

SOUS LE HAUT PATRONAGE DE SA MAJESTÉ LE ROI MOHAMMED VI

WORLD POLICY CONFERENCE

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MESSAGE DU FONDATEUR ET PRÉSIDENT

MESSAGE FROM THE FOUNDER AND CHAIRMAN


Thierry
de MONTBRIAL

La onzième édition de la World Policy Conference (WPC) se tient à la veille des *mid-term elections* aux Etats-Unis. Même si le 45^e président n'a pas encore vraiment mis à bas les institutions du multilatéralisme édifiées par ses prédécesseurs au lendemain de la Seconde Guerre mondiale, on peut dire à mon sens que les dommages déjà causés seront au moins partiellement irréversibles. Le plus grave, peut-être, est la volonté délibérée de la première puissance mondiale d'abuser de sa supériorité technologique et économique en l'utilisant comme une arme dirigée aussi contre ses propres alliés. On le voit au grand jour suite au retrait unilatéral du JCPOA et aux sanctions consécutives contre l'Iran.

À court et même moyen terme, la marge de manœuvre des partenaires de l'Amérique est limitée, mais certains d'entre eux - à commencer par la Chine - apprendront à s'organiser pour sortir de leur dépendance inacceptable vis-à-vis des circuits financiers américains. À un terme plus ou moins long, la stratégie étroite de Donald Trump pourrait bien se retourner contre son pays, en provoquant la fin de ce que le général de Gaulle appelait le « privilège exorbitant » du dollar. Pendant des décennies et encore aujourd'hui, ce privilège a permis aux États-Unis de vivre au dessus de leurs moyens. Entretemps, la Chine, dont la force de frappe financière ne semble pas menacée à court terme, continuera d'utiliser ses ressources au service d'une conception impériale de ses intérêts. Elle travaille à mettre en place une architecture de gouvernance mondiale alternative. Son objectif est ouvertement d'avoir atteint la suprématie en 2049, au centième anniversaire de la révolution qui a porté Mao Zedong au pouvoir. Trente ans, c'est demain. D'ici là, la concurrence entre les États-Unis et la Chine s'annonce titanesque et sans doute à certains égards risquée. D'où un enjeu considérable pour la construction européenne, dont seule la réussite pourra permettre à ses acteurs, mais aussi au reste du monde, d'éviter de subir les conséquences d'un nouveau système bipolaire. Un système certes très différent du temps de la « guerre froide », mais pas forcément plus plaisant.

The 11th World Policy Conference (WPC) takes place just before the mid-term elections in the United States. Although the 45th President of the United States has not yet really torn down the multilateral institutions his forerunners built up after the Second World War, I believe that some of the damage already wrought will be at least partially irreversible. The most serious, perhaps, is the deliberate will of the world's leading power to use its technological and economic superiority as a weapon against its own allies. An example is the unilateral withdrawal from the JCPOA and ensuing sanctions against Iran.

In the short and even medium term, America's partners have a slim margin of manoeuvre but some, starting with China, will learn how to organise themselves to end their unacceptable dependence on US financial circuits. In the more or less long term, Donald Trump's narrow strategy could turn against his own country by toppling what General de Gaulle called the "exorbitant privilege" of the dollar, which has allowed the United States to live above its means for decades. Meanwhile, China, whose financial might does not seem threatened in the short term, will continue harnessing its resources serving an imperial conception of its interests and will work to set up an alternative architecture of global governance with the openly avowed aim of achieving supremacy by 2049, the 100th anniversary of the revolution that swept Mao Zedong to power. Thirty years is right around the corner. In the meantime, the United States and China will be locked in fierce and, in some ways, risky competition. That is why the European construction is so important. A successful outcome will allow its players, as well as the rest of the world, to avoid the pitfalls of a new bipolar system that will be surely very different from those of the Cold War but not necessarily more pleasant.



BIOGRAPHIE

Thierry de MONTBRIAL

Thierry de Montbrial est le Président de l'Institut français des relations internationales qu'il a fondé en 1979. Il est professeur émérite au Conservatoire National des Arts et Métiers. En 2008, il a lancé la *World Policy Conference*. Il est membre de l'Académie des Sciences Morales et Politiques de l'Institut de France depuis 1992 et membre associé de nombreuses académies étrangères dont l'Académie des Sciences de Russie.

Il siège au conseil ou au conseil consultatif de plusieurs entreprises ou institutions internationales.

Thierry de Montbrial a dirigé le département de sciences économiques de l'Ecole Polytechnique entre 1974 et 1992. Il a été le premier président de la Fondation de la recherche stratégique (1993-2001). Il a mis sur pied le Centre d'analyse et de prévision (actuellement Centre d'analyse et de prévision stratégique) du ministère des Affaires étrangères et en a été le premier directeur (1973-1979).

Il est l'auteur de plus de vingt livres, certains traduits en plusieurs langues.

Il est Commandeur de la Légion d'honneur, Grand Officier de l'Ordre national du Mérite et titulaire de nombreuses autres décorations françaises et étrangères.

Thierry de Montbrial est ancien élève de l'Ecole Polytechnique, docteur en économie mathématique de l'Université de Berkeley (Californie) et ancien ingénieur général au Corps des Mines.

Fidèle à sa vocation d'être particulièrement attentive au sort des « puissances moyennes », la WPC continuera d'œuvrer pour mieux comprendre l'état du monde et rechercher les voies d'une gouvernance mondiale propice à un développement durable - au sens le plus large du terme - de notre planète.

Thierry de MONTBRIAL

Fondateur et Président de la WPC

True to its purpose, the WPC will keep focusing on the fate of the “medium powers”, working towards a better understanding of the state of the world and seeking pathways to global governance that fosters our planet’s sustainable development in the broadest sense of the term.

Thierry de MONTBRIAL

Founder and Chairman of the WPC



Thierry de Montbrial is Executive Chairman of the French Institute of International Relations (Ifri), which he founded in 1979. He is Professor Emeritus at the *Conservatoire National des Arts et Métiers*. In 2008, he launched the World Policy Conference. He has been a member of the *Académie des Sciences Morales et Politiques* of the *Institut de France* since 1992, and is a member of a number of foreign Academies including the Russian Academy of Sciences.

He serves on the board or advisory board of a number of international companies and institutions.

Thierry de Montbrial chaired the Department of Economics at the *Ecole Polytechnique* from 1974 to 1992. He was the first Chairman of the Foundation for Strategic Research (1993–2001). Entrusted with the creation of the Policy Planning Staff (*Centre d'Analyse et de Prévision*) at the French Ministry of Foreign Affairs, he was its first director (1973–1979).

He has authored more than twenty books, several of them translated in various languages.

He is a Commander of the *Légion d'honneur*, Grand Officer of the *Ordre National du Mérite* and has been awarded other state honors by the French and several foreign governments.

Thierry de Montbrial is a graduate of the *Ecole Polytechnique* and the *Ecole des Mines*, and received a Ph.D. in Mathematical Economics from the University of California at Berkeley.





PROGRAMME

AGENDA

PROGRAMME

AGENDA



VENDREDI 26 OCTOBRE

FRIDAY, OCTOBER 26

08:30 • 09:45	Ouverture • Opening Session
09:45 • 11:45	Session plénière 1 • Plenary Session 1 Défis économiques majeurs des cinq prochaines années // Major economic challenges in the next five years
11:45 • 12:15	Session plénière 2 • Plenary Session 2 avec Jean-Paul Agon, PDG de l'Oréal // with Jean-Paul Agon, Chairman and CEO of L'Oréal
12:15 • 12:45	Session plénière 3 • Plenary Session 3 avec Jean-Yves Le Gall, Président du Centre National d'Etudes Spatiales (CNES) // with Jean-Yves Le Gall, President of the Centre National d'Etudes Spatiales (CNES)
13:00 • 14:45	Déjeuner débat • Lunch debate
15:00 • 16:15	Session plénière 4 • Plenary Session 4 Les migrations et l'avenir du multiculturalisme // Migrations and the future of multiculturalism
16:15 • 17:15	Session plénière 5 • Plenary Session 5 Les futurs de la Russie // Russia's futures
17:15 • 18:15	Session plénière 6 • Plenary Session 6 Préparer les enfants et les jeunes à l'emploi au 21 ^e siècle // Preparing children and youth for jobs in the 21 st century
18:15 • 19:00	Session plénière 7 • Plenary Session 7 Religion et politique en Chine // Religion and politics in China
19:00 • 19:30	Session plénière 8 • Plenary Session 8 avec Anwar bin Mohammed Gargash, Secrétaire d'Etat aux Affaires étrangères des Emirats arabes unis // with Anwar bin Mohammed Gargash, Minister of State for Foreign Affairs of the United Arab Emirates
20:00	Cocktail & dîner • Cocktail & Dinner

SAMEDI 27 OCTOBRE

SATURDAY, OCTOBER 27

08:30 • 10:15	Session plénière 9 • Plenary Session 9 Les conséquences de Trump // The consequences of Trump
10:15 • 10:45	Session plénière 10 • Plenary Session 10 avec Carlos Ghosn, PDG de Renault-Nissan-Mitsubishi // with Carlos Ghosn, Chairman and CEO of Renault-Nissan-Mitsubishi
10:45 • 12:00	Session plénière 11 • Plenary Session 11 Le problème de la Corée du Nord // The North Korean issue
12:00 • 13:00	Session plénière 12 • Plenary Session 12 One Belt, One Road // One Belt, One Road
13:15 • 15:00	Déjeuner-débat • Lunch debate
15:15 • 15:45	Session plénière 13 • Plenary Session 13 avec Josep Borrell, Ministre espagnol des Affaires étrangères // with Josep Borrell, Minister of Foreign Affairs of Spain
15:45 • 16:45	Session plénière 14 • Plenary Session 14 L'avenir de l'euro // The future of the euro
17:00 • 19:30	Ateliers parallèles • Parallel workshops 1. Finance et économie // 1. Finance and Economy • 2. Énergie et Climat // 2. Energy and Climate • 3. L'Afrique // 3. Africa
20:00	Cocktail & dîner de gala • Cocktail & Gala Dinner



DIMANCHE 28 OCTOBRE

SUNDAY, OCTOBER 28

08:30 • 09:30	Rapports des ateliers parallèles • Reports from parallel workshops
09:30 • 10:45	Session plénière 15 • Plenary Session 15 Europe : quelques enjeux stratégiques // Some basic European strategic issues
10:45 • 12:45	Session plénière 16 • Plenary Session 16 Impact d'un monde connecté sur la gouvernance mondiale // Impact of a connected world on global governance
13:00 • 14:45	Déjeuner-débat • Lunch debate
15:00 • 16:30	Session plénière 17 • Plenary Session 17 Moyen Orient // Middle East
16:30 • 17:45	Session plénière 18 • Plenary Session 18 Young Leaders // Young Leaders
17:45 • 19:45	Session plénière 19 • Plenary Session 19 Débat final // Final debate
19:45	Clôture • Envoi





THÈMES DES SESSIONS

CONFERENCE THEMES

Session 1. Défis économiques majeurs des cinq prochaines années

Cette longue session sera divisée en deux parties. La première traitera des menaces pesant sur le multilatéralisme dans l'ordre commercial, et financier ou monétaire, et de défis plus spécifiques pesant sur la mondialisation/globalisation tels que les inégalités et les mouvements migratoires.

La seconde partie mettra l'accent sur des thèmes sectoriels – comme le changement de paradigme en matière d'investissements directs, en particulier à cause de la montée de la Chine, ou le phénomène toujours aussi fondamental de l'argent illicite en liaison avec la criminalité –, et géographiques. La question du Brexit sera également abordée.

Session 2. Discussion avec Jean-Paul Agon **Président-directeur général de L'Oréal**

Session 3. Discussion avec Jean-Yves Le Gall **Président du Centre National d'Etudes Spatiales (CNES), président de la** **Fédération Internationale d'Astronautique (IAF), président du Conseil de** **l'Agence spatiale européenne (ESA)**

Session 4. Les migrations et l'avenir du multiculturalisme

Les réactions suscitées par la perte de contrôle des flux migratoires dans plusieurs parties du monde au cours des dernières années ont favorisé la montée des populismes et affaibli l'idéal de la démocratie libérale. L'accroissement du multiculturalisme est-il inéluctable partout dans le monde, et met-il en péril la conception occidentale de la démocratie ?

Session 5. Les futurs de la Russie

Cette session abordera différents aspects de l'avenir de la Russie à l'horizon 2030, à partir du point de vue russe. Economie, finance, technologie : vers davantage d'intégration ou d'indépendance ? Le rapprochement de la Russie vers l'Asie. Modeler les relations régionales : Russie, Chine et l'Eurasie au sens large. Focus sur la Russie au Moyen-Orient.

Session 1. Major economic challenges in the next five years

This long session will be divided into two parts. The first part will address threats to trade, financial or monetary multilateralism and more specific challenges to globalisation such as inequality and migratory movements. The second will focus on sectoral themes - such as the direct investment paradigm shift due to China's rise and the still-fundamental phenomenon of illicit, crime-connected money - and geographical themes. The Brexit issue will also be tackled.

Session 2. Conversation with Jean-Paul Agon **Chairman and CEO of L'Oréal**

Session 3. Conversation with Jean-Yves Le Gall **President of the Centre National d'Études Spatiales (CNES), President of the International Astronautical Federation (IAF), Chair of the Council of the European Space Agency (ESA)**

Session 4. Migrations and the future of multiculturalism

In recent years, uncontrolled migration in various parts of the world has fuelled the rise of populism and undermined the ideal of liberal democracy. Is the growth of multiculturalism ineluctable everywhere? Is it a threat to the Western conception of democracy?

Session 5. Russia's futures

This session will tackle several aspects of Russia's future by 2030, from a Russian standpoint: Economy, finance, technology: toward more integration or self-sufficiency ? Russia's shift to Asia. Shaping the neighborhood: Russia, China and « Greater Eurasia ». Regional focus: Russia in the Middle East.

Session 6. Préparer les enfants et les jeunes à l'emploi du XXI^e siècle

Cette session examinera les façons de préparer au mieux les enfants et les jeunes d'aujourd'hui à la réussite tout au long de leur vie. L'objectif n° 4 des Objectifs de développement durable oblige les nations à assurer une éducation inclusive et de qualité pour tous. Pourtant, les changements dans les économies mondiales, la mécanisation du travail et l'avènement de l'ère numérique ont bouleversé le monde du travail, qui valorise certains types de compétences, d'éducation et de mentalités toujours plus que d'autres. L'apprentissage par cœur et la connaissance approfondie du contenu perdent progressivement en importance au profit de compétences conceptuelles et analytiques, de la capacité à collaborer en équipe et de l'application des savoirs. Comment les systèmes d'apprentissage préscolaire, d'enseignement primaire et secondaire doivent-ils évoluer pour relever ce défi ? Quel est le rôle des familles ? Des écoles ? Des communautés ? Des entreprises ? Comment lever les barrières non académiques et académiques présentes au cœur de l'apprentissage, de la petite enfance aux études post-secondaires ? Comment mieux combler les lacunes en matière d'éducation de qualité et d'opportunités selon la race et le statut socio-économique ? Des intervenants variés – chercheurs, praticiens et chefs d'entreprise, partageront leurs points de vue sur la manière dont il faut transformer l'apprentissage et l'éducation au XXI^e siècle.

Session 7. Religion et politique en Chine

En ordre de grandeur, le nombre de Chinois adeptes d'une religion est équivalent à celui des adhérents au Parti communiste (PCC). Le régime perçoit cette réalité comme une menace majeure. L'objet de cette session est de prendre la mesure du phénomène et de situer l'attitude du régime à son égard dans le cadre plus général de la reprise en main du PCC.

Session 8. Discussion avec Anwar bin Mohammed Gargash Ministre des Affaires étrangères des Emirats arabes unis

Session 9. Les conséquences de Trump

Comme l'an dernier, mais évidemment avec davantage de recul, l'objet de cette session est d'évaluer les conséquences à court, moyen et long terme, des politiques mises en œuvre par le 45^e président des États-Unis. On se demandera en particulier dans quelle mesure l'emploi de l'arme économique contre les adversaires, mais aussi contre les alliés des États-Unis, est de nature à favoriser la fracturation du monde en blocs rivaux, sinon hostiles. En particulier, quelles sont les conséquences à long terme de Trump sur la montée de la Chine ?

Session 6. Preparing children and youth for jobs in the 21st century

This session will explore how best to prepare today's children and youth for lifelong success. Goal 4 of the Sustainable Development Goals compels nations to ensure an inclusive and quality education for all. Yet shifts in world economies, the mechanization of work, and the onset of the digital age, have resulted in a changing jobs landscape that prizes certain types of skills, education, and mindsets over others. Rote memorization and deep content knowledge are increasingly less important than conceptual, analytical skills, the ability to collaborate as part of teams, and to apply what we know. How do early learning, primary and secondary education systems need to evolve to meet this challenge? What is the role of families? Schools? Communities? The business community? How do we remove non-academic and academic barriers to learning, from early childhood through post-secondary education? How do we better close gaps in quality education and opportunity based on race and socio-economic status? A diverse panel including researchers, practitioners, and business leaders will share their perspectives on how we need to transform learning and education for the 21st century.

Session 7. Religion and politics in China

As many people in China belong to a religion as to the Communist Party (CCP), a reality which is considered as a major threat to the regime. This session will examine the phenomenon and situate the regime's attitude towards it within the overall context of the CCP's clampdown.

Session 8. Conversation with Anwar bin Mohammed Gargash Minister of State for Foreign Affairs of the United Arab Emirates

Session 9. The consequences of Trump

Similar to last year, but obviously with more perspective, this session will assess the short, medium and long-term consequences of Trump's policies. One particular question will be how much his use of trade as a weapon against friend and foe alike will contribute to splintering the world into rival, if not hostile, blocs. In particular, what are the long-term consequences on the rise of China?

Session 10. Discussion avec Carlos Ghosn

Président-directeur général de Renault-Nissan-Mitsubishi, Président-directeur général de Renault et Président du Conseil d'administration de Nissan Motor et de Mitsubishi Motors Corp

Session 11. Le problème de la Corée du Nord

La question de la Corée du Nord a connu de nombreux rebondissements, parfois très inattendus, depuis la dernière édition de la WPC. En particulier, Kim Jong-un a fait preuve de capacités stratégiques que l'on n'imaginait pas. On essayera, dans cette session, de faire un point précis de la situation et d'envisager les perspectives les plus vraisemblables.

Session 12. One Belt, One Road

Un point de vue asiatique sur le grand projet chinois de la route de la soie.

Session 13. Discussion avec Josep Borrell

Ministre espagnol des Affaires étrangères et ancien président du Parlement européen

Session 14. L'avenir de l'euro

Si la zone euro a bien résisté jusqu'ici aux chocs qui l'ont affectée depuis le début de la décennie, aucun expert ne saurait prétendre que sa survie est assurée à long terme. Or, il y va de l'avenir de la construction européenne elle-même. L'objet de cette session est de faire un point précis sur la question.

Session 15. Europe : quelques enjeux stratégiques

Plutôt que de procéder au classique tour d'horizon général sur l'avenir de l'Europe, nous avons, cette année, demandé à quelques représentants éminents de l'Union européenne de présenter un thème d'importance stratégique à leurs yeux. Pour le choix de ces personnalités, nous avons voulu sortir du traditionnel duo franco-allemand.

Session 10. Conversation with Carlos Ghosn
Chairman and CEO of Renault-Nissan-Mitsubishi, Chairman and CEO of Renault, Chairman of Nissan Motor Company and Mitsubishi Motors

Session 11. The North Korean issue

Relations with North Korea have taken many, sometimes very unexpected turns since the last WPC. In particular, Kim Jong-un has surprisingly turned out to be a shrewd strategist. In this session, we will look at the situation and consider the likeliest outcomes.

Session 12. One Belt, One Road

An Asian perspective on China's major Silk Road project.

Session 13. Conversation with Josep Borrell
Minister of Foreign Affairs of Spain, former President of the European Parliament

Session 14. The future of the euro

The euro zone has weathered a string of crises since the beginning of the decade, but nobody knows whether its long-term survival is assured—even though the future of European construction depends on it. This session will take stock of the situation.

Session 15. Some basic European strategic issues

Instead of a traditional overview of Europe's future, this year we have asked some of the European Union's leading representatives to present a theme they consider strategically important. In choosing them, we sought to avoid the usual French-German tandem.

Session 16. Impact d'un monde connecté sur la gouvernance mondiale

Cette session abordera la question à travers des cas, tels que l'alimentation, la santé, la protection intellectuelle ou, naturellement, la cybersécurité.

Session 17. Moyen-Orient

La onzième édition de la WPC a lieu alors que la guerre civile semble se terminer en Syrie, mais les désaccords entre les principaux acteurs politiques au Moyen-Orient demeurent considérables. La dénonciation unilatérale du JCPOA par le président des États-Unis a ouvert une fenêtre d'incertitude supplémentaire.

Session 18. Young Leaders

La transformation numérique crée des opportunités de repenser et améliorer les façons de produire, travailler et consommer. Elle présente en même temps de nouveaux défis pour les individus, les firmes et les gouvernements afin de s'adapter aux récentes et rapides évolutions technologiques. Les Young Leaders de cette session vont partager leur expérience et leur point de vue sur la manière dont la transformation numérique modifie les modèles économiques et l'environnement de travail.

Session 19. Débat final

Cette session, traditionnelle, réunira des personnalités qui pourront compléter les débats des trois journées écoulées.

Session 16. Impact of a connected world on global governance

This session will approach the topic through issues such as food, health, intellectual property rights and cybersecurity.

Session 17. Middle East

The eleventh WPC takes place as the Syrian civil war seems to be winding down but substantial disagreements between the main political players in the Middle East remain, Trump's unilateral pullout from the JCPOA has opened an additional window of uncertainty and the spread of terrorism in West Africa and the Sahel is a growing source of concern for Africa and Europe.

Session 18. Young Leaders

Digital transformation creates opportunities to rethink and improve ways of producing, working and consuming. At the same time, it raises new challenges for individuals, firms and governments to adapt to recent and rapid technological changes. Young Leaders of this session will share their experience and views on how digital transformation reshapes business models and work environment.

Session 19. Final debate

This traditional session will give public figures an opportunity to share their thoughts on the previous three days' discussions.

Ateliers

ATELIER « FINANCE ET ÉCONOMIE »

I. CROISSANCE MONDIALE : PRÉVISIONS ET RISQUES

À l'heure où ces mots sont rédigés, les nouvelles projections du Fonds monétaire international n'ont pas été publiées. Compte tenu des discours du Directeur général, la probabilité de revoir à la baisse les prévisions de croissance pour 2019 semble élevée. Toujours en juillet, les prévisions du FMI pour la croissance mondiale en 2018 et 2019 étaient d'environ 3,9 % tandis que la Banque mondiale prévoyait une croissance plus faible, d'environ 3,0 % en 2019 (après 3,1 % en 2018), et que l'OCDE prévoyait une croissance mondiale de 3,7 % en 2018 et 2019.

