trade. These obstacles are often the result of constraints that can be alleviated by

governments themselves and are referred to as "border-in issues". She also drew attention to the low use of intrinsic assets, particularly in terms of involving a diaspora that is already integrated into value chains, in territorial development.

Recommendations from panel 3 are as follows:

Entrepreneurial Act

- Identify job-generating niches beyond traditional sectors and build on own assets;
- Develop national entrepreneurial frameworks to facilitate access to markets for young entrepreneurs, in particular by reducing the range of interlocutors in creating and supporting businesses;
- Overcome access barriers to international markets through the generalization of export consortia and cooperatives;
- Mobilize the diaspora in the drive to create jobs in terms of financing know-how and access to relational networks.

Resources and Innovation

- Implement differentiated tax incentive policies to support Research and Development;
- Duplicate successful R&D experiences to support the establishment of national innovation systems and industrial ecosystems;
- Stimulate FDI in a cross-fertilization perspective based on comparative advantages;
- Seize the opportunity to generate jobs through the transformation of the environmental burden into green jobs.

Education and Training System

- Integrate entrepreneurial spirit, soft skills and business creation at an early stage in education and training systems;
- Involve industry in the governance bodies of education and training institutes from program design phase, implementation (e.g. work-study programs) to professional integration.

IV- Closing Ceremony

The official closing of the regional dialogue was made by the Director of ECA and the Secretary General of CESE, who thanked participants for their participation and contribution to enriching the debate on major employment challenges in the sub-region.

Annex 1: Agenda

Agenda

Day 1: Wednesday, April 24, 2019

08h30 – 08h45	Registration
08h45 – 09h15	Opening Addresses <ul style="list-style-type: none"> – Mr. Ahmed Reda Chami, President of the Economic, Social and Environmental Council (CESE) of the Kingdom of Morocco – Mr. Mohamed Yatim, Minister of Employment and Vocational Integration of the Kingdom of Morocco – Mr. Philippe Poinot, Resident Coordinator of the United Nations System in Morocco – Ms. Lilia Hachem Naas, Director of the ECA-North Africa Office (CEA-NA)
09h15 – 09h30	Presentation of the general "Employment in Africa" framework, Mrs. Lilia Hachem Naas (CEA-NA)
09h30 – 13h00	Panel on long-term vision: job creation in a changing environment Moderator: Mr. Zouhair Chorfi, Secretary General of the Ministry of Economy and Finance, Morocco Rapporteurs: Mr. Clément De-Boutet M'Bamba, Rapporteur at the Economic and Social Council of the Central African Republic Ms. Amal Elbeshbishi, ECA Office for North Africa
09h30 – 10h30	Panelists <ul style="list-style-type: none"> – Dr. Gamil Helmy, Minister Assistant for Monitoring, Ministry of Planning, Monitoring and Administrative Reform, Egypt – Mr. Noureddine Benkhalil, Secretary General of the Ministry of Labor and Professional Integration, Morocco – Ms. Aida Oualalou, McKinsey Law Firm – Mr. Hassan Yousif, International Expert, Sudan – Discussion
10h30 – 10h45	Coffee Break
10h45 – 13h00	Brainstorming session - Identification of main areas for action
13h00 – 14h00	Lunch

14h15 – 18h00	<p>Panel on institutions and job creation: regulations, governance and public policy</p> <p>Moderator: Ms. Leila Farah Mokaddem, AfDB Representative in Morocco</p> <p>Rapporteur: Mr. Kouamé Bernard, Director of the Commissions of the Economic, Social and Cultural Council of Côte d'Ivoire</p> <p>Mr. Omar Abdourahman, ECA Office for North Africa</p>
14h30 – 15h45	<p>Panelists</p> <ul style="list-style-type: none"> – Mr. Mohamed Hazim, Director of the National Labor Market Observatory, Morocco – Mr. Najy Benhassine, Director of Finance, Competitiveness and Innovation, World Bank – Mr. Mohamed Alaoui, Member of the Economic, Social and Environmental Council, Morocco – Mr. Ragui Assaad, International Expert, Egypt – Mr. Walid Loukil, Founder of the Tunisian-African Business Council, Tunisia – Discussions
15h45 – 16h00	Coffee Break
16h00 – 18h00	Brainstorming session - Identification of main areas for action