Quelles que soient les différences, et dans l'attente du nouveau cycle de projections, il est généralement admis que l'expansion est désormais en plateau, qu'elle est moins régulière et que les risques à l'horizon sont plus aigus :

1. UNE PROGRESSION EN PLATEAU

D'après les prévisions et presque sans exception, la croissance mondiale en 2018 et 2019 affiche un niveau élevé et devrait être nettement moins flatteuse en 2020-2021.

2. UNE CROISSANCE MOINS RÉGULIÈRE

À l'intérieur des économies avancées, l'économie américaine se renforce quelque peu en tenant compte des mesures de Trump (fiscalité et déréglementation), tandis que la croissance ralentit dans la zone euro, au Royaume-Uni et au Japon, reflétant certaines surprises négatives dans l'activité début 2018.

Dans les marchés émergents et les économies en développement, les prévisions de croissance devraient également être plus inégales, en raison notamment, mais pas exclusivement, de la hausse des prix du pétrole, de l'escalade des tensions commer-

ciales et de la hausse des rendements aux États-Unis, ce qui exercera des pressions sur le marché.

3. DES RISQUES D'UN RALENTISSEMENT

Il est d'avis général que les **augmentations tarifaires** récemment décidées et pré-annoncées par les États-Unis et les mesures de rétorsion probables des partenaires commerciaux (Chine) auront un effet déprimant sur l'économie mondiale.

Les conditions des marchés financiers s'annoncent moins accommodantes dans les économies avancées, non seulement aux États-Unis mais aussi en Europe lorsque la sortie des conditions monétaires très favorables sera confirmée d'ici la fin des achats nets de titres en fin d'année. Cela pourrait avoir des conséquences néfastes dans les pays émergents et en développement. Les conflits et les tensions géopolitiques dans de nombreuses régions du monde pourraient également être défavorables à une croissance mondiale soutenue. Compte tenu de la situation générale, les risques déjà mentionnés, ajoutés à des **tensions politiques exceptionnelles** dans de nombreux pays, créent un élément d'incertitude défavorable au comportement des agents économiques, notamment en matière d'investissement.

QUESTIONS POSSIBLES À TRAITER

- Sommes-nous d'accord avec les prévisions présentes de croissance mondiale (en particulier les prévisions actualisées du FMI) ?
- Quels sont les scénarios à moyen terme aux États-Unis, tant en termes d'évolution politique qu'en termes d'impact économique, national et mondial ?
- Quels sont les risques les plus susceptibles de se matérialiser ?
 - Au niveau commercial,
 - En ce qui concerne l'impact de la sortie de politiques monétaires extrêmement accommodantes,
 - En termes d'événements géopolitiques ?

Workshops

WORKSHOP "FINANCE AND ECONOMY"

1. GLOBAL GROWTH – FORECAST AND RISKS

At the moment of the wording of this memo, the new International Monetary Fund projections have not been published. Taking into account speeches by the Managing Director, the probability of reviewing down the projections for 2019 growth looks high. Still in July, the IMF forecast for global growth in 2018 and 2019 was around 3,9% whilst the World Bank was projecting a lower growth, around 3,0% in 2019 (after 3,1% in 2018), and the OECD forecasting global growth at 3,7% in 2018 and 2019. Whatever the differences, and waiting for the new round of projections, there is a general recognition that the expansion is plateauing from now on, that it is less even and that risks to the outlook are more acute:

1. PLATEAUEING

In practically all projections, global growth in 2018 and 2019 appears to be at a high level and likely to be significantly less flattering in 2020-2021.

2. LESS EVEN GROWTH

Inside the advanced economies, the United States economy is somewhat strengthening taking into account Trump measures (taxation and deregulation), whilst growth looks slowing down in the Euro area, in the UK and in Japan, reflecting some negative surprises to activity in early 2018.

In emerging markets and developing economies, the growth forecasts are also likely to be more uneven, due in particular, but not exclusively, to rising oil prices, escalating trade tensions and higher yields in the US triggering market pressures.

3. RISKS TO THE DOWNSIDE

The consensus is that the recently decided and preannounced **tariff increases** by the United States and the likely retaliatory measures by trading partners (China) will have a depressing effect on the global economy.

Financial market conditions are to be less accommodative in the advanced economies, not only in the US but also in Europe when the exit from highly supportive monetary conditions will be confirmed by the end of net purchases of securities at the end of the year. This might have adverse consequences in the emerging and developing world. Conflicts and geopolitical tensions in many regions of the world could also be adverse to sustained global growth.

All taking into account, the risks already mentioned, added to **exceptional political tensions** in many countries, create an element of uncertainty adverse to economic agents' behaviour, particularly as regards investment.

POSSIBLE QUESTIONS TO BE ADDRESSED

- Are we in agreement with the present projections of global growth (in particular the updated projections of the IMF)?
- What are the medium-term scenarios in the United States, both in terms of political evolution and of economic impact, nationally and globally?
- What are the risks that are the most likely to materialize?
 - As regards trade,
 - As regards the impact of the exit from extremely accommodating monetary policies,
 - As regards geopolitical events?

II. RISQUES FINANCIERS ÉMERGENTS

Le G20 a pris des mesures et des décisions remarquables au niveau mondial après la crise financière mondiale de 2007-2008 (GFC).

Tout d'abord, en précisant que de nouvelles règles financières, réglementations, principes de précautions, normes et codes devaient être décidés au niveau mondial afin de s'assurer que tous les déclencheurs possibles d'une nouvelle crise financière mondiale seraient identifiés où qu'ils se trouvent dans l'économie mondiale intégrée.

Deuxièmement, en garantissant des conditions de concurrence équitables dans la finance mondiale, à la fois comme concept équitable dans une économie mondiale intégrée et comme moyen approprié d'éviter des phénomènes d'arbitrage réglementaire dangereux.

Troisièmement, en soutenant un réseau de comités organisés autour du Conseil de stabilité financière (FSB) pour tirer les leçons de la GFC, et en cherchant un consensus mondial en vue de généraliser les nouveaux principes de précaution, normes et codes mondiaux qui contribueraient à prévenir une nouvelle crise financière systémique dramatique.

Aujourd'hui, 10 ans après la faillite de Lehman Brothers, où en sommes-nous ?

1. LES POINTS POSITIFS

Parmi les nombreux points positifs, je voudrais souligner les suivants en particulier :

- Un effort remarquable a été fait au niveau des principes de précaution des banques. L'ensemble de mesures qui finalise les réformes bancaires de Bâle III marque la fin d'un effort extrêmement important.
- Le « de-risking » dans la relation de correspondant bancaire est également très important. Le FSB fournira tous les éléments de son plan d'action au sommet de Buenos Aires.
- La généralisation de la compensation centrale des dérivés de gré à gré pour réduire le risque systémique est tout aussi importante.

2. UN TRAVAIL CONSIDÉRABLE DOIT ENCORE ÊTRE ENTREPRIS

Parmi les nombreux domaines où il reste encore du travail, je soulignerai en particulier les éléments suivants :

- Le domaine du système bancaire parallèle et du système non bancaire est essentiel en termes de possible instabilité financière mondiale. L'activité financière non bancaire progresse rapidement (environ 45 trillions de dollars en 2016, à une croissance de plus de 7,5 %). Il reste beaucoup à faire dans ce domaine, en plus de ce qui a déjà été fait par le FSB.
- La question de la mauvaise conduite doit encore être abordée. Le FSB a réalisé un travail important dans ce domaine au cours des dernières années, y compris la mise au point de sa future boîte à outils pour les entreprises et les superviseurs sur l'utilisation de cadres de gestion pour atténuer le risque de mauvaise conduite. Mais il reste beaucoup à faire.
- Les risques financiers liés aux crypto-actifs sont également une question ouverte. Il est vrai que la valeur de marché combinée de ces actifs représente moins de 1 % du PIB mondial. Mais le marché continue à évoluer rapidement et passe des crypto-monnaies à une explosion de nouveaux « crypto-tokens ». La communauté internationale doit continuer à travailler plus activement pour discipliner ce domaine où la complaisance serait une grave erreur.

QUESTIONS POSSIBLES À TRAITER

- La communauté internationale est-elle suffisamment au fait des nouvelles propriétés émergentes de la finance mondiale qui sont potentiellement déstabilisantes (combinaison des nouvelles technologies et de la mondialisation, fréquence accrue des « sudden stops », rapidité de contagion, etc.) ?
- Le FSB travaille-t-il de manière efficace et efficiente à réduire autant que possible les éléments de caractère procyclique intégrés dans de nombreuses composantes de la finance mondiale : agences de notation, règles comptables, principes de précau-

II. EMERGING FINANCIAL RISKS

The G20 took remarkable actions and decisions at a global level after the GFC (Great Financial Crisis of 2007-2008).

First, by making clear that new financial rules, regulations, prudentials, standards and codes had to be decided upon at a global level in order to be sure that all possible triggers for a new global financial crisis would be identified wherever they would be located in the integrated global economy.

Second, by ensuring that there will be a level playing field in global finance, both as a fair concept in an integrated global economy and as the appropriate mean to avoid phenomena of dangerous regulatory arbitrage.

Third, by backing a network of committees organized around the Financial Stability Board (FSB) to draw the lessons from the GFC, and by looking for a global consensus with a view to generalize the new global prudentials, standards and codes that would help prevent a new dramatic systemic financial crisis. Now 10 years after the bankruptcy of Lehman Brothers, where do we stand today?

1. THE POSITIVES

Amongst the many positives, I would stress particularly:

- A remarkable effort has been made on the banks prudentials. The package finalizing the Basel III banking reforms is marking the completion of an extremely important endeavour.
- The “derisking” in correspondent banking relationship is also very important. The FSB will deliver all the elements of its Correspondent Banking Action Plan at the Buenos Aires Summit.
- The generalization of the central clearing of OTC derivatives to reduce systemic risk is equally important.

2. THE HARD WORK WHICH REMAINS TO BE DONE

Amongst the many fields where work remains to be done, I will particularly stress the following:

- The area of shadow banking and non-bank is of the essence in terms of potential global financial instability. Non-bank financial activity is rising rapidly (around 45 trillions dollars in 2016, growing at a pace of more than 7,5%). A lot remains to be done in this field on top of what has already been done by the FSB.
- The issue of misconduct is still to be tackled. The FSB has done significant work in this domain over the last years, including its future toolkit for firms and supervisors on the use of governance frameworks to mitigate misconduct risk. But a lot of work remains to be done.
- The financial risks associated with crypto-assets are also an open issue. It is true that the combined market value of such assets represents less than 1% of global GDP. But the market continues to evolve rapidly and is morphing from cryptocurrencies to an explosion of new “crypto-tokens”. More active work must continue to be done by the international community in disciplining this domain where complacency would be a big mistake.

POSSIBLE QUESTIONS TO BE ADDRESSED

- Is the international community sufficiently aware of the new emerging properties of global finance that are potentially destabilising (combination of new technologies and globalisation, higher frequency of “sudden stops” – rapidity of contagion, etc.)?
- Is the FSB working effectively and efficiently on reducing as much as possible the elements of procyclicality embedded in many parts of global finance: rating agencies, accounting rules, prudentials themselves, etc.?
- What is the likelihood of a new systemic economic and financial crisis being triggered by the difficulty to counter the next cyclical recession due

tion eux-mêmes, etc. ?

- Quelle est la probabilité qu'une nouvelle crise économique et financière systémique soit déclenchée par la difficulté à contrer la prochaine récession cyclique due à l'insuffisance des munitions dans les économies avancées dans les domaines des politiques budgétaire et monétaire ?
- Quelle est la probabilité pour qu'une crise économique et financière systémique mondiale éclate en raison du niveau élevé du levier financier mondial ? L'encours global de dette publique et privée rapporté au PIB mondial a continué de s'accroître après la GFC, à peu près au même rythme qu'avant la crise ! C'est à mes yeux l'indicateur global le plus inquiétant aujourd'hui...

ATELIER « ÉNERGIE ET CLIMAT »

FAIRE ÉVOLUER LES RIVALITÉS ÉNERGÉTIQUES MONDIALES ET LES PARTENARIATS : LA BATAILLE SINO-AMÉRICAINE AUTOUR DES MARCHÉS DES HYDROCARBURES ET LA TRANSITION ÉNERGÉTIQUE BAS CARBONE

1. LA CHINE ET LES ÉTATS-UNIS DOMINENT L'ÉVOLUTION DU MARCHÉ DU PÉTROLE ET DU GAZ

Les États-Unis seront bientôt le premier fournisseur mondial de pétrole brut et l'un des premiers exportateurs mondiaux de GNL et de liquides, tandis que la Chine est déjà le premier importateur mondial de pétrole brut et le deuxième importateur mondial de GNL. Les deux pays façonnent de manière décisive les marchés mondiaux du pétrole et du gaz et sont de plus en plus interdépendants. Cependant, l'accumulation des tensions commerciales pourrait avoir des conséquences importantes sur leurs secteurs énergétiques et leurs marchés mondiaux. Alors que les risques géopolitiques sont élevés, que Washington et Pékin sont les principaux déclencheurs ou arbitres de nouvelles tensions actuelles et possibles, et que

la demande en énergie fossile augmente, les prix ont connu un nouveau rebond, alimentant ce qui pourrait être une autre logique d'augmentation du prix des matières premières.

Lors des réunions de l'OPEP les 22 et 23 juin 2018, un alignement d'intérêts sans précédent s'est dessiné entre les États-Unis, la Russie et l'Arabie saoudite pour augmenter la production et compenser la baisse des exportations du Venezuela et le déclin anticipé des exportations iraniennes dû aux sanctions rétablies en novembre 2018. Pourtant, quatre incertitudes majeures demeurent : l'avenir des exportations iraniennes sous de nouvelles sanctions et de la production vénézuélienne et libyenne ; la manière dont les besoins croissants en pétrole brut et en GNL de la Chine seront satisfaits par les États-Unis dans un contexte de resserrement des marchés et d'augmentation des tarifs ; l'éventualité et la place d'investissements suffisants pour répondre à la demande croissante ; enfin, la question de savoir si l'augmentation de la demande ralentira et si le pic peut éventuellement arriver plus rapidement que beaucoup ne le supposent.

Parmi ces incertitudes, de nouvelles alliances apparaissent autour des hydrocarbures : celle de la Russie et de l'Arabie saoudite sur le pétrole et éventuellement le gaz ; celle de la Russie et du Qatar au sujet de Rosneft ; l'attitude de la Chine qui intensifie les importations américaines de GNL et de pétrole ainsi que les importations de pétrole en provenance d'Iran, d'Irak et de Russie ; l'Inde qui intensifie les importations de pétrole du Moyen-Orient. Le charbon américain ne connaît pas la résurgence attendue car le gaz et les énergies renouvelables sont plus compétitifs, et dans le même temps, la demande en charbon de la Chine a atteint un pic et ses émissions augmentent. La Chine continue de fixer les prix mondiaux pour le charbon et, indirectement, les niveaux de prix de l'électricité dans de nombreuses régions. La prochaine vague d'investissements en amont dans le

to insufficient ammunitions in the advanced economies in both the fiscal and monetary policies fields?

- What is the likelihood of a global systemic economic and financial crisis due to the high level of global financial leverage? The global public and private debt outstanding as a proportion of global GDP has continued to augment after the GFC, approximately at the same pace as before the crisis! It is in my eyes the most worrying global indicator today...

WORKSHOP "ENERGY AND CLIMATE"

SHIFTING GLOBAL ENERGY RIVALRIES AND PARTNERSHIPS:

THE US-CHINA BATTLE OVER HYDROCARBON MARKETS & THE LOW CARBON ENERGY TRANSITION

1. CHINA AND THE USA DOMINATE OIL AND GAS MARKET DEVELOPMENTS

The US will soon be the world's first crude supplier, one of the world's first LNG and liquids exporters while China is already the world's first crude importer and the world's second LNG importer. Both countries are decisively shaping global oil and gas markets and increasingly interdependent, yet the build-up of trade tensions will have potentially large consequences on their energy sectors and global markets. With geopolitical risks high, and Washington and Beijing being key triggers or referees of current and possible further tensions, and fossil fuel energy demand growing, prices have been rebounding, fuelling what could be another high commodity price circle.

At the 22-23 June 2018 OPEC meetings, an unprecedented alignment of interests took shape between the US, Russia and Saudi Arabia to raise output and

compensate for the fall of exports from Venezuela and the anticipated decline of exports from Iran with sanctions reinstated in November 2018. Yet four major uncertainties unfold: the future of Iranian exports under renewed sanctions and of Venezuelan and Libyan output; how China's growing crude and LNG import needs will be met by the US in a context of tightening markets and escalation of tariffs; whether and where sufficient investments will be possible to meet growing demand; and whether demand increase will slow down and peak may come quicker than many assume.

Amidst these uncertainties, new hydrocarbon alliances are emerging: Russia and Saudi Arabia over oil and possibly gas; Russia and Qatar over Rosneft; China ramping up US LNG and oil imports as well as oil imports from Iran, Iraq and Russia; India ramping up Middle East oil imports. US coal resurgence is not happening as gas and renewables are more competitive, and at the same time, China's coal demand has peaked yet its emissions are rising. China remains the global price maker for coal and indirectly, electricity price levels in many regions. The next wave of upstream oil and gas investments will be largely also driven by geopolitics: Russia, Africa, Latin America and the Middle East will be in the focus. A major question is whether oil dependent economies will diversify: Russia sits on its vast mineral and fossil resources whereas Saudi Arabia, or the United Arab Emirates, have engaged into diversification strategies whose perspectives are yet unclear...

2. THE BATTLE FOR INNOVATION AND LOW CARBON ENERGY TECHNOLOGIES

The US and China are the world's top greenhouse gas emitters: China is in the Paris Agreement, while the US is out but has powerful alliances of stakeholders that remain committed to fighting climate change. The US oil&gas dominance is facing China's build up for a low carbon technology dominance.

pétrole et le gaz sera également largement tirée par la géopolitique : la Russie, l'Afrique, l'Amérique latine et le Moyen-Orient seront au centre de nos préoccupations. Une question majeure est de savoir si les économies tributaires du pétrole vont se diversifier : la Russie s'appuie sur ses vastes ressources minérales et fossiles tandis que l'Arabie saoudite, ou encore les Émirats arabes unis, se sont engagés dans des stratégies de diversification dont les perspectives sont encore floues...

2. LA BATAILLE DE L'INNOVATION ET DES TECHNOLOGIES À FAIBLE ÉMISSION DE CARBONE

Les États-Unis et la Chine sont les premiers émetteurs mondiaux de gaz à effet de serre : la Chine a ratifié l'Accord de Paris tandis que les États-Unis s'en sont retirés, mais elle dispose d'alliances puissantes avec certaines parties prenantes qui restent engagées dans la lutte contre le changement climatique. La domination américaine sur le pétrole et le gaz fait face à la montée en puissance de la Chine en faveur d'une technologie à faible émission de carbone. La Chine est le chef de file mondial du déploiement des énergies renouvelables et elle prend une grande partie de leurs chaînes de valeur, tandis que les États-Unis sont au deuxième rang mondial et que l'Union européenne occupe la troisième place. Grâce aux subventions massives et au soutien de l'État, la Chine joue un rôle dominant dans l'industrie mondiale des piles à combustible. Elle se prépare à la prochaine génération de batteries, de technologies de réseaux intelligents et de développements de l'intelligence artificielle. La Chine vise notamment à contrôler les services mondiaux de mobilité électrique et autonome, rivalisant avec les géants américains de la suprématie technologique. Pourtant, les entreprises et les banques chinoises détiennent des centaines de milliards de capacités d'investissement. Il existe en effet une stratégie étatique clairement centralisée pour endosser le leadership mondial au plus tard en 2049. D'autres puissances mondiales se posent en

observatrices et l'UE, le Japon ou l'Inde, ainsi que plusieurs économies émergentes, ont toutes les clés en main et tentent de rivaliser et de « décarboniser progressivement ». L'électrification durable de l'Afrique devrait progresser mais contribuera-t-elle à réduire la production d'électricité à partir de charbon ?

3. QUESTIONS POUR L'ATELIER

- Quelles sont les nouvelles rivalités géopolitiques et géo-économiques liées aux marchés des hydrocarbures et aux technologies et systèmes de transition énergétique bas carbone ? Quelles sont leurs implications à court et à long terme ?
- Quelles décisions, stratégies, parties prenantes, nouvelles technologies énergétiques façonneront déjà le XXI^e siècle et détermineront sa trajectoire, et dans quelles zones géographiques ou sectorielles la course est-elle encore ouverte ?
- Que signifient pour le Moyen-Orient les tensions économiques et géopolitiques actuelles entre l'UE, la Russie, les États-Unis et la Chine ?
- Parmi les pays, les régions, les entreprises, les villes, qui seront les gagnants ? Qui seront les perdants ? Quelles sont les perspectives à moyen et long terme pour l'Union européenne, les États-Unis, la Chine, l'Inde, la Russie, le Japon, l'Afrique, le Moyen-Orient ?
- Comment les tensions commerciales qui se manifestent vont-elles affecter les marchés de l'énergie et les équilibres ?
- Quels sont les nouveaux partenariats énergétiques bilatéraux et sectoriels qui émergent ?
- Où les pays et les entreprises peuvent-ils coopérer ?
- Avons-nous besoin de nouvelles règles, de nouveaux mécanismes de gouvernance ? Règles étatiques et institutions peuvent-elles survivre ?

China is in the global lead for the deployment of renewables and takes a large part of their value chains, while the US is global second and the EU third. Thanks to massive subsidies and state support, China has a dominant role in the global battery fuel cells industry, is preparing for the next generation of batteries, smart grid technologies and artificial intelligence developments. China notably aims at controlling the global electric and autonomous mobility services, rivalling with US giants for technological supremacy. Yet Chinese companies and banks sit on hundreds of billions of investments capacities, and there is a clear centralized state strategy to take global leadership by 2049 at the latest. Other global powers are watching and the EU, Japan or India and several emerging economies have all their players and try to compete and decarbonize progressively. Africa's sustainable electrification stands to advance but will it help to reduce coal-fired power generation?

3. QUESTIONS FOR THE PANEL DISCUSSION

- What are the new geopolitical and geo-economic rivalries related to hydrocarbon markets and the low carbon energy transition technologies and systems and what are their short and long term implications?
- What decisions, strategies, stakeholders, new energy technologies are already shaping the 21st century and will determine its trajectory, and in which geographical or sectoral areas is the race still open?
- What do current economic and geopolitical tensions between the EU, Russia, USA and China mean for the Middle East?
- Among countries, regions, companies, cities, who will be the winners? Who will be the losers? What are the medium and longer term perspectives for the European Union, USA, China, India, Russia, Japan, Africa, the Middle East?
- How will the unfolding trade tensions impact

energy markets and equilibriums?

- What are the new bilateral and sectoral energy partnerships that are emerging?
- Where can countries and companies cooperate?
- Do we need new rules, new governance mechanisms and can established rules and institutions survive?

WORKSHOP "AFRICA"

THE AFRICAN CONTINENTAL FREE TRADE AREA : DEVELOPMENTS AND PROSPECTS OF SUCCESS

Since the early 1960s, African countries have understood the importance of going beyond the border inherited from colonization if they wanted a peaceful living environment and both economic and social development for the populations living on the continent. This was clearly expressed in the Lagos Action Plan (LAP) adopted in 1980 during a special summit of the Organization of African Unity. The LAP stressed the necessity to deepen economic, political and trade integration between African countries, and the importance for development strategies to be inclusive.

After two decades of African states' endogenous development being seriously challenged by the so-called Washington consensus, the 21st century seems to be the one for Africa's rising. The new African Union is increasingly taking the lead in all major issues concerning security, environment and socio-economic development of its member countries. Some specific projects launched by the African Union include the NEPAD on regional integration, infrastructure and economic development, the African peer review mechanism (APRM) aiming at encouraging African countries to run their own auto-critics and suggest mitigating measures, and

ATELIER « AFRIQUE »

LA ZONE DE LIBRE-ÉCHANGE CONTINENTALE AFRICAINE (ZLECA) : ÉVOLUTION ET PERSPECTIVES DE RÉUSSITE

Depuis le début des années 1960, les pays africains ont compris l'importance de franchir les frontières héritées de la colonisation afin de maintenir la paix et de favoriser un développement à la fois économique et social pour les populations du continent. Cette idée a été clairement exprimée dans le Plan d'action de Lagos (PAL), adopté en 1980 à l'occasion d'un sommet extraordinaire de l'Organisation de l'unité africaine. Le PAL a souligné la nécessité d'approfondir l'intégration économique, politique et commerciale entre les pays africains, ainsi que l'importance de mettre en place des stratégies de développement qui soient inclusives.

Après deux décennies de développement endogène des États africains sérieusement compromis par ce que l'on a appelé le consensus de Washington, le XXI^e siècle semble destiné à voir la montée en puissance de l'Afrique. La nouvelle Union africaine prend de plus en plus les devants pour toutes les grandes questions liées à la sécurité, l'environnement et le développement socio-économique de ses pays membres. Certains projets spécifiques lancés par l'Union africaine comprennent le Nouveau partenariat pour le développement de l'Afrique (NEPAD), qui traite de l'intégration régionale, du développement économique et des infrastructures, le mécanisme africain d'évaluation par les pairs (MAEP), qui vise à encourager les pays africains à évaluer leurs propres pratiques et à suggérer des mesures d'atténuation, ainsi que le programme de la Grande Muraille verte qui se concentre sur la question du changement climatique. L'Accord de libre-échange continental africain a été lancé dans ce même esprit.

La ZLECA constitue un tournant majeur pour les pays africains dans un contexte mondial caractérisé par la montée du protectionnisme. Cet accord, signé le 21 mars à Kigali, couvrira à terme un marché de 1,2 milliard de personnes et un produit intérieur brut (PIB) de 2,2 billions de dollars. Il vise à libéraliser le commerce des biens et des services ainsi qu'à faciliter les investissements, dans le but de promouvoir le bien-être de l'un des continents les plus fragmentés et les moins intégrés au monde.

La concrétisation de cette vision exigera toutefois des signataires qu'ils s'attaquent aux obstacles nationaux qui entravent leur croissance et leur compétitivité, et qu'ils affrontent des défis spécifiques liés aux négociations de l'accord lui-même. Ceux-ci comprennent : inclure l'Afrique du Sud et le Nigeria dans l'accord, limiter les exclusions de produits et définir des règles d'origine libérales et applicables. Tous les États africains doivent également faire face à l'impératif d'améliorer l'infrastructure d'intégration régionale afin d'assurer la réalisation d'une telle ambition pour le continent.

Mis en œuvre efficacement, l'Accord de libre-échange continental africain pourrait à la fois stimuler le commerce intra-africain de 52,3 % par l'élimination des droits d'importation et doubler ce commerce si les barrières non tarifaires sont également réduites. Cela offre des perspectives importantes pour encourager l'esprit d'entreprise et promouvoir les exportations des PME africaines grâce à leur intégration dans une chaîne de valeur plus globale.

Cet atelier abordera les développements récents de l'Accord de libre-échange continental africain tout en examinant les défis et les opportunités liés à sa mise en œuvre et insistera sur les conditions nécessaires à la réussite d'une initiative aussi ambitieuse.

the Great Green Wall program that focuses on the climate change issue. The African Continental Free Trade Agreement was launched in this same spirit.

The CFTA constitutes a major turning point for African countries in a global context characterized by the rise of protectionism. This agreement, signed on March 21st in Kigali, will eventually cover a market of 1.2 billion people and a Gross Domestic Product (GDP) of 2.2 trillion dollars. It aims to liberalize goods and services trade as well as facilitate investment, with the objective of promoting the welfare of one of the world's most fragmented and least integrated continent.

Translating this vision into action, however, will require the signatories to address their domestic impediments to growth and competitiveness and to confront specific challenges related to the negotiations of the agreement itself. These are to include South Africa and Nigeria in the deal, limiting product exclusions, and defining liberal and workable rules of origin. All African states also need to confront the imperative of improving regional integration infrastructure for the effectiveness of such ambition for the continent.

If efficiently implemented, the African Continental Free Trade Agreement has the potential both to boost intra-African trade by 52.3 percent through the elimination of import duties, and to double this trade if non-tariff barriers are also reduced. This holds important prospects for fostering entrepreneurship and promoting exports of African SMEs through their integration in a more global value chain.

This workshop will discuss the recent developments of African Continental Free Trade Agreement while looking at the challenges and opportunities pertaining to its implementation, and will insist on the necessary conditions of success of such an ambitious initiative.

GUIDING QUESTIONS: *THE OBJECTIVE IS TO COME OUT OF THIS DISCUSSION WITH A SHORT DOCUMENT ON THE NECESSARY CONDITIONS OF SUCCESS OF THE CFTA*

1. Comparative Advantage

How can we avoid the danger of a CFTA perpetuating the comparative advantage model that has already stood in the way of Africa's development?

2. Economic Transformation

Can the CFTA be an engine for economic transformation, and what impact will the CFTA have on the diversification of African countries' respective economies?

3. Ownership

How can African countries and manufacturers take ownership of the CFTA?

4. Rules of Origin

Is the issue of Rules of origin central to the ongoing debate? And how can we reach an agreement?

5. Nigeria & South Africa

How will the absence of the two biggest economies of the continent affect the agreement, and how can we amend the agreement to absorb them back in?

6. Migration

Can the CFTA represent an opportunity to help keep African youth on the continent?

QUESTIONS DIRECTRICES : *L'OBJECTIF EST DE SORTIR DE CETTE DISCUSSION AVEC UN COURT DOCUMENT SUR LES CONDITIONS DE RÉUSSITE NÉCESSAIRES DE LA ZLECA*

1. Avantage comparatif

Comment pouvons-nous éviter le danger d'une ZLECA perpétuant le modèle des avantages comparatifs qui a déjà entravé le développement de l'Afrique ?

2. Transformation économique

La ZLECA peut-elle être un moteur de transformation économique et quel impact aura-t-elle sur la diversification des économies respectives des pays africains ?

3. Droit de propriété

Comment les pays et les fabricants africains peuvent-ils s'approprier la ZLECA ?

4. Règles d'origine

La question des règles d'origine est-elle au centre du débat en cours ? Comment parvenir à un accord ?

5. Nigeria et Afrique du Sud

Comment l'absence des deux plus grandes économies du continent affectera-t-elle l'accord et comment peut-on modifier ce dernier pour les assimiler à nouveau ?

6. Migrations

La ZLECA peut-il représenter une opportunité de maintenir la jeunesse africaine sur le continent ?





PARTICIPANTS

PARTICIPANTS



ABBAD EL ANDALOUSSI Zineb

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She started her career at Arthur Andersen in 1997, before joining Rothschild's M&A team in Paris. She spent 19 years in M&A in Europe and developed in parallel Rothschild's M&A franchise in Morocco and Francophone Africa (2006-2013). She was appointed Managing Director in 2011 and Head of Africa in 2013. She left the bank in 2014 to develop her own M&A business, staying on as a Senior Advisor at Rothschild. She graduated with an engineering degree from Ecole Centrale Paris. She acts also as an independent Board member for Caceis (The European leader of custody services and subsidiary of Crédit Agricole) and for Banque Centrale Populaire.



ABITEBOULT Jean

President of Cheniere Marketing Ltd, a 100% subsidiary of Cheniere Energy, Inc., a Houston-based company

specializing in liquefied natural gas importation and exportation. He joined Cheniere in 2006, after having held various positions within Gaz de France (now Engie), among which Executive Vice President for Supply, Trading & Marketing, President of Gaselys, International Executive Vice President as well as Advisor to the Chairman & CEO and Secretary of the Board of Directors. He graduated from the Ecole Centrale de Lyon.



ABURDENE Odeh

President of OAI Advisors, which provides advice and consults on Middle East business, energy, and

private equity. Board member of the Atlantic Council and the Scowcroft Center. Prior to that he was a managing partner of Capital Trust S.A., where he remains a senior advisor. He is among others a member of the Council on Foreign Relations, the International Advisory Board of the Fletcher School of Law and

Diplomacy, the Suffolk University Board of International Advisors and the Advisory Board of the Rand Center for Middle East Public Policy. He received his Ph.D. from Fletcher School of Law and Diplomacy, specializing in oil economics.



ADAMAKIS Emmanuel

Metropolitan of France & Exarch of Europe. He received his academic education in France, attending the

Sorbonne in Paris, before continuing his studies at the Catholic Institute and the St. Sergius Orthodox Theological Institute. He was ordained a priest in 1985, he continued his doctoral studies at the Holy Cross Institute of Theology in Boston, Massachusetts in the United States. In 1995, he was appointed director of the Office of the Orthodox Church to the European Union in Brussels, Belgium. He is Vice President of the Conference of European Churches (CEC) and President of the Assembly of Orthodox Bishops of France, as well as the Co-President of the Council of Christian Churches of France. He is Co-President of the World Conference of Religions for Peace (WCRP).



AGON Jean-Paul

Chairman and CEO, L'Oréal. He joined L'Oréal in 1978 after graduating from HEC International Business School.

He has worked his entire career in the Group, on all continents. After a brief stint as product manager in France, he was appointed General Manager of L'Oréal Greece, at 24. Five years later, he returned to France as General Manager of L'Oréal Paris, then International Managing Director for Biotherm. In 1994, he goes abroad again, first as Managing Director of L'Oréal Germany, then he creates and heads the L'Oréal Asia Zone. In 2001, he was appointed President of L'Oréal USA. He was appointed Chief Executive Officer of L'Oréal in 2006 and also became its Chairman in 2011. In 2009 he received the Ethical Resource Center's Pace Leadership in Ethics Award for L'Oréal's achievements in the area of business

ethics, diversity, financial transparency and sustainable development. He is a Director of Air Liquide, a member of the European Round Table of Industrialists, and a member of the Board of Directors of the Consumer Goods Forum.



AIT KADI Mohamed

President of the General Council of Agricultural Development. This Council is a high-level policy think tank of the Ministry of Agriculture, Fishery, Rural Development and Forestry in Morocco. He is a resident member of Hassan II Academy of Sciences and Technology and professor at the Institute of Agronomy and Veterinary Medicine Hassan II, Rabat. He serves as a member of the International Water Academy (Oslo, Norway), the International Advisory Panel of the World Bioeconomy Summit and the Board of Advisors of the World Agricultural Forum. He was a member of the Consortium Board of the CGIAR, the Board of the International Food Policy Research Institute (IFPRI, Washington) and the Scientific Committee of the International Center for Advanced Mediterranean Agronomic Studies.



AL-HAJERI Manaf

Chief Executive Officer of Kuwait Financial Center, Markaz since 2004. Markaz is a leading GCC asset management and investment banking institution in the Middle East with a strategic focus to achieve regional leadership in the Industry. Prior to joining Markaz, he held the position of Deputy Director of Investments at the Kuwait Fund for Arab and Economic Development. He serves as director or trustee on several high profile private, government, educational and non-profit boards and committees. He is a Certified Financial Manager (CFM) from The Institute of Management Accountants (USA). He holds a Master of Science and Bachelor degrees in Civil Engineering from Kuwait University.



AL-THANI Sheikh
Mohammed bin
Abdulrahman bin Jassim

Deputy Prime Minister and Minister of Foreign Affairs of the State of Qatar. Previously he held the position of Assistant Foreign Minister for International Cooperation Affairs (2014-2016). He has also served as Deputy Chairman of the Board of Directors of Qatar Mining Company. He joined the Supreme Council for Family Affairs in 2003 as an Economic Researcher and then became Director of Economic Affairs between 2005 and 2009. In June 2010, he was appointed Secretary of the Personal Representative of H.H. the Emir for Follow-up Affairs at the Emiri Diwan. He graduated in Economics and Business Administration from Qatar University.



ALLARD Patrick

Consultant on international economic issues to the Policy Planning Staff, Ministry of Foreign Affairs, France. Formerly, he has held the position of Chief Economist / Senior advisor for international economic issues, Policy Planning Staff, Ministry of Foreign and European Affairs, France. He has also served as Head of the International Macroeconomic Forecasts Division and Head of the Public accounts Division of the French Ministry of Economy. He has also been staff economist at the Economic department of the OECD.



AMEGROUD Tayeb

Senior Fellow, OCP Policy Center, who focuses on Energy, renewable energy, projects development, valuation and financing and structuring. Founder of GPower Consultants and an expert in energy planning, and projects development, valuation, financing and structuring. He has 18 years of combined experience in energy projects and investment banking. In his last position, he was Director in charge of Renewable Projects development, Planning and Strategy at

Office National de l'Electricite (ONE) and member of its executive committee. Prior to that, he was Executive Director at Swiss Re in New York and London, and held the same position at Lehman Brothers and various other international financial.



AMRANI Youssef

Chargé de mission, Royal Cabinet, Morocco. He was appointed as Minister Delegate for Foreign Affairs and Cooperation by His Majesty King Mohammed VI in 2013. He served as Ambassador to Colombia, Ecuador, Panama, Chile, Mexico, Guatemala, El Salvador, Honduras, Costa Rica, Nicaragua, and Belize. In 2008, he was appointed Secretary General at the Ministry of Foreign Affairs and Cooperation, a position he held until his election as Secretary General of the Union for the Mediterranean, in July 2011. He holds a degree in economics from the University Mohammed V, Rabat and graduated from the Institute of Management, Boston.



ANDREWS John

Author and journalist specialising in world politics. He is a contributing editor for *The Economist* and has been a senior editor for *Project Syndicate*. He was *The Economist's* foreign correspondent. In a 24-year career that included positions in London as Asia editor, his foreign postings ranged from Singapore and Hong Kong to Brussels, Washington DC, Paris and finally Los Angeles. His latest book is *The World in Conflict: understanding the world's troublespots*, published by Profile Books under *The Economist* imprint.



ANTIL Alain

Head of the Ifri Sub-Saharan Africa program. He works on Mauritania and security issues in the Sahel. He teaches at the Institut d'Études Politiques of Lille. He has been a research fellow at the Institut de

recherches internationales et stratégiques in Paris from 2003 to 2004. He holds a PhD in political geography from the University of Rouen.



APPERT Olivier

President of the French Energy Council and of the French committee of the World Energy Council. He is also General Delegate of the French Academy of Engineering. Previously, he was Chairman and CEO of IFP Energies Nouvelles (2003-2015). Prior to that, in 1999 he was appointed Director of the International Energy Agency's Long-Term Cooperation and Policy Analysis Directorate. From 1989 to 1994, he headed the oil and gas department of the French Industry Ministry. He worked as Executive Vice-President of the IFP in charge of research and development activities (1994-1998). He graduated from the Ecole Polytechnique and the Ecole des Mines.



ASLAN Ali

International presenter, journalist and TV host. He has worked worldwide for global news networks such as CNN, ABC News, Channel News Asia and Deutsche Welle TV. An internationally-known presenter, he regularly moderates at major conferences and events around the world and has shared the stage, among others with Angela Merkel, Emmanuel Macron, Justin Trudeau, John McCain, Sergey Lavrov, Christine Lagarde, Madeleine Albright and Bill Clinton. Former Policy and Media Advisor to the German government. United Nations Fellow and member of the Körber Network Foreign Policy as well as the Global Diplomacy Lab. He has been named a Young Leader by the American Council on Germany, the BMW Foundation, the German Marshall Fund, the Bertelsmann Foundation, the Munich Security Conference and the Atlantik-Brücke.



ATANASIJEVIĆ Jasna

Director of Public Policy Secretariat of the Republic of Serbia, since its establishment in 2014. She is Assistant professor in finance and mathematical introduction to economics at the Department of Mathematics and Informatics of the Faculty of Sciences, University of Novi Sad. She previously worked as chief economist in a bank and researcher in a think tank as well as a consultant in the area of finance and economic policy topics. Since December 2015, she is presidency member of the Serbian Association of Economists. She obtained her Master degree in finance from the University Toulouse 1 in 2003 and her PhD in applied economics from University Paris 1 Sorbonne in 2013.



AVITAL David

President of MTP Investment Group. Entrepreneur, venture capitalist and philanthropist who has realized great success in real estate, parking, biotech and other areas thanks to the strong values and principles acquired through his long military career. The tenets and cornerstones of his business philosophy are creativity, flexibility, persistence and an infallible moral code. He serves on the board of directors of several companies and is actively involved in charity and political organizations.



BADRÉ Bertrand

Founder and CEO, Blue Orange Capital. Former Managing Director and Chief Financial Officer of the World Bank Group. Previously, he served as the Group Chief Financial Officer at Société Générale, and before that as the Group Chief Financial Officer of Crédit Agricole (2007-2011). He was Managing Director of Lazard in Paris responsible for the Financial Institutions Group (2004-2007). In 2003, he was invited to join President Chirac's diplomatic team and was closely involved in the preparation of the G8 summit in Evian. He graduated from the Ecole nationale d'administration

(ENA), the Institut d'Etudes Politiques de Paris, Sorbonne Paris IV University and from HEC.



BAKKOURY Mustapha

President of Masen. Through the development of the Noor Solar Plan, Masen is now a reference on the regional and international scene of renewable energies. Before joining Masen, he has led one of the major institutions of Morocco, the Caisse de Dépôt et de Gestion. Previously, he held senior positions in the banking sector, within the BNP Paribas group. He was also in charge of the development and financing of the activities of the National Urban Development Company (SONADAC). He is a graduate from the "Ecole Nationale des Ponts et Chaussées of Paris" and holds a degree in Banking and Finance in one of the leading French universities. He is President of the Casablanca-Settat region.



BARRAULT François

Chairman and founder of FDB Partners SPRL, an investment and advisory firm in TMT and publishing. In 2011, he was appointed Chairman of Idate/DigiWorld Institute (Institut de l'Audiovisuel et des télécommunications en Europe), the leading European think tank and consultancy organisation dedicated to Internet, Telecommunications and Media. He has had unique and diversified entrepreneurial and corporate experiences in the technology sector. He started his career as a researcher in Robotics, Artificial Intelligence with IBM Corporation. He served as President and CEO of Lucent EMEA and then as International CEO and corporate officer. He was also CEO of BT Global Services and a BT Group PLC board member. He sits in various boards and he is a frequent speaker in worldwide conferences on digital technologies.



BARRÉ Nicolas

Managing Editor of *Les Echos*. He served as Deputy Managing Editor at *Le Figaro* (2005-2008). He held the position of Tokyo Bureau Chief, *Les Echos* (1994-2000). He was correspondent for *Les Echos* in the United States. He is also a columnist at Europe 1 and Radio classique. He graduated from the Institut d'études politiques, Paris and the Centre de formation des journalistes.



BASSOU Abdelhak

Senior non-resident fellow, OCP Policy Center. He occupied several offices within the Directorate General of the Moroccan National Security where he was Borders' Division Chief from 1978 to 1993. He was the former Director of the Royal Institute of Police in 1998. He also served as the Chief of Regional Security (Errachidia 1999-2003, Sidi Kacem 2003-2005) and was also Head of the Central General Intelligence from 2006 to 2009. He also contributed to the output of several international organizations endeavors including the Council of Arab Interior Ministers from 1986 to 1992, where he represented the Directorate General of National Security in several meetings. Abdelhak Bassou holds a Master's Degree in Political Science and International Studies from the Faculty of Law, Economics and Social Sciences of Agdal in Rabat.



BELTRAN Jacques

Special advisor to Valérie Pécresse, President of Paris Region, in charge of European and International affairs since 2017. He started his career as research fellow at the French Institute of International Relations (IFRI), focusing on European security and transatlantic relations. He has worked for EADS-AIRBUS as senior manager in charge of international development. In 2005, he was appointed diplomatic advisor to the French Minister of Transport and Infrastructure, D. Perben. From 2007 to 2015 he worked for Alstom

group, in the energy and rail transportation sector, in different capacities. In 2016, he joined the regional council of Paris Region as deputy director general, in charge of European affairs, international cooperation and tourism.



BENALI Leila

President of the Arab Energy Forum. International expert in energy, strategies, investments and international relations. She is in charge of energy policy and gas strategy in Saudi Aramco. She contributed, among others, to drafting the Iraqi hydrocarbons law, to creating a gas company in a double-digit growing economy, to the national economic strategy in post-sanctions Libya, to the G20 response to the 2008 crisis, in addition to multiple commercial transactions and major projects. She was director for the Middle East and Africa at IHS, professor at Sciences Po, and industrial engineer at Schlumberger. She holds a MS in Industrial Engineering from Mohammadia Engineering School and the Ecole Centrale Paris, and PhD Summa Cum Laude in Energy Economics from Sciences Po.



BENBRAHIM EL ANDALOUSSI

Hamid

Honorary Chairman of the Moroccan Aerospace Industries Association (GIMAS). He played a key role in the emergence and the development of the aircraft industry in Morocco. He participated actively in the construction of Royal Air Maroc, in its fleet modernization and in its international reputation in support of the social and economic development of the country. He is Chairman or board member of several companies in the aircraft, international hotel and solar industries and in the government security area. He is also a member of strategic advisory councils of universities and the President of IMA. He is qualified in Engineering from INPG.



BENLAFQIH Touria

Founder and CEO, EMPEOPLE. She focuses on the role of youth in poverty reduction and social inclusion in Africa. She has been involved with social entrepreneurship and empowerment of youth and women for the past 12 years. Working with non-profit organizations as a volunteer, a professional and a consultant, with over 6 years of focus on youth employability to solve one of the biggest issues of Africa: unemployment. In 2015, she created SIDE, Social Impact and Development Employment, a social business focused on youth unemployment. In 2016, she founded EMPEOPLE, that stands for Empower People. She worked on women empowerment, education, youth engagement in public affairs, rural development, and oasis preservation, to finally focus her energy on youth empowerment. Former Program Director of Enactus Morocco. Previously, she was the administrative and financial assistant of project conducted by the UNDP, related to Climate Change Adaptation in Oasis Areas in Morocco.