Day 2: Thursday, April 25, 2019

09h00 – 12h30	<p>Panel on access to resources and factors of production: financing, skills and innovation</p> <p>Moderator: Mr. Halim Hamzaoui, Acting Director of the ILO Maghreb</p> <p>Rapporteur: Mr. Faouzi Amokrane, Head of Division, Economic and Social Council, Algeria</p> <p>Mr. Salem Sebbar, ECA Office for North Africa</p>
09h – 10h15	<p>Panelists</p> <ul style="list-style-type: none"> – Ms. Hanan Hanzaz, UNIDO Representative in Morocco – Mr. Amine Mounir Alaoui, CESE member, Morocco – Ms. Julia Seiermann, International Trade Centre (ITC) – Mr. Slim Othmani, Cercle d'Action et de Réflexion autour de l'Entreprise (CARE), Algeria – Discussion
10h15 – 10h30	Coffee Break
10h30 – 12h30	Brainstorming session - Identification of main areas for action
12h30 – 13h30	Summary of main priority action areas and closing ceremony
13h30 – 14h30	Lunch

Annex 2 List of participants

Country/ Institution	
Algeria	
1.	Mr. Kamal Meraghni Director of Budgetary Policies Ministry of Finance Algiers - Algiers
2.	Mr. Ali Harbi Board Member Cercle d'Action et de Réflexion autour de l'Entreprise (CARE) Algiers, Algeria
3.	Mr. Slim Othmani President Club d'Action et de Réflexion autour de l'Entreprise (CARE) MEF (Maghreb Economic Forum) Algiers, Algeria
4.	Mr. Faouzi Amok Head of Social Studies National Economic and Social Council (CNES) Algiers - Algeria
5.	Mr. Boubakeur Abbes Consultant at the office in charge of cooperation and international relations National Economic and Social Council (CNES) Algiers - Algeria
Egypt	
6.	Dr. Gamil Helmy Minister Assistant for Monitoring Affairs Ministry of Planning, Monitoring and Administrative Reform Cairo - Egypt
7.	Dr. Magdi Mohamed Khalifa Professor of Economics Institute of National Planning (INP) Cairo, Egypt
8.	Mr. Ragui Assaad Professor, Thematic leader for Labor and Human development Humphrey School of Public Affairs University of Minnesota and Economic Research Forum (ERF) Cairo – Egypt
Mauritania	
9.	Mr. Cheikh Eye Deputy Managing Director Ministry of Employment, Vocational Training and Information and Communication Technologies Nouakchott - Mauritania
Morocco	
10.	Mr. Mohamed Yatim Minister of Labor, Vocational Integration (MTIP) Rabat (Kingdom of Morocco)
11.	Mr. Abdelaziz Alaoui Adviser in the Minister's Office Ministry of Labor and Vocational Integration (MTIP) Rabat (Kingdom of Morocco)