BENSALAH ALAOUI Assia

Ambassador-at-large of His Majesty the King of Morocco. Vice-President of the Association of Moroccan-Japanese Friendship (AMJ). She serves on a number of boards of trustees of international organizations and think tanks, including the Institut Royal des Etudes Stratégiques (IRES). She was an International Public Law professor and Co-President of the High-level Advisory Group on the Dialogue between Peoples and Cultures in the Euro-Mediterranean Area for the European Commission. She holds a master's degree in English literature, from Mohamed V university, Rabat and a PhD in Law from Paris II University.



BENSALAH CHAQROUN Miriem

President of the General Confederation of Moroccan Enterprises, which is the sole representative of the Moroccan private sector, from May 2012 to May 2018. She was the first woman in the MENA region to have been elected and re-elected by her peers. She is one of the most influential entrepreneurs in Africa. She is the CEO of Les Eaux Minérales d'Oulmès and remains at the board of her family group, Holmarcom, one of the largest groups in Morocco and Africa, operating in multiple sectors. She is a member of several worldwide prestigious boards including Bank Al Maghrib (Morocco's central bank), Renault Worldwide, Suez Worldwide, Care International Maroc and Al Akhawayn University in Ifrane.



BENSEMHOUN Arié

Executive Director, ELNET, since 2011. He made his career in the private sector as a consultant in communications, PR and international relations, dealing with Middle-Eastern and strategic affairs. He plays a crucial role in the French-Israeli relationship through his commitment both at the community and political levels. He seeks to strengthen ties between political leaders from France and Israel who believe that close relations between Europe and Israel are vital to both parties.



BIAZ Fatim Zahra

Entrepreneur and founder of New Work Lab, an innovation lab for entrepreneurs, students and corporations. She develops new creative models in education and has created startup accelerators and coworking spaces in Morocco. She just started a career accelerator that aims at empowering employees and develop their intrapreneurial mindset: School of Changes. She is a disruptive thinker who is committed to the economic and social development

of Morocco. Before NWL launching, Fatim Zahra Biaz worked for a few years as a change manager consultant in Paris. She graduated from Edhec Business School and Harvard Kennedy School.



BILOA Marie-Roger

Chief Executive Director of The Africa International Media Group and its branch MRB Productions, Media Consultant and Adviser on African Affairs. She also heads the "Club Millennium" in Paris. Born in Cameroon, educated in Cote d'Ivoire, France and Austria, she graduated from the universities of Abidjan, La Sorbonne in Paris and Vienna (German Studies, Political Science and History). Ms. Bihoa is also an alumni of the Diplomatic Academy in Vienna, where her name is on the Hall of Fame, and of the Harvard Kennedy School of Governance. Besides being a frequent TV guest (TV5Monde, France24, Aljazeera, RFI, i-Télé, ARD, ZDF) to comment current news and African politics, she is involved in creating « MRB TV », a global knowledge-based TV channel for which she is seeking partners. Ms Bihoa is fluent in French, German and English, on top of several African languages.



BLANCHARD Olivier

Olivier Blanchard is a French macro-economist who has spent his professional life in the U.S. He first taught at Harvard, then at MIT, where he was chairman of the economics department from 1998 to 2003. From 2008 to 2015, he was on leave as the chief economist of the IMF. He is now the Fred Bergsten Senior Fellow at the Peterson Institute in Washington. He also remains Robert M. Solow Professor of Economics emeritus at MIT. He is the author of many books and articles, including two textbooks in macroeconomics, one at the graduate level, and one at the undergraduate level. He is a fellow and past council member of the Econometric Society, president-elect of the American Economic Association, and a member of the American Academy of Sciences.



BÖNNING Matthias

Managing Director at ISS-oekom. Before, he was Chief Operating Officer and Head of Research at oekom research AG since 2003. He joined oekom research AG in 1998 where he held various positions in the research department. He is a visiting lecturer at the Technical University of Munich, Frankfurt School of Finance & Management and the University of Zurich. He graduated from the University of Cologne in Business Administration.



BORRELL Josep

Minister of Foreign Affairs, European Union and Cooperation of Spain. Former Secretary-General for the Budget (1982-1984), Secretary of State for the Treasury (1984-1991), and Minister of Public Works, Telecommunications, Transport, and the Environment (1991-1996). President of the European Parliament during the first half of the 2004-2009 legislature and then Chair of the Committee on Development. Currently holds the Jean Monnet Chair at the Complutense Institute of International Studies.



BOUABID Othman

Former Governor, Morocco. He was Director of Cabinet of the Interior Minister, Special Adviser at the Office of the Interior Minister and administrator at the central administration of the Interior Ministry. He studied at the Institut d'Etudes Politiques in Paris and graduated from the School of Law in Rabat. He holds a PhD in Political Science from the University Paris II.



BOURITA Nasser

Minister of Foreign Affairs and International Cooperation, Kingdom of Morocco. He held previous positions such as Minister Delegate to the Minister of Foreign Affairs and Cooperation, Secretary General of the Ministry of Foreign Affairs and Cooperation, Ambas-

sador, Chief of Cabinet of the Minister of Foreign Affairs and Cooperation. Prior to that, he served as General Director of Multilateral Relations and Global Cooperation Directorate. He also held the position of Director of the United Nations and International Organizations Directorate. His diplomatic career includes postings to Austria and Belgium (1995-2000 and 2002-2003). He graduated from the Faculty of Law, Economics and Social Studies, Rabat.



BOURLANGES

Jean-Louis

Member of the French Parliament, Representing the Hauts-de-Seine department since June 2017. He was Associate Professor at the Institut d'Études politiques de Paris (Sciences-Po) between 2002 and 2015 and Member of the European Parliament between 1989 and 2007. He was Chief Counsellor at the French Court of Audit and Senior Auditor at the French Court of Audit. He graduated from the École nationale d'administration. He received an Advanced degree in Contemporary Literature and also graduated from the Institut d'Études politiques de Paris (Sciences-Po).



BOURQIA

Rahma

Director of National Evaluation Authority in the Higher Council of Education Training and Research. She is Director of National Evaluation Authority in the Higher Council of education training and research in Morocco (Appointed in 2014), Former President of Hassan II University Mohammédia Casablanca, Former dean and Professor of Sociology in Mohamed V University Agdal Rabat. She is also member of the Moroccan Royal Academy. She has been an invited lecturer or presenter at research activities at universities in the United States, Europe, and the Middle East. She was recognized with an honorary degree honoris causa from Indiana State university in USA in 2006, from Liege University Belgium and from Université Paris Ouest Nanterre in Paris France in 2010.



BRAUNER

Karl

Deputy Director-General of the WTO. His areas of responsibility include the two legal divisions dealing with the WTO's dispute settlement system (Rules and Legal Affairs), the division for administration and general services including budget and finance as well as the human resources division. Prior to joining the WTO, he held the position of Director General for external economic policy in the German Federal Ministry of Economics in Berlin for 12 years. He is a lawyer by profession, with degrees from Germany and the United Kingdom (Cambridge). He started his career in the legal department of the Federal Ministry of Economics in Bonn in 1983. In 1986-87, he worked at the German Mission to the United Nations in New York. Further postings abroad were in Athens and Sydney.



BURELLE

Jean

Chairman & CEO of Burelle and Honorary Chairman of Plastic Omnium. Honorary President, MEDEF International (2005-2016). Manufacturing engineer at L'Oréal (1966-1967). He was Department Head, General Manager, Chairman & CEO of Plastic Omnium (1967-2001). He was among others Director and President of the Compensation Committee of Essilor International (1997-2009), Board Member of the German-French Chamber of Commerce and Industry (1997-2003), Director of the French-American Chamber of Commerce (1999-2005) and Director of Lyon School of Management (EM Lyon) (2004-2010). He was also member of the Executive Committee of Medef (2002-2005). He is a member of the Supervisory Board of Banque Hottinguer since 2005. He graduated from the Federal Institute of Technology (ETH) in Zurich. He holds a MBA from Harvard University.



CABESTAN

Jean-Pierre

Professor, Department of Government and International Studies, Hong Kong Baptist University. He was Head of the Department from 2007 to 2018. He is also Associate Researcher at the Asia Centre, Paris and at the French Centre for Research on Contemporary China in Hong Kong. His main areas of expertise include political, institutional and judiciary reforms in China, Chinese foreign policy and security, the relations across the Taiwan Strait and Taiwanese politics and the relations between China and Africa. He recently published *Demain la Chine: démocratie ou dictature? (China Tomorrow: Democracy or Dictatorship?)*, Paris, Gallimard, 2018.



CAILLÉ

André

Director of several corporations, including Junex Inc., an oil and gas exploration corporation, for which he is a Senior Strategic Advisor. He is on the Board of Directors of the National Bank of Canada. He was Chancellor of the University of Montreal, Chairman of the World Energy Council and Deputy Minister of the Environment of Quebec. He also served as President and Chief Executive Officer and Chairman of the Board of Hydro-Québec, and President and Chief Executive Officer of Gaz Métropolitain. He graduated from the University of Montreal, where he obtained a master's degree and a doctorate in physical chemistry.



DE CAMPOS

QUEIROZ Eduardo

After 11 years working in investment banking, from 2000 until 2008 Eduardo Queiroz dedicated his career to improve the lives of children and families in different countries by serving as an Instructor, Executive Director and Counselor of Outward Australia, Outward Bound Brazil and Outward Bound Mexico. From 2009 to 2011, Eduardo acted as the Special Advisor to the Secretary of Edu-

cation of the State of São Paulo. Subsequently, from 2011 until October 2018, Eduardo led the Maria Cecília Souto Vidigal Foundation in Brazil as the Chief Executive Officer. In the past 5 years, he has also served as a volunteer member of the Board of United Way Brazil, ESPRO and Outward Bound Brazil. Eduardo holds a degree in Business Administration, a Specialization in Finance from Getúlio Vargas Foundation, as well as a Master's in Public Administration from the Harvard Kennedy School of Government where he was a Mason and Lemann fellow.



CARTWRIGHT

Natalie

Co-founder of Finn AI, she has been a forerunner in the area of financial technology. Her company uses conversational artificial intelligence (AI) to build virtual assistants for banks. By leveraging this leading-edge technology, banks can engage with their customers in channels where they are already active, such as Facebook Messenger, WhatsApp, via native iOS and Android apps, and others. Using simple, human conversation, Finn AI empowers people to learn and grow with their money, promoting financial literacy around the world. Before founding Finn AI, she worked at the Global Fund in Geneva where she managed a USD \$250 million health investment portfolio.



CASTELBAJAC

(DE) Patrick

Head of Airbus Strategy and International since 2017. He began his career in the aeronautical industry at MBDA in 1997, before spending three years with Baker & McKenzie. He joined Airbus in 2002. At the end of 2010, he joined the Commercial Division of Airbus and was appointed Vice-President Contract. In 2014, he was appointed Chief Executive Officer of ATR. In 2016, in the frame of the Airbus reorganization, he came back to Airbus as member of the Executive Committee, becoming Corporate Secretary (of Airbus Commercial

Aircraft) and Executive Vice-President Strategy (of Airbus). He has a DESS (advanced post-graduate diploma) from the University of Bordeaux, and a DEA (advanced post-graduate diploma) from the Sorbonne University and Paris II Assas. He is a qualified attorney (CAPA) with the Paris Bar.



CHALMIN Philippe

Professor of Economic History and Director of the Master of International Affairs at Paris-Dauphine University, Founder of the Cercle Cyclope, main European research institute on raw materials markets. He was a member of the Council of Economic Advisers in the Office of the French Prime Minister. He published around forty books including the latest *Le siècle de Jules, le XXI^e siècle raconté à mon petit-fils*, Bourin 2010. He has been the President of the French Observatory on formation of food products' prices and margins since 2010. He graduated from HEC, he is "agrégé" in history and holds a doctorate in humanities.



CHAN Ronnie

Chairman of Hang Lung Group Ltd. and its subsidiary Hang Lung Properties Ltd., both publicly listed in Hong Kong. The Group expanded into mainland China in 1992, developing, owning and managing world-class commercial complexes in key tier one and tier two cities. He founded and chairs the China Heritage Fund, is a co-founding Director of The Forbidden City Cultural Heritage Conservation Foundation, Beijing, and is former Vice President and former Advisor of the China Development Research Foundation in Beijing. He is a Fellow of the American Academy of Arts and Sciences, Chairman Emeritus of Asia Society and Chairman of its Hong Kong Center, and founding Chairman of the Centre for Asian Philanthropy and Society. He serves or has served on the governing or advisory bodies of several think tanks and universities, including Peterson Institute for International Economics, World Economic Forum, East-West

Center, Pacific Council on International Policy, Eisenhower Fellowships, The Maureen and Mike Mansfield Foundation, University of Southern California, Indian School of Business, Yale University, Tsinghua University, and Fudan University.



CHANG Dae-whan

Chairman & Publisher, Maekyung Media Group. He is Chairman of Maeil Business Newspaper and Maeil Broadcasting Network. He served as Acting Prime Minister of Korea (2002). He currently serves as Founder and Executive Chairman of World Knowledge Forum, Board Member of World Association of Newspapers and Member of the Global Commission on Internet Governance. He graduated from the University of Rochester in Politics, from the George Washington University in International Affairs, from New York University in International Business Management and received a PhD from NYU.



CHERKAOUI Ayman

Executive Director of the Global Compact Network Morocco. He is also Project Coordinator at the Mohammed VI Foundation for the Protection of the Environment and Senior Advisor of the Climate Change Program of the Center for International Law of Sustainable Development. Previously, he was Special Advisor to the Presidency of COP22, and worked for Valyans Consulting and the International Air Transport Association. He has extensive knowledge in the fields of engineering, law, finance, climate change and sustainable development. He has been honored as an African Leader by the Obama Foundation, and as an Emerging Leader by the OCP Policy Center.



CHERKAOUI Mouna

Professor at Mohamed V University, Faculty of Law, Economics and Social Science, she is also a Research Fellow at the Economic Research Forum where she is in the Board of Trustees. She has been responsible for a number of curricula and is the National Co-ordinator of the Network of Economic Research and served as an Advisor to the Ministry of Higher Education and Research. She holds a Master and a PhD in Economics with a specialisation in international trade and finance from the Arizona State University.



CLEARY Seán

Founder and Executive Vice-Chairman of the FutureWorld Foundation and Chairman of Strategic Concepts (Pty) Ltd. Chairman of the Advisory Board of the Global Economic Symposium, a member of the Board of the Salzburg Global Seminar, and a Director of companies, Strategic Adviser to the World Economic Forum, Faculty Member of the Parmenides Foundation, and co-author, with Thierry Malleret, of *Resilience to Risk*, and *Global Risks*, as well as numerous articles and chapters. He studied social sciences and law and holds a MBA from Henley Management College at Brunel University, United Kingdom.



COHEN-TANUGI

Laurent

Member of the Paris and New York Bars. Founder and managing partner, Laurent Cohen-Tanugi Avocats. He served as Chairman of the French governmental task force on Europe in the global economy (2007-2008). He was a Partner at Skadden, Arps, Slate, Meagher & Flom LLP (2005-2007), Senior Vice-President and General Counsel, Member of the Executive Committee of the Sanofi-Synthelabo pharmaceutical group (2004) and a Partner at Cleary, Gottlieb, Steen & Hamilton (1991-2003). He also served as FCPA Independent Corporate Monitor appointed by the United States Department

of Justice and Securities and Exchange Commission (2011-2014). He graduated from Harvard Law School, University Paris I, Panthéon-Sorbonne Law School, the Institut d'Etudes Politiques de Paris (1980) and the Ecole Normale Supérieure. He has authored many influential books on democracy and the rule of law, European integration, transatlantic relations, and globalization.



CONDÉ

Sékou Kouréissy

President of the African Crisis Group.

His work at the head of ACG, increasingly recognized in Africa, is based on his rich experience as Minister of Security, Minister of Foreign Affairs, Secretary General of the National Transitional Council and as Ombudsman of the Republic of Guinea. He was successively a fellow at the Max Planck Institute of Foreign and International Criminal Law in Freiburg, professor and researcher at the Institute for African and Afro-American studies of the University of New York (NYU) and Adjunct Professor at the University of Columbia in the US. He graduated from the Universities of Kankan and Conakry. He holds a PhD in law from the Charles University in Prague and a PhD in political sociology from the University of Fribourg.



COOPER Richard

Maurits C. Boas Professor of International Economics at Harvard University since 1981. Previously, he was Chairman of the National Intelligence Council (1995-1997), Chairman of the Federal Reserve Bank of Boston (1990-1992), Under-Secretary of State for Economic Affairs (1977-1981), Deputy Assistant Secretary of State for International Monetary Affairs (1965-1966), U.S. Department of State. He received an A.B. from Oberlin College, a M.Sc (Econ) from London School of Economics and Political Science, and a Ph.D. from Harvard University.



COPÉ Jean-François

Mayor of Meaux, France. He is a lecturer at Sciences Po and Associate Professor at the University of Paris VIII. He worked as a lawyer at Gide Loyrette Nouel law firm (2007-2011) and has been a lawyer at Stehlin & Associés since 2017. Deputy of Seine-et-Marne from 1995 to 1997 then from 2002 to 2017, he was successively designated Secretary of State for relations with Parliament (2002-2004), delegate Minister of the Interior (2004), delegate Minister of the Budget (2004-2007) and spokesperson of the government (2002-2007). He was President of the UMP at the National Assembly (2007-2010), chief-administrative officer of the UMP and then President of the UMP (2012-2014). He graduated from Sciences Po and ENA.



COULIBALY

Amadou Gon

Prime Minister, Minister of State Budget, Head of the Government of the Republic of Côte d'Ivoire. Previously, he served as Secretary General of the Presidency. Minister of State, Minister of Agriculture (2003-2005). Director of Economic and Financial Studies at the Direction du Contrôle des Grands Travaux (DCGTX) and Deputy Director General (1994-1995). He has been mayor of Korhogo since 2001.



COUNSELL Benedict

Senior Manager, International Markets for Delivery Hero, the largest restaurant-to-customer food delivery company in the world. Previously, he worked in Investment Banking at Deutsche Bank, London. Prior to this, he was an entrepreneur in both the for-profit and non-for-profit sectors. He is the founder of Europe's largest student-led policy institute: the 'King's Think Tank' and an online marketing startup. He holds a Bachelor's degree in European Studies from King's College London.



COZON Stanislas

Executive Vice President, Capgemini. He has been Managing director in charge of global industry sectors within Capgemini (consumer products, retail, utilities, tax and welfare, public security, telecommunications, financial services and manufacturing). The transformation of corporations and governments is at the heart of this role. He started his career at the 'Inspection Generale des Finances' (French Treasury) and joined Capgemini in 1989. He holds a diploma of the 'Institut d'Etudes Politiques de Paris' and of the 'Ecole Nationale d'Administration'.



DADUSH Uri

Senior Fellow at the OCP Policy Center in Rabat, Morocco and a non-resident scholar at Bruegel. He teaches graduate courses on globalization and on international trade policy at the School of Public Policy at the University of Maryland and in the executive program of the Ecole des Hautes Etudes Commerciales (HEC). He was previously Director of the International Trade, Economic Policy, and Development Prospects Departments at the World Bank. He was also President of the Economist Intelligence Unit, Group Vice President of Data Resources, Inc., and a consultant with McKinsey and Co.



DĂIANU Daniel

Professor of economics, The School of Political and Administrative Studies in Bucharest and member of the Board of the Central Bank of Romania. First Vice President of the Romanian Financial Supervision Authority during 2013-2014. He served as a member of the European Parliament (2007-2009) and he co-authored the EP report on the reform of the regulation and supervision of financial markets. He also held the position of Finance Minister of Romania (1997-1998), Chairman of the Supervisory Board of Banca Comerciala Romana (2005-2007), Chief Econ-

omist of the National Bank of Romania (1992-1997) and Deputy Minister of Finance (1992). His last volume is entitled *Emerging Europe and The Great Recession* (UK, 2018).



DALY Elena

Founder and Principal of EM Conseil, an independent consultancy which provides strategic and legal risk as-

essment advice on sovereign debt management matters, investments in emerging markets, as well as on best practices in corporate governance compliance. She served in General Counsel, strategy and risk-related senior positions at alternative investment funds at Citigroup, Fortress Group and Nomura International PLC. She advised the NYSE board on international issues. The first Russian lawyer to graduate from a U.S. law school (Berkeley), she started her career at Sullivan & Cromwell and Cleary Gottlieb.



DANZI Patricia

Regional director for Africa at the International Committee of the Red Cross (ICRC) since 2015, overseeing all ICRC operations on the continent. She is responsible for over 7,000 staff and a budget of up to USD 750 million. She has been with the ICRC since 1996, working in a range of roles worldwide. She holds a master's degree in agricultural economics, geography and environmental science, and carried out post-graduate research in development studies in Geneva. Patricia is a mother of two teenage boys, a former Olympic athlete and fluent in seven languages.



DASSAS Pierre

Chairman of The House of the Rising Stars Foundation (Geneva, Switzerland), Chairman of the European Leadership Network (Diplomacy & Defense issues, USA – Europe – Middle East). He is also Chairman of the Africa Alive Foundation (Geneva, Switzerland)

and a board member of the Hudson Institute (Washington, D.C., USA) and of the Actigenomics Foundation (Geneva, Switzerland). He is currently Dassas & Co.'s Chairman (Paris, France) and Chief Creative Officer of the Paris, New York and Moscow companies. He was previously Marketing Manager for Colgate Palmolive in New York and Paris. He graduated from both Economic Sciences College and Paris Trade and Industry Chamber.



DAVID Dominique

Advisor to the Executive Chairman, Ifri, Editor of *Politique étrangère* and co-director of the annual report Ramses. He is also President of the Austro-French Centre for Rapprochement in Europe. Former Executive Vice-President of Ifri. Previously, he was in charge of the Security Studies department at Ifri. Before joining Ifri, he was Deputy Director of the Institut français de polémologie (French Institute of Polemology), and then Secretary General of the FEDN (Fondation pour les études de défense nationale). He also taught at the Military School of Saint-Cyr, at the Paris I University and at the Institut d'études politiques de Paris (IEP). His studies and publications deal with strategic issues, particularly with French strategy and European issues.



DEBROUWERE

Sebastiaan

Consultant at McKinsey & Company in Brussels, Belgium. Former President of the King's College London Students' Union (KCLSU) (2013-2015). He was also President of King's College London Think Tank, a non-profit activism group, now the largest student-led policy institute in Europe (2012-2013). He graduated from King's College London, University of London and he has completed a master's degree in Business Administration at Vlerick Business School (2015-2016).



DEJAMMET Alain

Ambassador of France. He began to work at the French Ministry of Foreign Affairs as Head of the Press and Information Department (1981-1985) and then became Head of the North Africa and Middle-East Department (1985-1989). He was Ambassador to Egypt (1989-1991), Head of the Political Affairs Department (1991-1995), Ambassador to the UN (1995-2000), and then to the Holy See (2000-2001). He is Vice-Chairman of the Executive Committee of the Institut du Monde Arabe and Chairman of the Scientific Committee of the Foundation Res Publica.



DELAPALME Nathalie

Executive Director (Research and Policy) of the Mo Ibrahim Foundation since 2010. She previously served as Inspecteur général des finances at the French Ministry of Economy and Finances, as Advisor in charge of Africa to several French Ministers of Foreign Affairs and Ministers of Development, and as advisor at the Finances and Budget Commission of the French Senate. She graduated from the Institut d'études politiques of Paris and holds a degree (DEA) in applied economics.



DEROUBAIX Bertrand

Senior Vice President Public Affairs, Total. He began his career in the French Transportation Ministry. From 1988 to 1995, he was a project manager for the Normandy Bridge across the Seine, a worldwide record of giant bridges. He joined Total in 1995 as Deputy General Manager of the Normandy Refinery. In 2004, after senior positions in the exploration and production business and in the internet new business in Houston, he was appointed Corporate Vice President, Competitive Intelligence. In November 2008, he was appointed General Secretary of Total Refining & Marketing Division and joined the Corporate Management Committee of the Group. In January 2012, he

was appointed General Secretary of the new Refining and Chemical Division. He graduated from France's Ecole Polytechnique and Ecole Nationale des Ponts et Chaussées, a civil engineering school.



DERVIS, Kemal

Senior Fellow in the Global Economy and Development Program at the Brookings Institution and Senior Advisor at Sabanci University. He was Minister of Economic Affairs of Turkey. He also served as Head of the United Nations Development Program, member of the Turkish Parliament and was a Vice President of the World Bank. He earned his Bachelor and Master's degrees from the London School of Economics, and his PhD in economics from Princeton University.



DESOUCHES

Christine

Honorary lecturer at the Université de Paris I (Panthéon-Sorbonne), expert-consultant to international organisations and member of the strategic council of IFRI. Through her research, relationships in the field and various positions held in the Organisation internationale de la Francophonie (OIF), she has become a specialist in democratisation, crisis and conflict resolution, transition and peace-building processes, especially in Africa. In the OIF, her positions have included chief of staff, delegate for peace, democracy and human rights and special advisor for political and diplomatic affairs to the Secretary-General from 1988 to 2010. She holds a Ph.D. in political science and is a member of the Académie des Sciences d'Outre Mer, a member of Ifri's Strategic Advisory Board and an Officer of the Legion of Honour.



DIOP Abdou

Managing Partner of Mazars Morocco in charge of the development of activities in Africa. Former President of the African and South-South Commission, General Confederation of Moroccan Enterprises. He has more than 25 years of experience in consulting and advisory across the African continent. He also accompanies numerous Moroccan companies in their development on the African continent. His expertise in many economic sectors is regularly requested (Telecoms, Infrastructure, Health, Agriculture, Finance, etc.) as well as his knowledge of the African continent.



DOUKKALI Mohammed Rachid

Senior Fellow, OCP Policy Center. Professor of applied economics at the department of social sciences at the Agriculture and Veterinary Medicine Institute Hassan II (IAV – Hassan II) of Rabat, where he teaches economics, mathematical programming, macro-economic and sectoral policy modeling, since 1981. Coordinator of the Economics and Social Sciences Doctorate (PhD) program and the coordinator of the Research Unit of Economics and Social Sciences Applied to Agriculture (UR-SESAA). He is the current president of the Moroccan Association of Agricultural Economics (AMAEco) and associate member of the General Council of Agricultural Development of Morocco. He is coordinator or member of several national and international networks and teams related to agricultural policies, natural resources management, and rural development. He collaborates with several national research institutions, such as INRA-Morocco, and with foreign and international research institutions, such as CIHEAM, CIRAD, CEMAFREE, IFPRI and ICARDA.



DROUIN François

Chairman of the Board for the Auto-routes et Tunnel du Mont Blanc and of Société Française du Tunnel Routier du Fréjus, Vice President of the *French Public Investment Bank* (BPI), President of ETI FINANCE. Former CEO of OSEO (the French Agency for Innovation and SMEs financing). Former Engineer at the Directorate of Navigation of the Nord-Pas-de-Calais Region, Managing Director of the Caisse de Dépôts (French public financial institution) for the Normandie Region and later on for the Bourgogne region, Chairman of the Board for the Caisses d'Épargne (French savings banks) in the Midi-Pyrenees and for the Crédit Foncier de France (National mortgage bank of France). He holds a degree from the Ecole Polytechnique and from the ENPC (corps des Ponts).



DRYEF M'hamed

Senior Fellow, OCP Policy Center and Consultant in Strategy and Urban and Territorial Governance at MD&Associés. He was Wali from several Moroccan cities like Casablanca and Fes, Wali to the Central Administration of the Interior Ministry in Rabat, and Wali Director General of Internal Affairs to the Interior Ministry. He was also Governor/Director General of Urban Planning, Land Planning and Environment at the Interior Ministry in Rabat, Governor of the Benslimane Province as well as Director General of National Security. At the beginning of his career, he was Head of Cabinet of the Secretary of State for Housing, Urban Planning, Land Planning and Tourism, Head of the Legislation Division in Parliament and Chief of Staff of the Interior Minister.



DUČKA Dorian

Former Deputy Minister of Energy and Industry of Albania (2013-2015). He joined the international private sector in 2015. He has served as External Adviser on Investments to Prime Minister of Albania since 2016.

Previously, he was Director of the European Integration and International Projects at the Ministry of the Economy, Trade, and Energy of Albania (2009-2013). He was also Director of Project Management Unit for the TAP Trans Adriatic Pipeline. He has founded and been involved in several Albanian and international non-governmental organizations such as the Albanian Free Forum, IDEA Institute. He graduated from the Eastern Mediterranean University in Famagusta, Cyprus. He pursued postgraduate studies at King's College London.



DURAND Hermine

Head of division at the French Nuclear Safety Authority, she is in charge of the regulation of nuclear safety and radiation protection in South-Western France. She previously worked for Veolia Australia as a business developer (2015) and for EDF as a nuclear maintenance supervisor (2014). She is a graduate of Ecole normale supérieure and Paris Institute of Political Studies, and an engineer of the French Corps des Mines.



EIZENSTAT Stuart

Partner, and head of International trade and finance Covington & Burling LLP. He has held key senior positions, including chief White House domestic policy adviser to President Jimmy Carter (1973-1981), U.S. Ambassador to the European Union, Under Secretary of Commerce for International Trade, Under Secretary of State for Economic, Business and Agricultural Affairs, and Deputy Secretary of the Treasury in the Clinton Administration (1993-2001). His articles appear in *The New York Times*, *Financial Times*, *International Herald Tribune*, *Washington Post*, and *Foreign Affairs magazine*. He graduated Phi Beta Kappa, cum laude from the University of North Carolina, Chapel Hill and from Harvard Law School. He has received nine honorary doctorate degrees, and high civilian awards from the governments of France (Le-

gion of Honor), Germany, Belgium, Israel, The United States, and Austria. His recent book *President Carter: The White House Years* has been widely praised by the New York Times, The Washington Post, The National Review and leading Presidential scholars, TV commentators, and bi-partisan political leaders.



EL AYNAOUI Karim

Dean of the Faculty of Economics and Social Sciences of the Mohammed VI Polytechnic University and Managing Director of OCP Policy Center. He also serves as advisor to the CEO and Chairman of OCP Group. From 2005 to 2012, he served as Director of Economics and International Relations at Bank Al-Maghrib, the Central Bank of Morocco. Before joining Bank Al-Maghrib, he worked for eight years at the World Bank, both in its Middle Eastern and North Africa, and Africa regions as an economist. He is a board member of the OCP Foundation, a member of the Strategic Advisory Board of IFRI and a member of the COP22 Scientific Committee. He holds a PhD in economics from the University of Bordeaux.



ELBEGDORJ Tsakhia

Former President of Mongolia (2009-2016). He is a public servant, a humanitarian, and a policymaker. He led the peaceful Mongolian democratic revolution in 1990 and served as Honorary President of the Mongolian Democratic Union and "Young Leaders" foundation. He served as Member of Parliament four times, Chairman of the Democratic Party of Mongolia and Prime Minister of Mongolia for two times. Elbegdorj is a Commissioner for the International Commission against the Death Penalty and a Patron of the World Sustainable Development Forum. Elbegdorj graduated from Harvard University's John F. Kennedy School of Government.



ENGEL Rozlyn

Nonresident Scholar in the Geo-Economics and Strategy Program at the Carnegie Endowment for International Peace, where she focuses on macroeconomic and institutional risk, economic dimensions of U.S. foreign policy, long-term economic trends shaping the global policy landscape, and estimative intelligence analysis. Senior executive in charge of the Office of Macroeconomic Analysis in the U.S. Treasury Department (October 2016 – August 2018). National Intelligence Manager and National Intelligence Officer for Economics in the Office of the Director of National Intelligence (2013-2016). She holds a PhD in Economics from Columbia University and a MSc in Economic History from the London School of Economics.



ERLANGER Steven

Chief Diplomatic Correspondent, Europe, for *The New York Times*, based in Brussels. Former London, Paris and Berlin bureau chief of *The New York Times*. He has served in numerous postings for *The Times* in Jerusalem, Prague, Washington, Moscow, Bangkok and New York where he served as Culture Editor for two years. Previously, he worked for *The Boston Globe* as European correspondent, based in London. He also reported from Eastern Europe, Moscow and revolutionary Iran. He was a Teaching Fellow at Harvard University. He shared in a Pulitzer Prize for Explanatory Reporting for a series on Al Qaeda and global terrorism in 2002 and for International Reporting on Russia in 2017. He received an A.B. degree from Harvard College and studied Russian at St. Antony's College, Oxford.



EYL-MAZZEGA

Marc-Antoine

Director, Ifri's Centre for Energy since 2017. Prior to joining IFRI, he spent six years at the International Energy Agency (IEA), notably

as Russia & Sub-Saharan Africa Programme Manager where he conducted oil and gas market analyses and was responsible for institutional relations with these countries and regions. He also held various other positions, such as at the Robert Schuman Foundation, where he was in charge of a Ukraine observatory. A French and German national, he holds a Ph.D. from Sciences Po Paris in international relations.



FABIUS Laurent

President of the Constitutional Council. Former French Foreign Minister.

He served as Minister of Economy, Finance and Industry (2000-2002), Minister of Budget (1981-1983) and Minister of Industry and Research (1983-1984). From 1984 to 1986, during François Mitterrand's first term, he served as Prime Minister. He also held the position of President of the French National Assembly, first from 1988 to 1992, then from 1997 to 2000. He has been a Member of Parliament for the Seine-Maritime department since 1978. He graduated from the École Normale Supérieure (ENS) and the École nationale d'administration (ENA) and holds a diploma in French language and literature.



FRANCK Natasha

Founder and Chief Executive Officer of EON, which aims at pioneering the future of connected and circular

fashion with a global Internet of Things framework for Digital Identity and embedded RFID technology. Before launching EON, she was the Senior Vice President of Global Business Development at Delos, a technology and real estate start-up. After supporting the launch of Delos' International WELL Building Institute in the US, she led the global expansion of WELL Building Standard through strategic partnerships in Asia Pacific, Europe and the Middle East. Prior to joining Delos, she worked at Jonathan Rose Companies where she consulted on smart cities and urban design and development. She holds a Bachelor's Degree from Georgetown University.



FRESCO Louise O.

President of Wageningen University and Research, in the Netherlands since 2014. She combines a long academic career as professor in Wageningen and Amsterdam. She is a member of the Dutch Royal Academy of Sciences and of four foreign Academies, as well as Distinguished Visiting Scholar at the Academy of Sciences of South Africa. She served for nearly ten years as Assistant-Director General at the food and Agriculture Organisation of the UN. She is also a Member of the Trilateral Commission. She serves as a non-executive director of Unilever. She is a member of the Council of Advisors of the World Food Prize. She was granted her doctoral degree with honours from Wageningen University in 1986, where she specialised in tropical agriculture.



FRIEDEN Jeffrey A.

Professor of Government at Harvard University. He specializes in the politics of international economic relations. He is the author of *Currency Politics: The Political Economy of Exchange Rate Policy* (2015), and the co-author (with Menzie Chinn) of *Lost Decades: The Making of America's Debt Crisis and the Long Recovery* (2012). He is also the author of *Global Capitalism: Its Fall and Rise in the Twentieth Century* (2006), of *Banking on the World: The Politics of American International Finance* (1987), of *Debt, Development, and Democracy: Modern Political Economy and Latin America, 1965-1985* (1991), and is the co-author or co-editor of over a dozen other books on related topics. His articles on the politics of international economic issues have appeared in a wide variety of scholarly and general-interest publications.



FUJISAKI Ichiro

President of the Nakasone Peace Institute (NPI), Japan. He is also President of the America-Japan Society Inc. He served as Ambassador of Japan to the

United States (2008-2012), Ambassador of Japan to the UN and WTO in Geneva (2005-2008). He also held the position of Deputy Foreign Minister (2002-2005) and Director General for North American Affairs (1999-2002). He entered the Foreign Ministry in 1969. He served in Jakarta, Paris, London, and Washington DC. He studied at Keio University, Brown University and Stanford Graduate School.



FULLILOVE Michael

Executive Director of the Lowy Institute. He has also worked as a Visiting Fellow in Foreign Policy at the Brookings Institution in Washington, DC, an adviser to Australian Prime Minister Paul Keating, and a lawyer. He remains a Nonresident Senior Fellow at Brookings. He writes widely on foreign policy and global issues in *The New York Times*, *Financial Times*, *The Washington Post*, *The Daily Beast*, *The Washington Quarterly*, *The National Interest* and *Foreign Affairs*. He graduated from the Universities of Sydney and New South Wales and he holds a doctorate from the University of Oxford, where he was a Rhodes Scholar.



GALLAGHER Brian

President and Chief Executive Officer of United Way Worldwide, the world's largest privately-funded nonprofit. Under his leadership, United Way is a global leader in community change, an approach that brings people together to create more opportunities for all. In 2002, Gallagher became president and CEO of United Way of America, which merged with United Way International to form United Way Worldwide in 2009. Supported by nearly 3 million volunteers and 9 million donors, United Way fights for the health, education and financial stability of people in nearly 1,800 communities worldwide.



GARGASH Anwar bin Mohammed

Member of the Federal Cabinet of the United Arab Emirates and Minister of State for Foreign Affairs since 2008. Between 2006 and 2016, he was the Minister of State for Federal National Council Affairs. In addition to his ministerial portfolio, he was Chairman of the National Elections Committee, overseeing the UAE's first elections which took place in 2006 and the subsequent elections in 2011 and 2015. He is also the Chairman of the National Committee to Combat Human Trafficking; the Chairman of the Board of Trustees of the Al Owais Cultural Foundation; a Member of the Board of Trustees of the Emirates Diplomatic Academy; and leads the UAE team for the Human Rights Periodic Review. He previously served in several other senior positions in both the state and federal government. He received his Ph.D from King's College, Cambridge and holds Bachelor's and Master's Degrees in Political Science from George Washington University.



GASCÓN Lorenzo

Academician and Vice-Chairman of the Royal Academy of Economic and Financial Sciences of Spain. He also served as Dean of the Illustrious College of Economists of Catalonia and the Balearic Islands and as a member of the International Council of the US Information Agency. He is Honorary President of the European League of Economic Cooperation and board Member of the Fondation Jean Monnet pour l'Europe. He is also WAAS Fellow. In addition he has been Chairman, President and C.E.O. of several companies, including Tuneles y Autopistas de Barcelona S.A. and the Banco de Expansion Industrial. He holds a Ph.D and graduated from the Senior Management Program (PADE) of the IESE Business School. Doctor Honoris Causa of the Universities of Michoacan (Mexico) and Lishui (China).



GEORGELIN Jean-Louis

Former Grand Chancellor of the Legion of Honor and Chancellor of the National Order of Merit. He was admitted to the second section of warrant officers (officiers généraux) on February 28, 2010. He became Chief of the Military Staff of the President of the Republic in 2002. He was promoted to Army General on October 3, 2003, and then appointed Chief of the Defence Staff of the French Army on October 4, 2006. Promoted to Brigadier General in 1997, he was appointed Assistant General to the 11th Airborne Division and joined the SFOR (Stabilization Force) as Head of the "Plans and Policy" Office in the former Yugoslavia. He was admitted to the Ecole Spéciale Militaire de Saint-Cyr in September 1967. He then chose to serve in the infantry and joined the Ecole d'application de l'infanterie (Infantry School) in Montpellier.



GERMAY (DE) Nicolas

Vice chairman of the WPC. He manages the organisation of the annual conference since its first edition in 2008. He is also chairman and founder of Alandia, a restructuring advisory firm which helped various States or Sovereign funds to regain control over their industrial investments (Middle East, Africa and West Asia). Former Vice chairman of the Franco Indian chamber of commerce, he was more especially in charge of agricultural investments. He seats, or seated, at several Advisory Boards such as British Telecom or PWC. He published a book on globalization in June 2010: *Mondialisation, un autre regard* and one on restructuring issues in France (2015).



GHOSN Carlos

Chairman and Chief Executive Officer, Renault-Nissan-Mitsubishi. Chairman and Chief Executive Officer, Renault. Chairman, Nissan Motor Company and Mitsubishi Motors. He joined Renault as Executive Vice

President in 1996. After the Renault-Nissan Alliance was formed, he joined Nissan Motor as Chief Operating Officer in 1999 and was named Chief Executive Officer in 2001. CEO of Renault since 2005, he was appointed President and CEO of Renault in 2009, while keeping the same responsibilities at Nissan. He has been the industry's leading advocate for sustainable transportation; Renault and Nissan were the first automakers to launch a range of affordable zero-emission cars and commercial vehicles. He is also establishing the Alliance as a leader in the development of future automotive technology, such as autonomous drive and connected vehicles and services. Before Renault, he held several positions in Michelin, the last being Chairman and CEO of Michelin North America starting 1989. Having obtained degrees from École Polytechnique and École des Mines in Paris, he started his career at Michelin in 1978.



GHOSN Georges

Journalist, Chair Publishing conglomerate. In 1992, he bought *La Tribune*, which he merged with *La Cote Desfossés* to create *La Tribune Desfossés*. The distribution of *La Tribune* thus went from 43 500 to 70 457 paid copies. In 1996, Georges Ghosn, associated with Claude Solarz, an industrialist specializing in the recovery of waste paper, took over *Le Nouvel Économiste*. From 2012, he resumed business restructuring and bought Swisscosmetics Ch. In June 2018, he bought the weekly magazine *VSD* from the Prisma Press group.



GIRARD Renaud

Senior reporter and war correspondent at *Le Figaro*. He has covered major worldwide political crises and armed conflicts for the past 30 years. Expert on geopolitics, he publishes every Tuesday his international column in *Le Figaro*. He has written several books on the Middle East and the big diplomatic issues of the West. He regularly takes part in interna-

tional conferences. He is also a Professor at the Institut d'études politiques de Paris and a member of the editorial board of *the Revue des deux Mondes*. In 2014, he was awarded the grand prix de la presse internationale by the foreign correspondents in Paris. He graduated from the Ecole normale supérieure and the Ecole nationale d'administration.



GIRAULT Jean-François

Ambassador of France to the Kingdom of Morocco since 2015. He was Director for North Africa and the Middle East at the French Ministry of Foreign Affairs and International Development (2012-2015). He was among others Ambassador of France to Vietnam (2010-2012), to Irak (2006-2009) and to Syria (2002-2006). He was advisor to the French Presidency (1998-2002) during President Jacques Chirac's term.



GOMART Thomas

Director of Ifri. Former Vice President for Strategic Development at Ifri (2010-2015). He was its Russia/Nis centre director (2004-2013), and the co-director of the *Russie.Nei.Visions* electronic collection. He researches on security, digital, and energy issues. He was a Lavoisier Fellow at MGIMO (Moscow State Institute for International Relations), Associate Fellow at the European Institute for Security Studies, and Marie Curie Fellow at the Department of War Studies, King's College. Gomart is PhD in History (Paris I Panthéon-Sorbonne) and EMBA (HEC). Among his latest publications: *"L'Europe : sujet ou objet de la géopolitique des données ?"*, (ed., with Julien Nocetti and Clément Tonon), Études de l'Ifri, Jul. 2018.



GRUFFAT Jean-Claude

Managing Director Galileo Global Associates New York since 2014. He is also Director of United Way Worldwide since May 2014. Former Managing Director Citigroup New York (2011-2014). He was Citi Country

Officer for France (1998-2011), Executive Vice President and Management Board member of Banque Indosuez (1994-1996), Chairman Asia Pacific of Credit Agricole Indosuez, based in Singapore. He is a Governor of the American Hospital of Paris, Director of the American Hospital of Paris Foundation and Director of the DC based Competitive Enterprise Institute. He was President of the American Chamber of Commerce in France (2008-2011). He is a Foreign trade adviser to the French PM since 1984. He holds a PhD in public law and a master in political science from the University of Lyon, France. He attended the Stanford Executive Program, GSB, Stanford University, CA.



GUERIN Gilles

Managing Director, Banque Bordier & Cie, Geneva. Former Managing Partner, EFG Bank, Geneva. Area of expertise: private asset management. Member of the Board and Treasurer of the WPC Foundation. He previously worked as a money market dealer at the Al Saudi bank in Paris, then as treasurer for Europe at the National Bank of Abu Dhabi in Paris. He received a degree in economics from the University of Neuchâtel and an advanced management degree from the École des Cadres de Lausanne.



GUIGOU Elisabeth

President of the Anna Lindh Euro-Mediterranean Foundation for the Dialogue Between Cultures since 2015. Former Member of the French Parliament and President of the Commission of Foreign Affairs at the Assemblée nationale. She began at the Ministry of Finance, then worked on Finance Minister Jacques Delors' staff in 1982, and then became adviser to the President of the French Republic François Mitterrand (1982-1990). She was, among others, Deputy Minister for European Affairs (1990-1993), member of the European Parliament (1994-1997), Minister of Justice and Keeper of the Seals (1997-2000) and Minister of Employment and Solidarity (2000-2002). In 1994, she

founded the Association Europartenaires that she is co-chairing in order to promote debates on Europe. She is also a board member of Notre Europe. She graduated from the University of Montpellier, France. She studied at the Ecole nationale d'administration (ENA).