<p>12. Mr. Abdessamad Abouzahir Chief of Staff to the Minister Ministry of Labor and Vocational Integration (MTIP) Rabat (Kingdom of Morocco)</p>
<p>13. Mr. Khalid Essatte Adviser to the Minister for Communication Ministry of Labor and Vocational Integration (MTIP) Rabat (Kingdom of Morocco)</p>
<p>14. Mr. Zouhair Chorfi Secretary General Ministry of Economy and Finance Rabat (Kingdom of Morocco)</p>
<p>15. Mr. Mohamed Slassi Sennou Chairman of the Management Board Observatory of Trades and Professional Branch Skills Abbreviated as Observatoire des Branches (ODB) Rabat (Kingdom of Morocco)</p>
<p>16. Mr. Noureddine Benkhalil Ministry of Labor and Vocational Integration Rabat (Kingdom of Morocco)</p>
<p>17. Mr. Mohamed Hazim Director of the National Labour Market Observatory. Ministry of Labor and Vocational Integration. Rabat (Kingdom of Morocco)</p>
<p>18. Ms. Meriem Eddaou Financial Institutions Department Directorate of Multilateral Cooperation and International Economic Affairs Ministry of Foreign Affairs and Cooperation - Kingdom of Morocco Rabat (Kingdom of Morocco)</p>
<p>19. Mr. Ayache Khellaf Director of Forecasting and Forward Planning High Commission for Planning (HCP) Rabat (Kingdom of Morocco)</p>
<p>20. Mr. Mustapha Ziroili Economist Office of the High Commissioner for Planning Observatory of Population Living Conditions Rabat (Kingdom of Morocco)</p>
<p>21. Mr. Ali Benmokhtar Director of sectoral studies for agriculture and agro-industry Crédit Agricole Group of Morocco (GCAM) Rabat (Kingdom of Morocco)</p>
<p>22. Mr. Youness Benakki Secretary General Economic, Social and Environmental Council (CESE) Rabat (Kingdom of Morocco)</p>
<p>23. Mr. Ahmed Reda Chami President Economic, Social and Environmental Council (CESE) Rabat (Kingdom of Morocco)</p>

24. Mr. Mohamed Alaoui Member Economic, Social and Environmental Council (CESE) Rabat (Kingdom of Morocco)
25. Mr. Amine Mounir Alaoui Member Economic, Social and Environmental Council (CESE) Rabat (Kingdom of Morocco)
26. Mr. Karim El Mokri Member Economic, Social and Environmental Council (CESE) Rabat (Kingdom of Morocco)
27. Mr. Hassan Agouzoul Economic, Social and Environmental Council (CESE) Rabat (Kingdom of Morocco)
28. Mr. Mohamed El Khamlichi Member Economic, Social and Environmental Council (CESE) Rabat (Kingdom of Morocco)
29. Mr. Omar Benida Member Economic, Social and Environmental Council (CESE) Rabat (Kingdom of Morocco)
30. Ms. Nasam Jroni Member Economic, Social and Environmental Council (CESE) Rabat (Kingdom of Morocco)
31. Ms. Mina Rouchati Member Economic, Social and Environmental Council (CESE) Rabat (Kingdom of Morocco)
32. Ms. Hakima Naji Member Economic, Social and Environmental Council (CESE) Rabat (Kingdom of Morocco)
33. Mr. Abderrahmane Kandila Member Economic, Social and Environmental Council (CESE) Rabat (Kingdom of Morocco)
34. Mr. Mohammed Benkaddour Member Economic, Social and Environmental Council (CESE) Rabat (Kingdom of Morocco)
35. Ms. Latifa Benwakrim Member Economic, Social and Environmental Council (CESE) Rabat (Kingdom of Morocco)
36. Mr. Rachdi Abdelmaksoud Member Economic, Social and Environmental Council (CESE) Rabat (Kingdom of Morocco)