GURRY Francis

Director General of the World Intellectual Property Organization (WIPO) since 2008. He started his career at WIPO in 1985. Previously, he had been teaching and practicing law. He is an honorary professor of, and holds honorary doctorates from, universities in a wide range of countries. He is the author of a number of publications, one of which has become a standard legal text in the UK and is published by Oxford University Press as Gurry on Breach of Confidence. He holds law degrees from the University of Melbourne and a Ph.D from the University of Cambridge.



HALALAI Traian

President of Banca de Import Export a Romaniei – EximBank SA since 2012. He has a wide experience in banking as Deputy General Manager and Board Member of Romanian Bank SA (part of National Bank of Greece Group) and previously as Chief Financial Officer of ING Bank in Romania. He was also part of the team that, in 1998, established ING Securities in Romania. In 2014, he led the team that established the Romanian Association of Exporters (AREX). He holds a MBA degree from the Doctoral School for Finance & Banking (DOFIN) affiliated to the Academy of Economic Studies Bucharest and he attended a specialized fellow training at Erasmus University in Rotterdam, the Netherlands.



HARLÉ Emmanuel

Founding Partner, Industries et Finances Partenaires. After beginning his career in strategic and organiza-

tional consulting (Sora/IDHR), Emmanuel Harlé joined the SAT/Sagem/CSEE group to help launch a new subsidiary in the telecoms business. In 1980, as CFO of Mors, a listed company in difficulty, he took part in the company's turnaround, later participating in a large-scale acquisition project. He then joined the Indosuez investment banking department at Suez group before becoming Investment Director for Astorg, a private equity firm and group subsidiary. In 1988, after successfully taking part in a second business turnaround (the German subsidiary Sanara, a listed transport group), he helped create the France Capital Development fund, which specialized in majority buy-outs and build-up transactions. In 1995, he worked with Morgan Grenfell & Company to raise funds and make initial investments.



HAYAT Nezha

President of AMMC, Morocco's Capital Market Authority, since 2016. She was elected Vice-Chair of the Africa and

Middle East Committee (AMERC) within the International Organization of Financial Market Regulators (IOSCO). She was chairperson and CEO of Sogelease (Société Générale Morocco group). She started her career in Spain at the international division of Banco Atlantico as responsible for international risks and restructured debt portfolio (1985-1988). In 1999, she was elected President of the Association of stockbrokers in Morocco during two mandates. She was nominated global leader for tomorrow by the World Economic Forum in 2001. She also co-founded AFEM, the association of women business leaders in Morocco, in 2000. She created le "Club des femmes administrateurs au Maroc" in 2012, to promote women in corporate boards. She graduated from ESSEC Paris.

thirty years in public service and law enforcement serving as a senior advisor to members of the US government – Justice, State, Treasury, Intelligence and Defense – and to International Organizations – International Criminal Tribunal for the Former Yugoslavia (ICTY), United Nations Office of Drugs and Crime (UNODC) and the International Anti-Corruption Academy (IACA). A former Senior Prosecutor for the US Department of Justice, she also served as US DOJ's first National Security Coordinator and was the DOJ representative to the Financial Action Task Force (FATF), the global standard setter for combatting money laundering and terrorist finance. As a prosecutor at the ICTY, she established the UN's first financial investigation unit and led the financial investigation of Slobodan Milosevic. She currently provides technical assistance and advice to organizations in the public and private sectors, in areas such as integrity building, anti-corruption and anti-money laundering and is on the expert council for PMI IMPACT, and is working with an organization on combatting wildlife trafficking.



HIÉ Henri

Professor of Practice (Aviation Management), Hong Kong Polytechnic University. Former Vice President,

Strategy & Partnerships in China, Air France. Before joining Air France, he worked at Bossard Consultants. He has been working at Air France since 1979, where he has held various positions, including in the Operational Research – IT Division. He was in charge of the Planning and Development Division and of recovery and restructuring projects for the Group. He also served as Vice President of Routes for Air France Caribbean & Indian Ocean, Asia & Pacific, and Americas. He graduated from the Ecole Centrale.



HAYDEN Suzanne

International Attorney, Former Senior Advisor to US government. She is a licensed attorney who has spent



HOAGLAND Jim

Contributing Editor to *The Washington Post* since January 2010, after serving two decades as Associate

Editor and Chief Foreign Correspondent. He has served in a variety of reporting, editing, and opinion-forming roles since joining the newspaper in 1966. He was awarded two Pulitzer prizes and other journalism honors. He began his journalism career as a reporter with the *Rock Hill Evening Herald* in 1960 while still in college. He is the author of a book, *South Africa: Civilizations in Conflict*, published (1972). He graduated with an A.B. in Journalism from the University of South Carolina and he has done graduate work at the University of Aix-en-Provence and Columbia University.



HOSOYA Yuichi

Professor, Faculty of Law, Keio University. He was an assistant professor at Hokkaido University, Keiai University, and Keio University, a visiting researcher at Princeton University, and visiting professor at Sciences Po, Paris (2009–10). He is Senior Researcher at the Institute for International Policy Studies (IIPS), Senior Fellow at The Tokyo Foundation (TKFD), and Adjunct Fellow at the Japan Institute of International Affairs (JIIA). Former member of the Advisory Board at Japan's National Security Council (NSC) (2014–2016), of the Prime Minister's Advisory Panel on Reconstruction of the Legal Basis for Security (2013–14), and Prime Minister's Advisory Panel on National Security and Defense Capabilities (2013). He graduated from Rikkyo University, the University of Birmingham and Keio University.



HOUARI Mikail

President of Airbus Africa & Middle East. In 2011 he was appointed as General Delegate of the Group Airbus for the UAE. In 2005 he joined EADS (European Aeronautics Defence and Space Company) in Sao Paulo as VP Latin America for all the defence activity of the group. He also served as Vice President Sales and Marketing of Thales in Saudi Arabia. His career began in Madrid in 1988 within Alcatel. He graduated from

the Paris Ecole Supérieure des Sciences Commerciales Appliquées.



IBOURK Amar

Professor of quantitative methods and social economics at the Cadi Ayyad University in Marrakech, an economist, as well as Senior Fellow at OCP Policy Center who focuses on Applied econometrics, labor market, economics of education and development economics. He is also the director of GRES (Economic and Social Research Group) at the same university. His research focuses on econometric methodologies applied to social sciences (labor economics, economics of education and Development). Mr. Ibouk's doctoral thesis looks into the "Contribution to Econometrics through the Labor Market Matching Process: Macro and Microeconomic Approaches to the Moroccan Labor Market."



ITO H Motoshige

Emeritus Professor, University of Tokyo and Professor at Gakushuin University. Previously, he was the dean of the graduate school. He has held various positions such as advising the Prime Minister as well as several Ministers in Japan. Currently, he is a member of the Council on Economic and Fiscal Policy. During early period of academic career he published various papers in international leading journals such as *Journal of Political Economy*, *Quarterly Journal of Economics*, *Review of Economic Studies*, and *Journal of Economic Theory*. He graduated from the University of Tokyo and he holds a Ph.D in Economics from the University of Rochester.



JAÏDI Larabi

Senior Fellow, OCP Policy Center who focuses on International Economy, Social Development, International Relations and Mediterranean Studies. He is a former Professor at the Mohamed V University in Rabat- Agdal.

He is a founding member of the Centre Marocain de Conjoncture and of the Groupement d'Études et de Recherches sur la Méditerranée. He is a member of the Research Group within the Euro-Mediterranean Universities Networks. He has also acted as Adviser to the Prime Minister and to the Minister of Economy and Finance. He acts as independent expert to the Moroccan Competition Council and the Moroccan Authority for the fight against Corruption. He is a member of the Adderrahim Bouabid Foundation Board (Body of Research- Action on matters relating to State Reform). He also acts as consultant to Moroccan and foreign entities. He is the author of various publications relating to economic and social development and to international economic relations.



JANKOWITSCH
Peter

Member of the Directorate of the Austro-French Centre for Rapprochement in Europe. Former Federal Minister of Foreign Affairs, Permanent Representative to the United Nations and to the Organization for Economic Cooperation and Development (OECD), President of the Security Council, and Vice President of the Steering Committee of the International Energy Agency. He studied law, political science and modern languages at the University of Vienna and at The Hague Academy of International Law.



JANSEN Sabine

Professor in International Relations at the Conservatoire national des arts et métiers (CNAM), Paris, and Research Fellow at the Laboratoire interdisciplinaire de recherches en sciences de l'action (Lirsa-CNAM) Paris. She is Vice President of the Committee for Parliamentary and Political History and General Secretary of the Society for the History of the 5th Republic. She founded and was the editor of *Histoire@Politique* (2007-2014) at Sciences Po Paris and serves as editor of *Revue historique* and member of the

Editorial Board of *Parlements*, three peer-reviewed journals. She is currently working on decision-making and expertise in the field of international relations, with special attention to the history and role of the think tanks in diplomatic affairs. She graduated and received her Ph.D. in modern history from Sciences Po. She holds the Agrégation d'histoire.



JEREMIĆ Vuk

President of the Center for International Relations and Sustainable Development (CIRSD), a global public policy think-tank. Leader of Serbia's opposition People's Party. He was President of the 67th session of the UN General Assembly (2012-2013), and finished second in the official race for UN Secretary-General (2016). Previously, he served as Serbia's Minister of Foreign Affairs (2007-2012). In 2013, he was named a Young Global Leader by the World Economic Forum. He graduated from Cambridge University and from Harvard University's Kennedy School of Government.



JOHNSTON Donald J.

Chair Emeritus of the McCall MacBain Foundation, Geneva, Switzerland. Former Visiting Professor at Yonsei University, Seoul, former Chair of the International Risk Governance Council (IRGC), Switzerland. Former Secretary-General of the Organisation for Economic Co-operation and Development (OECD) in Paris. In 1978, he was elected Member of Parliament for St. Henri Westmount. As a member of the Canadian cabinet, he successively held the positions of President of the Treasury Board, Minister of State for Science and Technology, Minister of State for Economic and Regional Development, Minister of Justice and Attorney General. He graduated in Law from McGill University, Montreal.



JREISSATI Salim

Minister of Justice, Lebanon. Attorney at law, member of the Bar Association in Beirut, acting President of the National society for safeguarding the constitution and the law since 2016. Former member of the Constitutional Council and former Minister of Labor. He is holder of the order of national merit, holder of the Order of Jerusalem Cross and holder of the order of the National Cedar at the rank of commander.



KABBAJ Mohamed

Chancellor of the Euro-Mediterranean University of Fes and member of the Hassan II Academy of Science and Technology. He was Advisor to His Majesty the King Mohammed VI. He served as Minister of Finance and Foreign Investment. He was also President of the Development Committee of the IMF and the World Bank and Minister of Public Works, Vocational and Professional Training. He was also governor of Greater Casablanca, member of the Moroccan Parliament and he founded the World Sacred Music Festival in Fes. He graduated from the Ecole Polytechnique in Paris, and the National School of Civil Engineering; he has a "Diplôme d'Etudes Approfondies" in Econometrics, Sorbonne University, Paris.



KADIRI Laaziz

President of the Economic Diplomacy, Africa and South-South Committee of the CGEM. He graduated in Finance and started his career as an entrepreneur and consultant in Morocco and various countries of Africa and Middle East. He is the founder of LK Invest and cooperates with many African countries to implement structuring projects.



KAMHAWI Labib

Chairman and CEO of several firms, including CESSCO, Chemical Supplies & Services Co. and Delta Energy Services Co. He was Vice-President of Arab Organization for Human Rights in Jordan and Professor of Political Science at Jordan University. He is also Spokesman and Member of the Executive Board, National Reform Front, Jordan. He is a member of the Board of Trustees of the Arab Forum and of the Ebal Organisation. He earned his PhD in Political Science from the University of London.



KASTOUEVA-JEAN Tatiana

Head of Russia-NIS Center of Ifri since January 2014. Before joining Ifri in 2005, she taught international relations for the French-Russian Master at MGIMO University in Moscow. At the beginning of her work at Ifri, she developed a rich expertise on issues linked to youth, higher education and innovation in Russia: she is the author of the book "*Les universités russes sont-elles compétitives ?*" (*Are Russian Universities competitive?*), CNRS Editions, 2013. She currently heads the trilingual electronic collection *Russie.Nei.Visions*. She holds a degree from the State University of Ekaterinbourg, a Franco-Russian Master in International Relations from the University of Sciences Po/MGIMO in Moscow, and from the University of Marne-la-Vallée in France. In 2018, she published *La Russie de Poutine en 100 questions* (Paris, Tallandier, 2018).



KAUL Chittaranjan

Director of the Centre for Learning Resources in Pune, India. He has run banking businesses around the world; run and set up residential and day schools; been a nonprofit manager; coached senior corporate and non-corporate executives in enhancing personal and organizational effectiveness; worked with and coached management teams, parents and

teachers of educational institutions; and provided strategy advice to for-profit and nonprofit organizations. He earned a degree in electrical engineering from the National Institutes of Technology (NIT), Srinagar and a PGDM from the Indian Institutes of Management (IIM), Ahmedabad.



KELLER Daniel

Head of Strategic Digital Projects, Humanis. He started his career at the Ministry of the Economy and Finance as a civil administrator at the Directorate-General of Taxes and then at the Tax Legislation Department. He joined the Renault Group where he held various responsibilities in the Sales Department, in the distribution network in France and Europe, as well as in central functions, as Head of Worldwide Sales Quality for the Group. He then headed a group of Renault-Dacia car dealerships, ETI with 300 employees, in the Paris region. Since mid-2016, he has been Transformation Director in the Humanis Social Protection Group, in charge of organisation, project management and operational efficiency. He has been president of the Grand Orient de France (2013-2016) and chairman of the French ENA Alumni Association since 2017.



KERGUIZIAU DE KERVASDOUÉ (DE)

Jean

Emeritus Professor of Economy and Health Management at the Conservatoire National des Arts et Métiers and founder of the Pasteur/CNAM School of Public Health, member of the French Academy of Engineering, member of the strategic of "Médecins du monde" Foundation. Former Consultant to the OECD, Visiting Professor at Yale University, Under Secretary at the Ministry of Health in charge of French hospitals and Adviser to the Prime Minister. He holds a master in Agronomy from the Institut national agronomique Paris-Grignon, a MBA and a PhD in Socioeconomics from Cornell University.



KHEMKA Shiv Vikram

Vice-Chairman of SUN Group, a diversified global group, with both operating and investment companies active in areas including Private Equity, Renewable Energy, Oil & Gas, High Technology, Gold Mining and Real Estate. He is Executive Chairman of the Global Education & Leadership Foundation (tGELF). He serves on numerous boards and councils. He is a member of the BRICS Business Council delegation and leads the Indian business representation to the Shanghai Cooperation Organization. He sits on the National Council and the International Council of the Confederation of Indian Industry (CII) and is Chairman of the CII Central Asia Committee. Shiv also serves as the co-chairman of the Aerospace and Defence Council at the Federation of Indian Chambers of Commerce and Industry. He studied at Eton College, earned a BA in economics from Brown, an MBA/MA with distinction from the Wharton School of Business and the Lauder Institute at the University of Pennsylvania.



KIECHEL Anne-Laure

Partner, Global Head of Sovereign Advisory, Rothschild & Cie. She started her career at Lehman Brothers in 1999, Debt Capital Markets ("DCM"). She headed Lehman's DCM practice for Northern Europe, then she co-headed Lehman's Global Finance practice for France. She was a Senior Banker (M&A, DCM, ECM) for French corporates based in Paris. She joined Rothschild in 2009. Partner since 2014, she heads Rothschild's Sovereign advisory group and Rating advisory practice. She graduated from HEC and Sankt Gallen, and also holds a Master's degree in Mathematics.



KLICH Bogdan

Senator, Minority Leader of the Polish Senat. He served as Minister of Defence (2007-2011) and Member of the European Parliament. He managed the Information Department at State TV Centre in Cracow (1990-1992). He was the head of the International Centre for Development of Democracy in Cracow (1993-1999) and the Institute for Strategic Studies (1999-2003). In 1998 and 1999 he was an adviser to the government plenipotentiary for Poland's accession negotiations with the EU. He graduated from the Faculty of Medicine at the Cracow Medical Academy and from the Faculty of Philosophy and History at the Jagiellonian University.



KÖGELER Klaus

Austrian Ambassador to the Kingdom of Morocco. He served as an Ambassador and Deputy Permanent Representative of the Austrian Representation to the OSCE in preparation and during the Austrian chairmanship of the OSCE in 2017. He held positions at the Austrian Embassies in Norway, Spain and Hungary. He also worked at the Austrian Permanent Representation with the EU and held several positions at the Austrian Minister of Foreign Affairs. He studied Economics and Structural Adjustment Policy in Argentina, University of Belgrano, Buenos Aires, and holds a degree in Business Administration and International Economics from the University of Economics, Vienna, as well as the Diploma from the Diplomatic Academy, Vienna.



KOLEILAT Dania

Executive Director of Al Istishari Strategy Center for Economic and Future Studies since 2016, Abu Dhabi. She is also a Member of the Arab Council of Social Studies. She served as Marketing Director (Middle East and Europe) of Space Imaging Middle East & European Space Imaging (2003-2007). She also has

ten years of experience in Marketing Communications. She has spoken at over 30 groups and platforms and been the guest and a commentator for numerous TV shows. She writes regularly on various political topics, namely, on the US. She is the author of the book "The Arab lobby and US: factors for success and failure" and the principal editor of the volume "The Arab Gulf states and the West: Perceptions and realities, Opportunities and Perils" both published by Routledge, UK. She graduated from the American University of Beirut with a BBA and an MBA degrees and she holds a PhD in politics from the University of Exeter.



KOSACHEV

Konstantin

Chair of the Foreign Affairs Committee of the Federation Council. In the period 1984-1998, he promoted from Embassy Duty Officer to Deputy Director of the Russian Foreign Ministry. He was a member of the group of advisers of the Minister of Foreign Affairs of the Russian Federation. In 1998-1999, he was assistant, then Deputy Head of the Secretariat of the Prime Minister, responsible for the unit of international issues. From 1999 to 2012, he was Deputy of the State Duma of the Federal Assembly of the Russian Federation. In the 2004-2011 years, he was Chairman of the State Duma International Affairs and Head of the Russian delegation to the Parliamentary Assembly of the Council of Europe (PACE). He was appointed as Head of the Russian Cooperation and Russian President's Special Envoy for relations with CIS member-states in 2012. In 1984 he graduated from Moscow State Institute of International Relations.



KOWAL Pawel

Assistant professor in the Institute of Political Studies at the Polish Academy of Sciences. He was a member of the European Parliament, Chairman of UE delegation to EU-Ukraine Parliamentary Commission and

of Foreign Affairs Committee (2009-2014). From 2007 to 2009 he was a member of Parliament (Sejm). He also served as Secretary of State in the Ministry of Foreign Affairs of Poland (2006-2007). Author of numerous publications on the transformation processes in Central Europe. He is a member of the editorial board of the bi-monthly "New Eastern Europe" and of the Supervisory Board of Alwernia SA. He graduated from the Faculty of History at the Jagiellonian University of Cracow and studied at the Collegium Invisibile of Warsaw (1996-1998).



KRISNAMURTHI

Bayu

Senior Lecturer within the Department of Agribusiness of the Faculty of Economic and Management, Bogor Agricultural University, Indonesia. Among his various positions within Indonesian public service, he has served as Vice Minister of Trade Republic of Indonesia (2011-2014), Vice Minister of Agriculture Republic of Indonesia (2009-2011) and Deputy Minister for Agriculture and Marine, coordinating Ministry For Economic Affair Republic of Indonesia (2005-2009). He holds a BSc in Agribusiness/Agriculture (1987), a MSc in Agriculture Economics (1991) and a PhD in Agriculture Economics (1998) from Bogor Agricultural University/BAU.



KUMAR

Suresh

Head and Coordinator, Department of African Studies, and Centre for African Studies, UGC Area Study Program. He is the Chief Editor of Peer Reviewed & UGC index journal of Indian Journal of African Studies and Africaindia.org, and traveled widely more than 40 countries in the world for research and teaching assignments. He deliberated his opinion on different aspects of Africa before the United Nations Organisation (UNO, 2012), World Policy Conference (WPC, 2014), European Commission of African Studies (ECAS), Council for the Development of Social Science Research in Africa (CODESRIA, 2015), IBISA, BRICS-IKS

(2016) and many others. About 143 articles have been published in different books, journals and newspapers. He has actively contributed his opinions on India and Africa in the different international media channels of BBC, Aljazeera (English), ABC (USA), Yomiuri Shinbun (Japan) and All India Radio. He has completed LLB successfully out of his sheer interests from University of Delhi, India in 2016.



LAASSEL

Abderrazzak

Director for the Maghreb, the Maghreb Union and the African Union Affairs. Deputy Permanent Representative of Morocco to the United Nations headquarters in New York. He held the same position in Geneva in 2007. In 2005, he was appointed Minister Plenipotentiary at the Permanent Mission of the Kingdom of Morocco to the UN in New York. In 2000, he joined the National Steering Committee for Nuclear Affairs. He was appointed Deputy Governor of the Kingdom of Morocco to the Board of Governors of the International Atomic Energy Agency.



LABLANCHY

Jean-Pierre

Medical Doctor and psychiatrist, registered in Paris. He has worked in close collaboration with pharmaceutical firms (Laboratoires pharmaceutiques Debat, Laboratoires Lisapharm) and with the National Agronomic Institute (Paris Grignon). He was personal M.D. for President Abdoulaye Wade (Senegal, 1988-2012). He was also associate professor, Medical University Paris XIII (Bobigny, 1985-2010). He served as Consultant for numerous French companies. He is the co-founder of Organic-Vaccines, which aims to set up a leucocytes database in Europe, in keeping with the one set up in the USA in 2003. He is developing the Map-up test, a new psychological assessment, aimed at corporate coaching and at crisis resolution. He published *Psychostrategy*, Ed Polytechniques, 2002 and *Fighting fatigue*, M.A. Ed. 2005.



LAICHOUBI Mohamed

Former Minister of Labor and Social protection and Minister of Youths and Sports, Algeria. He also served as Prefect, Ambassador of Algeria, Deputy, President of the Finance and Budget Commission at the national Assembly, Member of the Commission of Foreign Affairs, Cooperation and Emigration. He is a Member of the Royal Academy of Spain for Economic and Finance Sciences and of the Forum "Penser l'Europe". Honorary member of the "Barcelona Economics Network". Member of the scientific committee of the "MS'10 Barcelona International Conference". He is researcher, lecturer and teacher at the Higher School for Political Sciences, at the Institute of Diplomacy and at the International Relations and the National School of Administration (ENA). He was a board member of the High Institute of Management and Planning, National Chamber of Commerce and Industry, as well as the National Office of Statistics. He was also member of the mediator's team for the resolution of the Northern Mali and Northern Niger Conflict, and co-editor of the agreements. He graduated from the University of Law and Economic Sciences.