<p>37. Mr. Fouad Benseddik Expert Member Economic, Social and Environmental Council (CESE) Rabat (Kingdom of Morocco)</p>
<p>38. Ms. Karima Mkika Member Economic, Social and Environmental Council (CESE) Rabat (Kingdom of Morocco)</p>
<p>39. Mr. Joseph Renaba Advisor Economic, Social and Environmental Council (CESE) Rabat (Kingdom of Morocco)</p>
<p>40. Mr. Larbi Belarbi Member Economic, Social and Environmental Council (CESE) Rabat (Kingdom of Morocco)</p>
<p>41. Ms. Fatima Arib Professor - Director of ACISS Caddi Ayad University - African Center for Innovative and Sustainable Solutions ACISS Marrakech, Kingdom of Morocco</p>
<p>42. Mr. Tayeb Ghazi Economist Policy Center for the New South Rabat (Kingdom of Morocco)</p>
<p>43. Mr. Ali Benmokhtar Crédit Agricole Group</p>
Sudan
<p>44. Mr. Hassan Musa Youssef Advisor The National Population Council, Ministry of Security and Social Development Khartoum -Sudan</p>
Tunisia
<p>45. Mr. Hichem Boussaid Director National Agency for Employment and Self-Employment Tunis-Tunisia</p>
<p>46. Ms. Mélika Karrit Executive Director Ministry of Industry and Small and Medium Enterprises Directorate General for the Promotion of Small and Medium Enterprises Tunis-Tunisia</p>
<p>47. Ms. Shéhérazade Berrehouma Director of Multilateral Cooperation Tunisian Union of Industry, Trade and Handicrafts (UTICA) Tunis, Tunisia</p>

48. Mr. Walid Loukil Deputy Managing Director LOUKIL Group Tunis - Tunisia
International Organizations
49. Ms. Hanan Hanzaz UNIDO Representative Rabat (Kingdom of Morocco)
50. Mr. Philippe Poinot United Nations Resident Coordinator in Morocco Rabat (Kingdom of Morocco)
51. Mrs. Golda El Khoury Ms. Golda El Khoury UNESCO Representative Rabat (Kingdom of Morocco)
52. Mr. Mohamed Alaoui Programme Officer UNESCO Rabat (Kingdom of Morocco)
53. Ms. Florence Rolle FAO Representative Rabat (Kingdom of Morocco)
54. Ms. Julia Seiermann Market Analyst - Export Potential Analysis Trade and Market Intelligence Division of Market Development International Trade Centre (ITC)
55. Ms. Jihane Hannane Project Assistant, "Strengthening the Impact of Sectoral Policies and International Trade on Employment" International Labour Office (ILO) Rabat (Kingdom of Morocco)
56. Mr. Halim Hamzaoui Acting Director ILO - Maghreb Office International Labour Organization Algiers - Algeria
57. Mr. Najy Benhassine Practice Director Finance, Competitiveness & Innovation World Bank Washington, USA
58. Mr. Moulay Cherif Alaoui Project Management Specialist (Human Development) Islamic Development Bank Rabat (Kingdom of Morocco)
59. Ms. Leila Farah Mokaddem Country Director African Development Bank (AfDB) Group Morocco National Office Rabat (Kingdom of Morocco)

60. Mr. Richard Doffonsou Economist African Development Bank (AfDB) Group Morocco National Office Rabat (Kingdom of Morocco)
61. Ms. Leila Jaafor Kilani Senior Social Development Specialist African Development Bank Group Morocco National Office Rabat (Kingdom of Morocco)
62. Ms. Michaela Dodini Head of the Commercial Section Delegation of the European Union Rabat (Kingdom of Morocco)
63. Mr. Philip Mikos Delegation of the European Union Rabat (Kingdom of Morocco)
64. Ms. Sandrine Beauchamp 1st Councillor Delegation of the European Union Rabat (Kingdom of Morocco)
65. Mr. Antoine Saintraint 1st Councillor Delegation of the European Union Rabat (Kingdom of Morocco)
66. Mr. Alain Olivier Director Quebec Office in Morocco (Government of Quebec) Rabat (Kingdom of Morocco)
Experts
67. Mr. Lennah Toyi, President of the Association of Foreign Laureates
68. M. Dramane Traoré UCESA
69. Ms. Aïda Oualalou Project Manager McKinsey & Company Casablanca - (Kingdom of Morocco)
70. Mr. Clément De-Boutet M'BAMBA Central African Republic
71. Mr. Kabo Konyinan Delalune Economic Advisor Embassy of the Central African Republic to the Kingdom of Morocco
72. Mr. Sidi Ahmedou Expert General Secretariat of the Arab Maghreb Union (AMU) Rabat (Kingdom of Morocco)