LE GALL Jean-Yves

President of the Centre National d'Etudes Spatiales (CNES), the French space agency, since 2013. He is also Chair of the Council of the European Space Agency (ESA) and President of the International Astronautical Federation (IAF). He is a qualified engineer and scientist who has devoted his entire career to the European space programme, holding positions within the French national scientific research agency CNRS, several French ministries, at Novespace and a first stint with CNES before joining Starsem and Arianespace for 12 years, where he was Chairman & CEO. He is a member of the International Academy of Astronautics (IAA). He has received several awards from France, the Russian Federation and the Government of Japan.



LEE Hye-min

Senior Advisor of KIM & CHANG and Visiting Professor of the Graduate School of International Studies of Seoul National University. Former G20 Sherpa and Ambassador for International Economic Affairs, Republic of Korea. Former Ambassador to France (2012-2015). He also served as Ambassador to the Philippines. Previously, he was Deputy Minister for Trade and Chief Negotiator for the Korea-EU FTA (2008-2010). He held the position of Director-General and Deputy Chief Negotiator for the KOREA-US FTA, (2006-2008). He joined the Foreign Service in 1980. He was also Minister-Counsellor, Korean Permanent Delegation to the Organization of Economic Cooperation and Development (OECD), in Paris (2004-2005). He graduated from Seoul National University and received his Ph.D in Economics from the University of Paris I Panthéon-Sorbonne, France.



LEÓN GROSS

Bernardino

Director General of the Emirates Diplomatic Academy in the UAE, former Special Representative of the UN Secretary-General and head of the UN Support Mission in Libya (UN-SMIL). Former Special Representative of the European Union for the Southern Mediterranean and former European Union Special Representative for Libya. He held several positions with the Spanish government, including Secretary-General at the Spanish Prime Minister's Office (2008-2011) and Secretary of State for Foreign Affairs at the Ministry of Foreign Affairs and Cooperation (2004-2008). He also became Sherpa for the G20 in 2009. He joined the Spanish diplomatic service in 1989 and was posted in Liberia, Algeria and Greece. He also served as Personal Adviser to the European Union Special Representative for the Middle East Peace Process (1998-2001).



LEUNG Chun-ying

Vice Chairman of the National Committee of the Chinese People's Political Consultative Conference. He graduated from King's College Hong Kong; Hong Kong Polytechnic and Bristol Polytechnic UK. He has been awarded Honorary Doctorate degrees by four universities in the UK, HK and Shandong. Between 1984 and 2011, he held senior positions in the entire political transition to the establishment of the Hong Kong Special Administrative Region, served as a member of the Executive Council of Hong Kong and was the Convenor of the non-official members. In 2012, he was elected the fourth-term Chief Executive of the Hong Kong Special Administrative Region. He founded the Belt and Road Hong Kong Centre and the Greater Bay Area Centre in 2017.



LÉVY-LANG André

Member of the board of Ifri, affiliate emeritus professor in Finance at Paris-Dauphine University, non-executive Chairman of *Les Echos*, member of the supervisory board of Rothschild et Co, chairman and founder of the Fondation du Risque and Institut Louis Bachelier. He held various positions in the Schlumberger Group and he was CEO of Banque Paribas until the merger creating BNPParibas. He started as a research physicist at the French atomic energy commission (CEA). He graduated from the Ecole Polytechnique and holds a Ph.D. from Stanford University.



LIAUTAUD Susan

Founder of Susan Liautaud & Associates Limited, an international ethics advisory firm. Founder of the Ethics Incubator, a non-profit platform for debate on cutting edge ethics issues. She is a Lecturer in Public Policy at Stanford University in complex ethics issues from technology to humanitarian issues. She also serves as Vice Chair of the Court of Governors of the

London School of Economics and Political Science. She was a Visiting Scholar at the Stanford Center on Philanthropy and Civil Society. She was Chair of Doctors Without Borders/Médecins Sans Frontières US Advisory Board. She serves on a number of non-profit boards, including the Global Supervisory Board of Care International and the American Hospital of Paris. She served as Associate Dean for International and Graduate Programs at Stanford University Law School. She holds a PhD in Social Policy from the London School of Economics and Political Science and a Juris Doctor from Columbia University Law School, as well as two BAs and a MA from Stanford and a MA from SOAS.



His Serene Highness Prince MICHAEL OF LIECHTENSTEIN

Founder and Chairman of Geopolitical Intelligence Services AG, President of the Think Tank ECAEF (European Centre of Austrian Economics Foundation). He is Chairman of Industrie- und Finanzkontor in Vaduz (Liechtenstein). From 1978 to 1987 he worked for Nestlé SA in the fields of controlling, financial management and marketing on various markets in Europe and Africa. H.S.H. Prince Michael of Liechtenstein has completed his trainings at the Economic University of Vienna (Austria) with a Magister der Sozial- und Wirtschaftswissenschaften (M.A. in Business Administration). During his studies he took various practical training periods / work with banks and manufacturing companies in Canada, the US and Belgium.



LO Moubarack

Special Advisor to the Prime Minister, Senegal. President of the Emergence Institute, specializing in economic and statistical studies and strategic planning. He is currently Special Adviser and Chief Economist of the Prime Minister and Director General of the Economic Prospective Bureau. Previously, he was Deputy Direc-

tor in the Cabinet of Macky Sall, President of Senegal. He also served as an economic advisor to several Prime Ministers. He is an expert for the UN, the African Development Bank, the World Bank, the African Union. He has served as associate lecturer at the National School of Administration of Senegal and the University Gaston Berger of St. Louis.



LOTHIAN Michael

Former Conservative Member of Parliament and lawyer (QC). He is a member of the Privy Council. He is a member of the Top Level Group of UK Parliamentarians for Multilateral Nuclear Disarmament and Non-proliferation. He was a member of the Parliamentary Intelligence and Security Committee (2006-2017), Member of the Shadow Cabinet (1997-2005), Shadow Secretary of State for Foreign and Commonwealth Affairs (2001-2005), International Affairs (2003-2005), Defence (2005), Deputy Leader of the Opposition (2001-2005). He was also Chairman of the Conservative Party (1998-2001), Minister of State, Northern Ireland Office (1994-1997). He graduated from Christ Church at the University of Oxford in History, and the University of Edinburgh, Scotland in Law. He is now a member of the House of Lords.



LOULICHKI Mohammed

Senior Fellow, OCP Policy Center. Former Ambassador of Morocco to the United Nations and Professor at Al Akhawayn University, Ifrane. Previously, he was Permanent Representative to the United Nations Office in Geneva (2006-2008). He served as Director-General of Multilateral relations and Global Cooperation (2003-2006). He had earlier served as Deputy Permanent Representative at his country's Mission in New York (2001-2003). He was also Morocco's Coordinator with the UN Mission for the Referendum in Western Sahara (MINURSO), in Laayoune (1999-2001). He was Ambassador to Hungary, Croatia and Bosnia and

Herzegovina (1995-1999). He was also a member of the Cabinet, then person in charge of the Cabinet of the Minister of Foreign Affairs and Cooperation (1991-1995).



LOWENSTEIN James

Co-Founder of the French American Foundation. He is a member of the Council on Foreign Relations and the International Institute for Strategic Studies. He began his career at Marshall Plan European Headquarters in Paris in 1950. In 1951, he was assigned to the U.S. Special Mission to Yugoslavia, resident in Sarajevo. He was a naval officer (1952-1955). He was commissioned Foreign Service Officer in 1956. He served as Principal Deputy Assistant Secretary of State for European Affairs (1974-1977) and as U.S. Ambassador to Luxembourg (1977-1981). He graduated from Yale University.



MACHROUH Jamal

Fellow, OCP Policy Center. Professor of international relations at the National School of Business and Management, Ibn Tofail University, Kénitra. He is a lecturer at the Royal College of Advanced Military Studies of Kénitra and at Södertörn University of Stockholm, Sweden. He is the author of a book titled "Justice and Development under World Trade Organization" and of various articles dealing with international relations and geopolitics.



MAKRAM-EBEID

Mona

Egyptian Senator and former member of Parliament. She is also Distinguished Lecturer, Political Science Department, American University in Cairo. She has been a member of the National Council for Human Rights since 2012 and Advisor to the Minister of Labour and Immigration responsible for Egyptian abroad since 2011. She was a member of the World Bank's Council of Advi-

sors for Middle East & North Africa Region (MENA). She was advisor to the Supreme Council of the Armed Forces (SCAF) in 2012 and served on the Committee for Policy Development (UN, 2001-2004). She was awarded a fellowship at MIT in 2016. She graduated from Harvard University. She is a prolific writer in English, French and Arabic. She is Officier de la Légion d'honneur.



MALARD DE ROTHSCHILD Arielle

Managing Director, Rothschild & Co. She started her career at Lazard Frères in 1989. She joined Rothschild in 1999 where she started the emerging markets division. Managing director since 2006, she is also a member of the board of Lucien Barrière Group, Rothschild & Co and Electrica S.A. She has also been President of CARE France from 2007 to 2018 and sits currently on the Supervisory Board of CARE International. She holds a PhD in international economics from the Institut d'Etudes politiques de Paris and a DEA in Monnaie Banque Finance from the Université de Paris II Assas.



MALGIN Artem

Vice-rector of MGIMO-University since 2012. He held the position of a lecturer and then of an Associate Professor at MGIMO Department of International Relations and Russia's Foreign Policy, Executive Assistant to the Rector and Chief of the Rector's Office (1996-2016). He is a Member of the Valdai Discussion Club Scientific Council, Member of the Scientific board at the Security Council of the Russian Federation, Member of the Council "Russian-Polish Center for Dialogue and Understanding", Executive Director of the Russian International Studies Association, Member of the Russian International Affairs Council (RIAC). He graduated from MGIMO. He holds a PhD in International relations.



MALLIKARJUN

Manu

Social entrepreneur working in the fields of International Relations & Development. He is currently working on the post-production of a series of films that aim to explore various global issues concerning politics and economics. Furthermore, he is writing a book for the same purpose. He has worked in the private sector in fields of Information & Communication Technology, Finance, and Outsourcing, with the firms Fidelity Investments, Futures First, and Convergys. He holds a master's degree in International Relations from the School of Advanced International Studies, Johns Hopkins University; a master in Creación Literaria from Universitat Pompeu Fabra; a bachelor's degree in Electronics and Communication Engineering from R.V. College of Engineering.



MARITON Hervé

Former Minister, former member of the French Parliament and Mayor of Crest since 1995. Member of the steering committee of "Les Républicains", French political party, he was the whip of opposition in the finance committee, special rapporteur for the budget on ecology, energy, transport and agriculture, president of the friendship group with Russia and vice-president with the United Kingdom as well as member of the delegation for overseas territories. He has been Overseas secretary in 2007. He is a Corps des Mines General Engineer. He graduated from the Ecole polytechnique and the Institut d'Etudes Politiques of Paris.



MASUDA Tatsuo

Visiting professor at the Graduate School of Nagoya University of Commerce and Business (NUCB) on energy-climate nexus. He also serves as auditor of SOC Corporation in Tokyo, chairman of FairCourt Capital in London and strategic committee member of Elion

House in Singapore. He has had an extensive career in energy business and policy making as JAPEX advisor, JNOC vice-president and director of the International Energy Agency. He has a strong interest in the new dimensions of energy and environmental policies and measures. He belongs to the Expert Network of the World Economic Forum.



MEDVEDOWSKY

Alexandre

Alexandre Medvedowsky is a graduate of the Institute of Political Studies in Paris, holder of a DEA (Diploma of Advanced Studies) in Macroeconomics (Paris I) and a former student of the Ecole Nationale d'Administration (Denis Diderot Class, 1984-1986). From 1998 to 2001 he was an associate professor at the University of Aix-Marseille III, and he taught at the IEP in Paris until 2006. He was a councillor of the Bouches-du-Rhône from 1998 to March 2015. He was named a Councillor of State in July 2001 and joined ESL & Network Holding that same year, serving on the Board of Directors. In 2005, he was named President of ESL & Network France and was named Chairman of the Board of Directors in 2013. One year later, he was elected president of SYNFIGE, the French syndicate for economic intelligence.



MESSARI Nizar

Vice President for Academic Affairs at Al Akhawayn University in Ifrane. After teaching for 10 years at the Pontifical Catholic University of Rio de Janeiro, Brazil, he joined Al Akhawayn University in January 2010, first as an Associate Professor in International Studies, before he was appointed Dean of the School of Humanities and Social Sciences in June 2012. He is the author of academic articles in English, French and Portuguese, in various IR journals. He is the author with João Pontes Nogueira of *Teoria das Relações Internacionais: Correntes e Debates*, which is in its 10th Edition, and the editor of a forthcoming volume

with L.H.M. Ling and Arlene B. Tickner, *International Relations Theory: Views Beyond the West*. He holds a Phd in International Studies from the University of Miami, Florida.



METHQAL Mohamed

Ambassador General Director of the Morocco International Cooperation Agency (AMCI) since 2016. Prior to this, he has served for three years as the special economic advisor to the Minister of Foreign Affairs and Cooperation. In 2016, he was also the Chief of Staff of the President of COP22. Previously, he was advisor to the Minister of Economy and Finance in Morocco. He also advised companies and investors on strategic projects in Morocco and African countries. He began his career in 2000 as a research assistant at the Swiss Federal Institute of Technology in Lausanne. He co-founded two innovative start-ups and is a winner of the 2003 NETS Prize. He has an engineer diploma from the Swiss Federal Institute of Technology in Lausanne (EPFL).



MEY Holger H.

Vice President, Advanced Concepts, Airbus, Munich, Germany. Before joining Airbus in 2004, he has worked for 12 years as a self-employed security policy analyst and consultant in Bonn, Germany. Among many other functions, he served as President & CEO of the Institute for Strategic Analyses (ISA) in Bonn, Germany. Over many years, he was a frequent TV and radio commentator, as well as a publisher and a lecturer. He is an Honorary Professor for Foreign Policy at the University of Cologne, Germany. He began his professional career in 1986 as a Research Associate at the Stiftung Wissenschaft und Politik (Foundation for Science and Politics) and served from 1990 to 1992 on the Policy Planning Staff of the German Minister of Defence.



MEYER Jean-Claude

Vice-Chairman International of Rothschild & Cie. Before joining Rothschild in 1989 as general partner, he was Managing Director of Lazard Frères & Cie (1976-1988). Previously, from 1973 to 1976, he was an Adviser to DATAR (Délégation à l'Aménagement du Territoire et à l'Action Régionale), an office of the French Prime Minister. Graduate of the Institut d'études politiques (Paris), he holds a M.A. in law and has attended the PhD Management Program of Paris Dauphine University. He is member of the board of I.F.R.I. (Institut Français des Relations Internationales).



MEZOUAR

Salaheddine

President, CGEM. He was Director and CEO of the Spanish company TAVEX. He served as Chairman of the Moroccan Association of Textile and Apparel Industries for two years and as Chairman of the Textile and Leather Federation within the CGEM. In 2004, he was appointed Minister of Industry, Trade, and Restructuring of the Economy. He served as Minister of Economy and Finance and as Minister of Foreign Affairs and Cooperation. He is also co-manager of CTC Maroc, Senior Advisor to the AfBD, Senior Advisor to the Fond Africa 50.



MICHEL Jacques

Head of Middle East and Africa for Corporate and Institutional Banking. Prior to this he was CEO and Country Head of BNP Paribas India a member of the Executive Committee of BNP Paribas Asia Pacific (2009-2015). Before joining BNP Paribas India, he was Deputy Chief Executive Officer, Fortis Asia-Pacific, based in Hong Kong. He has served with Credit Lyonnais then Calyon, from 1996 to 2007 as Senior Country Officer in Thailand and as Chief Risk Officer for Asia-Pacific in Hong Kong. He was appointed Foreign Trade Advisor of France and was later elected President of the French Foreign Trade Advisors' Hong Kong Chapter.

He was the President of the Governing Council of the Indo-French Chamber of Commerce and Industry (IFCCI) from 2010 to 2012.



MISTURA (DE)

Staffan

Special Envoy for Syria of the United Nations Secretary-General since July 2014. Prior to this assignment he was notably the Special Representative of the Secretary-General in Iraq (2007-2009) and in Afghanistan (2010-2011), and Italy's Deputy Foreign Minister. During a career of over four decades with United Nations agencies, he served in numerous conflict zones, directing complex relief operations, food distributions and vaccination campaigns. In particular he was posted in Sudan, Ethiopia, Albania, Afghanistan, Iraq, Bosnia and Somalia. He also held senior political and humanitarian assignments in Lebanon and Iraq, and served as Deputy Executive Director of the World Food Programme. He is a national of Italy and Sweden. He speaks seven languages.



MODY Ashoka

Charles and Marie Robertson Visiting Professor in International Economic Policy at the Woodrow Wilson School, Princeton University. He is author of *Euro-Tragedy: A Drama in Nine Acts*. Previously, he was Deputy Director in the International Monetary Fund's Research and European Departments. He has worked at the World Bank, AT&T's Bell Laboratories, and the Centre for Development Studies, Trivandrum. He has been a Visiting Professor at the University of Pennsylvania's Wharton School and is a non-resident fellow at the Center for Financial Studies, Frankfurt. He received his Ph.D. in Economics from Boston University.



MOHAMMADI Allen

Co-founder & CEO, Hippogriff. He is an inventor and a visionary social entrepreneur who has developed the world's first clinically validated Artificial Intelligence technology for diagnosis of complex diseases including an accurate tool for early diagnosis of heart disease. As one of the youngest ever candidates, Allen has been honored as "European of the Year 2018" together with other brilliant personalities including President Emmanuel Macron and Chancellor Angela Merkel. He has also been selected by the Forbes magazine as one of the top 30 most influential innovators and featured on the prestigious Forbes 30 Under 30 list. He has been mentor to young students on the path to developing their full potential. He is also grand jury member in different national and international competitions including European Youth Award. He was honoured as the "young entrepreneurial talent of the year 2016" in Europe and received the "European Change Award" which was handed by European Commissioners Carlos Moedas and Commissioner Tibor Navracsics.



MOKADDEM Leila

Country Director of the African Development Bank Country Office in Morocco. She joined the AfDB in 2002 as manager of Financial Institutions and designed the Africa Guarantee Fund for SMEs. In 2011, she was appointed Resident Representative of the Senegal Regional Office and then Resident Representative to Egypt (2014). Earlier, she worked at the Tunisian Ministry of Economy (1984-1996) and at the International Monetary Fund. She also worked as a consultant for different international organizations, including the World Bank and the Arab Bank for Economic Development in Africa (1998-2002). Graduated from the Hautes Etudes Commerciale Institute, She has a master's degree in international business and foreign trade policy from the Institut Supérieur de Gestion, Tunisia.



MORATINOS

Miguel Ángel

Former Minister of Foreign Affairs and Cooperation of Spain (2004-2010). He served as Director of the Institute of Cooperation with the Arab World (1991-1993) and was appointed General Director of Foreign Policy for Africa and the Middle East (1993-1996). He also held the position of Spain's Ambassador in Israel (1996). He was EU Special Representative for the Middle East Peace Process (1996-2003). From 2010 to 2011 he joined parliamentary activity and ran to be elected Director-General of the FAO. From 2012 to 2013 he promoted the signature of the International Treaty for a Global Dry Land Alliance in Qatar and was member of the high level advisory panel of the president of the 67th UN General Assembly. Currently he is Senior Advisor of Sustainable Development Solutions Network of the Earth Institute at Columbia University, member of the Leadership Council of the UN Sustainable Development Solutions Network (SDSN) and president of the SDSN Spanish Network, REDS.



MORGAN Hugh M.

Principal of First Charnock Pty Ltd, Australia. He is also a member of LafargeHolcim International Advisory Board, as well as Trustee Emeritus of the Asia Society New York, Chairman Emeritus of the Asia Society AustralAsia Centre, President of the National Gallery of Victoria Foundation and Chairman of the Order of Australia Association Foundation. He was a board member of the Reserve Bank of Australia (1981-1984 and 1996-2007). He graduated from the University of Melbourne.



MOULINE Mohamed

Tawfik

Director General of the Royal Institute for Strategic Studies since 2007 (Rabat, Morocco). He is the Honorary President of the Moroccan Association of Regional Science, and a

member of various scientific committees. In 1979, he joined the Prime Minister Department. He held various positions within the ONA Group. He was Director of Studies and Financial Forecasts at the Ministry of Economy and Finances (Morocco) (1995-2003). In 2003, he was appointed at the Royal Cabinet, as in Charge of Mission. He graduated from the Ecole Polytechnique and the Ecole des Mines, Paris.



MOULINE Said

CEO of the Energy Efficiency Moroccan Agency (AMEE) and Head of the Public Private Partnerships at COP 22 committee. He is also President of the Energy, Climate and Green Economy Commission at the General Confederation of the Moroccan Companies (CGEM) and President of the Moroccan Center for Clean Production. He has in the past worked within the Cabinet of the Minister of Energy and Mines and counseled various national and international organizations like the Mohammed VI Foundation for Environmental protection, BMCE Bank, World Bank and UNDP. He was advisor to the President of OCP. He graduated from the Institut National Polytechnique (Grenoble, France) and the University of Pennsylvania (Philadelphia, PA).



MURRE Marc

Director and founder of Murre and Co specializing in oil, gas and commodities since February 2016. He is Managing Director at Natixis (commodities departments), he is also advisor of a portfolio of companies in the commodities sector. He was previously Managing Director and Vice Chairman of the Commodities Division for Morgan Stanley with a focus on Emerging Markets specifically the Middle East and Africa. He joined Morgan Stanley in 1986. Previously, he worked for the French Ministry of Foreign Affairs as Cultural Attaché in Hong Kong, then he joined Elf Aquitaine (today Total) in the International trading oil division. He holds a Master of Sciences in business administra-

tion from Sup. de co. Marseille, a D.E.A in Business Administration from ESSEC/ IAE Aix en Provence and a D.E.S.S in international trade and transportation from Aix Marseille University.



MUÑOZ Manuel

Dean of the School of International Relations at IE University and Rafael del Pino Professor of Practice of Global Transformation. He is also the Founding Director of IE's Center for the Governance of Change. From 2015 to 2017 he was Director of the Program on Transatlantic Relations at Harvard University's Weatherhead Center for International Affairs. Since 2017 he has been a Senior Associate at Harvard's Belfer Center for Science and International Affairs as well as one of the promoters of its Transatlantic Relations Initiative. He is also an elected member of the Alumni Board of Directors of the Kennedy School of Government. He holds a JD (Law) from the Complutense University in Madrid, an MSc in Finance from the IEB, a master's degree in Public Administration from the Kennedy School of Government, and a DPhil (PhD) in International Relations from the University of Oxford.



NASR Samir

President, ECE Consultants SAL. He was a consultant at the OECD. He is co-founder and was Chairman of the Economic Department at the Lebanese University. He has been Chairman at the National Investment Guarantee Corporation since 1993. He was economic and financial advisor at Qatari Diwan Amiri (2000-2005), and strategic advisor to the Chairman at Fransabank SAL (2005-2007). Since 1982, he has been Chairman and CEO of ECE Group. He received a Master's Degree in Economics from the American University of Beirut, and a Ph.D. in Economics from the Ecole des Hautes Etudes en Sciences Sociales.



NICOLESCU Razvan

Energy and Sustainability Industry Leader of Deloitte Central Europe. He has almost 20 years of experience in the energy sector, holding positions both in the public and private sectors. In 2014, he was the Romanian Minister of Energy. Between 2006–2008 he was the Energy Attaché of Romania to the European Union. From 2008 to 2014 he held the position of director for Public and Regulatory Affairs of Petrom. He has been the Chairman of the Administrative Board of the European Agency for the Cooperation of Energy Regulators (ACER). He graduated from Solvay Brussels School of Economics and Management, Brussels, Belgium.



NICOLET Patrick

Chief Technology Officer and Group Executive Board member, Capgemini since 2018. He began his career in venture capital. In 1986, he was appointed General Manager of the first Swiss private–public partnership company for technology transfer. He worked as an independent turnaround manager for several European technology corporations (1994–1997). In 1997, he joined the corporate recovery practice of Ernst & Young Consulting Switzerland. In 2001, he became vice-president for business development of the newly formed Telecoms Medias Network (TMN) global business unit of Capgemini Ernst & Young. In 2004 he was appointed group sales director and, in 2006, he joined Capgemini's Executive Committee. From 2009 to 2010, he led the application services business unit in the Nordics and Central Europe. Between 2011 and 2015, he was in charge of the infrastructure services strategic business unit. Since 2016, he was overseeing the Group's Competitiveness Program which he put in place. He also supervised Capgemini's India operations. He oversees the Group internal information systems and cybersecurity. He holds a degree from the University of Lausanne.



NOLAND Marcus

Executive Vice President and Director of Studies at the Peterson Institute for International Economics. He has been associated with the Institute since 1985. He is concurrently a non-resident Senior Fellow at the East-West Center. He was previously a senior economist at the Council of Economic Advisers in the Executive Office of the President of the United States. He has held research or teaching positions at several universities, including Yale University, the Johns Hopkins University, the University of Southern California and Tokyo University. He graduated from Swarthmore College and he holds a PhD from Johns Hopkins University.



NORDMANN François

Former Ambassador of Switzerland to France (2002–2007). He joined the Foreign Service in 1971. He held several positions such as Ambassador to Guatemala and to other States of Central America, Head of the Swiss Delegation to UNESCO, Ambassador to the United Kingdom and Permanent Representative of Switzerland to the international organizations in Geneva. He contributes regularly to the Swiss newspaper *Le Temps*. He studied law and international relations at the University of Fribourg and the Graduate Institute for International Studies in Geneva.



OSAKWE Chiedu

Director General and Chief Negotiator of the Nigerian Office for Trade Negotiations. He chaired the Negotiating Forum of the African Union (AU) from June 2017 to March 2018, during which time the negotiations were concluded on the Agreement Establishing the African Continental Free Trade Area (AfCFTA). Previously, he was on the staff of the World Trade Organization Secretariat (1998–2017) and was director of a number of WTO divisions. Prior to the WTO Secretariat, he was a Nigerian Foreign Service Officer (1979 to 1998).



OUALALOU Fathallah

Senior Fellow, OCP Policy Center, Former Minister of Economy and Finance, Morocco. He was appointed Minister of Economy in 1998 and Minister of Finance in 2002. He is professor at Mohammed V University and chairs the Association of Moroccan Economists and Union of Arab Economists. After over 20 years as member of the Municipal Council, he was Mayor of Rabat from 2009 to 2015. He has authored many books and papers on economic theory, financial economics, international and economic relations, and the Euro-Mediterranean space. He holds a PhD in Economics from the University of Paris.



PAAL Douglas

Vice-President for studies, Carnegie Endowment for International Peace. He previously served as vice chairman of JPMorgan Chase International (2006-2008) and was an unofficial U.S. representative to Taiwan as director of the American Institute in Taiwan (2002-2006). He was on the National Security Council staffs of Presidents Reagan and George H. W. Bush between 1986 and 1993 as director of Asian Affairs and then as senior director and special assistant to the president. He held positions in the policy planning staff at the State Department, as a senior analyst for the CIA, and at U.S. embassies in Singapore and Beijing. He graduated from Brown University. He holds a PhD in History and East Asian Languages from Harvard University.



PAK Mathilde

Economist in the Structural Policy Analysis Division of the Economics Department at OECD. She previously worked at the French Ministry of Labour and at the French National Institute of Statistics and Economic Studies (INSEE) in the Short-Term Economic Analysis and in the Economic Studies Departments. Her research interests focus on the subjects of interna-

tional trade, external imbalances, labour market, digitalization, and fiscal policy. Presently, she is finishing her PhD in Economics at the Université Paris-Dauphine.



PASZKIEWICZ

Ladislav

Vice president Strategy & Climate, Total, since 2016. Previously, he served as the senior vice president Mergers & Acquisitions for Total S.A. since early 2015. From 2010 to 2014 he was senior vice president Americas for the Exploration and Production division of Total. Prior to that, he also served as senior vice president Middle East for the same division (2007-2010). He was also managing director of the Total's E&P subsidiary in Argentina, Total Austral (2005-2007). He was head of the Investor Relations department of Total S.A., and in various other positions in the Total group, which he joined in 1985. He holds a masters degree in business administration from New York University and a master's degree in finance from the Institut d'Études Politiques in Paris, France.



PISANI-FERRY Jean

Professor at Hertie School of Governance (Berlin) and at Sciences Po Paris. Previously, he served as French Commissioner General for Policy Planning (2013-2016), Director of Bruegel, the Brussels-based economic think tank (2005-2013), Deputy Chairman of the French Economic Analysis Council (2001-2002), Senior Economic Adviser to the French Minister of Finance (1997-2000), Director of CEPPI, the French institute for international economics (1992-1997). He is an engineer from the Ecole Supérieure d'Électricité, Paris. He also holds a master's degree in mathematics and an advanced degree in economics from the Centre d'études des programmes économiques (CEPE, Paris). In the first half of 2017, he contributed to the campaign of Emmanuel Macron as Director of the Programme and Ideas Division.



PLOQUIN Xavier

Advisor for Energy, Industry and Innovation in the private office of the French ministry for the Ecological and Inclusive Transition. He held various positions in the French ministry of Economy and Finance, in the fields of Energy and Corporate Financing. He was also a market analyst at Total Gas & Power New Energies USA and Assistant Project Manager at L'Oréal. He graduated from the Ecole Polytechnique and Mines Paristech, Paris, France.



PRICA-TAVCIOVSKA Sladjana

Ambassador Extraordinary and Plenipotentiary of the Republic of Serbia to the Kingdom of Morocco since August 2014. Prior to this, she was Ambassador in the Ministry of Foreign Affairs, Assistant Minister for Multilateral Affairs, Deputy Assistant Minister for Multilateral Affairs, Permanent Representative of the Republic of Serbia to the Organisation internationale de la Francophonie (OIF), President of the Working Group for the cooperation with OIF. She was a professor at the Diplomatic Academy at the Ministry of Foreign Affairs of the Republic of Serbia, Head of the Serbian delegation and Permanent Representative to UNESCO-WHC and Special Envoy to IHRA.



PRIEUX Pierre

President of Alcen, group composed of high technology companies in the fields of defense, energy, medical machines and aeronautics. He started his career as President of Tabur Marine and of Dufour. He served at Matra Group as Senior Vice President in charge of 4 departments (car electronics, robotics, computer-aided design and watchmaking). He set up and managed a telecommunication operator, Kaptech, and an equipment manufacturer, Cirpack. He studied at the Ecole Polytechnique and at the Insead.



QIAO Yide

Vice Chairman & Secretary General of Shanghai Development Research Foundation (SDRF). After graduating from Kennedy School of Government at Harvard in 1987, he entered Harvard Institute for International Development and did research work. In 1995, he returned to China as Chief Representative and Managing Director of New York Life until 2003. Prior to study in the US, he conducted research as Assistant Director at the Institute of World Economy, Shanghai Academy of Social Sciences. He is the author of *Chinese Economy: The Next 30 Years* (2011), *Rethinking the International Monetary System – 70 Years after the Bretton Woods Conference* (2014), and *Global Financial Governance: Challenges, Goals and Reforms* (2016).



QUIRINA Mireille

Executive Coach and Business Consultant. Former Western Europe Director, General Counsel and Vice President, Corporate and Governmental Affairs, Europe, Middle East and Africa (EMEA) for DuPont de Nemours. She holds an Advanced Master Degree of International, Comparative and European Law from the Law Faculty of Paris.



RABINOVICH Itamar

President of the Israel Institute (Washington and Jerusalem). Currently he is Professor Emeritus of Middle Eastern History at the Tel Aviv University, Vice Chairman of the Institute of National Security Studies (INSS) in Tel Aviv and a Distinguished Fellow at the Brookings Institution. He served as Israel Ambassador to the United States and former Chief Negotiator with Syria in the mid 1990s and as the president of Tel-Aviv University (1999-2007). He has been a member of Tel Aviv University's faculty since 1971. His most recent book is *The Lingering Conflict: Israel, The Arabs and The Middle East* (Brookings, December 2011). His

biography of Yitzhak Rabin was published by Yale University Press in 2017.



REZRAZI El Mostafa

Professor of Crisis Management and Security Studies and Senior Fellow, OCP Policy Center, co-coordinator of the OBOR China-Morocco Research Group and President, Moroccan Association for Asian Studies. He is the executive director of the Moroccan Observatory on Extremism and Violence as well as Director of the African Center for Asian Studies, Rabat. He is the president for the second term of the Moroccan Association for Asian Studies. He is also Visiting Professor at the University Mohammed V, Rabat. He is member of the Advisory Board of The Euro-African Studies Institute, Hanyang University, Seoul, South Korea. He was a Visiting Fellow in Princeton University, USA. He holds a PhD in Regional & International Affairs from the University of Tokyo and a Doctorate from the University Mohammed V on the Psychological dynamisms of Suicide Bombers.



ROBERT Virginie

Foreign Desk Editor of *Les Echos*, the French business newspaper. Previously, she was the daily's New York correspondent (2008-2012), where she covered the financial crisis and the two Obama presidential elections. Earlier in her career at *Les Echos*, she held various positions as an IT writer and created in 2000 a special section dedicated to the internet economy and to innovation. Her first job was as a business writer for "01 Informatique", the leading IT trade magazine in France. She is the author of a book "*L'irrésistible montée de l'économie sociale*", Editions Autrement, published in March 2007. She holds a Bachelor of Arts from Valparaiso University, IN. and a Master of Journalism from Medill School, Northwestern University, ILL. She is the vice-president of the European-American Press Club in Paris and a member of the French Diplomatic Press Association.



RYU Jin Roy

Chairman and CEO of Poongsan Group, one of the largest manufacturers of metal products and munitions in the world. He is actively involved in numerous business organizations notably as Vice Chairman of the Korea-U.S. Economic Council, Vice Chairman of the Korea Defense Industry Association and Vice Chairman of the Federation of Korean Industries. Additionally, he supports a number of philanthropic organizations worldwide. He serves as Board Chairman of the Pearl S. Buck Foundation Korea, a Vice Chairman of Korea Mecenat Association. Also, he played instrumental role in bringing The Presidents Cup golf tournament to Korea, and served as Chairman of The Presidents Cup 2015 Tournament Organization Committee.



SAFIR Khalid

Wali, Director general of local governments at the Ministry of Interior. Prior to this, he was Wali of the Greater Casablanca region, of the Casablanca-Settat region and Secretary-General to the Ministry of Economy and Finance. After serving as Director of compensation and pensions, Director of Modernisation, Resources and Information system at the General Treasury of the Kingdom, and Chargé de mission at the Office of the Minister of Finance and Foreign Investments, he was appointed governor in the Al-Fidamers-Sultan district prefecture, then governor in the prefecture of the Casablanca-Anfa district in 2006. He is also President of the Alumni association of the Ecole Polytechnique (X-Maroc). He also served as President of the Association marocaine de prospective.



SAKONG II

Chairman of the Institute for Global Economics; former Minister of Finance (1987-1988). He held several key positions in the Korean government (1979-2011), including Senior Secretary to the President for Eco-

conomic Affairs (1983-1987), Ambassador for International Economy and Trade (2000-2002), Special Economic Adviser to the President (2008-2009), Chairman of the Presidential Council on National Competitiveness (2008-2009), and Chairman of the Presidential Committee for the G20 Summit (2009-2011). He also served as Special Consultant to the International Monetary Fund (1989-1998) and Chairman of the Korea International Trade Association (2009-2012). He graduated from Seoul National University and received his MBA and Ph.D. from the University of California in Los Angeles.



SALVADOR

Luc-François

Executive Chairman for the new Asia-Pacific entity of the Capgemini Group. Former Chairman & CEO of Sogeti and member of Capgemini Group Executive Committee. He joined Cap Sogeti Group in 1978. He served among others as Vice Chief Executive of Capgemini France, Vice Chief Executive Officer of Capgemini America and Deputy Director of Capgemini Ernst & Young Group. Since 2009, he has been the Executive Committee's sponsor for Defense activities in France, acting on behalf of the Capgemini Group. The French Chairman of the Joint Chiefs of Staff appointed him as National Coordinator of the French Cyber Defense Military Reserve in 2012. He graduated from the University Witwatersrand, South Africa, and from the Institut des Hautes Etudes de Défense Nationale.



SANO

Tadakatsu

Attorney-at-law at Jones Day. His practice focuses on regulatory compliance and encompasses a broad range of government regulations, product safety, installment sales regulations, commercial transactions regulations, foreign direct investment regulation, energy & environment, and competition law. He represents various clients in civil disputes. He spent 35 years at the Ministry of Economy, Trade and Indus-

try. During his tenure as Director-General of the Trade Policy Bureau and Vice Minister for International Affairs, he worked in the field of international trade policy. He served as Chief Executive Assistant to Prime Minister Yukio Hatoyama (2009-2010).



SCHWEITZER

Louis

Former General Commissioner for Investment (2014-2018). He served as Chairman of the French Foreign Affairs Council until 2017 and currently serves as special representative of the French Foreign Minister for the Franco Japanese Partnership. He is the President of Initiative France, a not for profit organization whose aim is to finance the creation and development of small enterprises. He was Chairman and CEO of Renault (1992-2005). During his tenure, he was also President of the Management board of Renault Nissan BV (2002-2005). Formerly, he was a Civil Servant at the Budget Department and then served as Chief of Staff of Laurent Fabius, who was Minister of Budget in 1981, Minister for Industry and Research in 1983, and Prime Minister (1984-1986).



SEKKAL

Abdessamad

President of the Council of the Rabat-Salé-Kénitra region. Abdessamad Sekkal, who graduated as an architect from the Ecole Nationale d'Architecture (ENA) in 1993, held several positions, including Director of the Agadir Urban Agency (2000-2004), Director of the Centre d'études et recherches en aménagement et urbanisme (CERAU, 2007-2008) before taking up the position of Director of Urbanism at the Agence pour l'aménagement de la Vallée de Bouregreg (AAVB) in October 2009. In 2012, Mr. Abdessamad Sekkal was appointed Director of the Urban Planning and Architecture Department of the Bouregreg Valley Planning Agency.



SEMMAR
Abderrahmane

Manager of the Department in charge of State Owned Enterprises and Privatization at the Ministry of Economy and Finance. He is a member of the National Commission of Corporate Governance. He represents the State as a shareholder in several Public State Owned Enterprises Boards and Boards' committees. He is Chairman of the Inter Ministerial Committee of the Public-Private Partnership and Chairman of the Permanent Committee of the National Accounting Council. He is a lecturer at high institutes such as International University of Rabat, Moroccan Institute of Board members, and High Institute of Administration. He is a graduate in Business Management from the University of Casablanca. He holds the second certificate in Economics from the University of Rabat and a Diploma of the 3rd cycle of the National School of Public Administration of Rabat.



SHAMARA Yuri

First Vice-President of Investment & Engineering company KNGK-Group since 2014. He was CEO of Ilisky Oil Refinery between 2010-2014. During the period 2007-2010, he was Deputy Financial Director at Kuban Oil and Gas Company. Between 2001 and 2007 he worked at the commercial bank "Rasschetniy Dom". He graduated from Kuban State Technological University and has a MBA degree from MGIMO University in International Oil and Gas Business in 2004.



SHEK Daniel

Former Ambassador of Israel to France. During his 27 year-long career in Israel's diplomatic service, he also served as Director of European Affairs, Spokesman of the Foreign Ministry and Consul General in San Francisco. He has extensive experience in European Affairs and has participated in several chapters of Arab-Israeli negotiations, in particular while work-

ing with the late Shimon Peres. For many years, he has taken part in devising media strategies for the Foreign Ministry and is considered an expert on public diplomacy. Since leaving the Foreign Service, he has been an independent consultant and teaches Diplomacy at Tel Aviv University. He is among the leaders of the Israeli Regional Initiative, a civil society organization working towards a regional settlement of the Arab-Israeli conflict.



SIBISI Sandiso

Entrepreneur at Accenture, leading Open Innovation for Africa, where she grants start-ups market access opportunities to accelerate their growth. She founded the Born to Succeed program that is curbing the steep youth unemployment rate in South Africa through education, mentorship and by forming private sector alliances. She is the former Deputy Chairman of Advancement of Black Accountants South Africa Bursary Fund, which addresses the challenges faced by previously disadvantaged learners in accessing institutions of higher learning due to funding constraints. In 2016, she was selected from a pool of 4000 applicants from South Africa to participate in the Mandela Washington Fellowship in the U.S. She also represented South Africa at the World Bank Youth Summit 2016, in Washington DC by sharing her EdTech platform called 'Khwela'. Amongst other accolades she is a Sustainable Development Goals ambassador inaugurated by Ambassador Dessima Williams in Canada, a Play Your Part Ambassador with Brand South Africa and Mzansi's top 100 inspiring and aspiring leaders of 2017.



SIGAL Robert

CEO of the American Hospital of Paris since 2017. He worked at the Institut Gustave Roussy for 20 years, where he served as Executive Medical Director, after practicing as a physician, chief of radiology, and university professor. In 2007, he joined the Hospital and

Health Solutions department of General Electric Healthcare France before taking on the role of Chief Executive Officer. Most recently, he was President and Chief Commercial Officer of InSightec, a medical technology company and the market leader in MRI-guided Focused Ultrasound.



SIMON Jean-Marc

French Ambassador. He worked for the French Foreign Ministry and the Ministry of Cooperation as an advisor. He worked in numerous embassies all over the world, notably as Advisor and Consul General before being appointed as French Ambassador to the Central African Republic (1996-2001), Nigeria (2001-2003), Gabon (2003-2008), and Côte d'Ivoire (2009-2012). He was a Representative to the ECOWAS and to the ECCAS. He is now substitute deputy of Oise, and Chairman of Eurafrique Stratégies SAS. He graduated from Paris II Assas University in Public Law.



SIMON Toby

Founder and President of Synergia Foundation, a strategic think tank. He is also the President of the Synergia Group. He is a Commissioner with the Global Commission for Internet Governance (GCIG) and a member of the Trilateral Commission. He served on the advisory board member of the Center for New American Security (CNAS), the International Council of the Belfer Centre for Science and International Affairs at The John F. Kennedy School of Government at Harvard. He has been advisor to several international organizations such as The World Health Organisation, Médecins Sans Frontières and AEDES-EU. He is a university topper, holds a postgraduate degree, is a graduate from the Harvard Business School and a Research Associate at the Massachusetts Institute of Technology. He is currently pursuing his doctoral studies in strategic security.



STOIAN Marius

President of Club România. He started his career in journalism in 1990 as editor of the *Tineretul Liber* newspaper. He then worked as a press correspondent for a Romanian newspaper and TV channel, in Hungary and Republic of Moldova. He then became personal advisor for the Secretary of State for the Romanians Abroad (2000) and for the Minister of Tourism (2001-2003). He was Under Secretary of State for Foreign Trade (2009). He is member of Chatham House, London, and also member of the Aspen Institute Romania. He graduated in Journalism and Communication Sciences.



STORCHAK Sergey

Deputy Finance Minister of the Russian Federation. He started his career as a research assistant, senior researcher at the Institute of World Economy and Foreign Affairs of the Academy of Sciences of the USSR in 1981. From December 1988 to February 1992 he served as second secretary of the USSR Permanent Mission to the UN Office and other International Organizations of the Ministry for Foreign Affairs of the USSR. From August 1994 to April 1998 he served as Deputy Director of the Foreign Credit and External Debt Department of the Finance Ministry of the Russian Federation. From September 2004 to October 2005 he served as Director of the Foreign Finance Relations, State Debt and State Financial Assets Department of the Finance Ministry of the Russian Federation. In 2005 he was appointed Deputy Minister of Finance, Ministry of Finance of the Russian Federation. He also represents the Ministry of Finance of the Russian Federation in the Plenary of the Financial Stability Board and has held the position of co-chair of the RCG CIS since 2012. In 1981 he graduated from the Moscow State Institute of International Relations, specializing in international economic relations.



STRIL Arthur

Healthcare entrepreneur. He served as Head of Unit for hospital financing at the French Ministry of Health, and as expert seconded to the European Commission (pharmaceutical mergers unit of DG Competition). A Corps des Mines engineer, he graduated from the École Normale Supérieure and the University of Cambridge.



STUEWE James

Senior Advisor, Treasury Board Secretariat, Government of Canada. He has worked in consulting for Deloitte and the Royal Bank of Canada in Toronto. He started his time in Ottawa at the apex of the public service supporting the Clerk and the Prime Minister at the Privy Council Office. He was selected as a Fellow in the Action Canada public policy leadership program, participating in a yearlong program with leaders and influencers in regions across Canada. He graduated from Dalhousie University.



SUR Serge

Agrégé in Public Law, Emeritus Professor of Public Law, University of Paris Panthéon-Assas, where he set up the Master of International Relations (2000-2012). He was Deputy Director of the UNIDIR, Geneva (1986-1996) and ad hoc Judge at the International Court of Justice in The Hague (2009-2012). He is the founder and was director (1999-2012) of the Thucydides Center-Analysis and Research in International Relations, and remains director of the French Yearbook of International Relations (AFRI, since 2000). He is also Editor-in-chief of the bimonthly journal *Questions internationales* since 2003 (Documentation française). In 2008, he received the Edouard Bonnefous Award from the French Academy of Moral and Political Sciences, Institut de France.



TABET Riad

President of Berit International Holding SA, President of Batiliban-France, Franco-Arab Consortium for development, board member of the executive committee of the Franco-Arab Chamber of Commerce, Paris, board member and founding member of the Lebanese American Chamber of Commerce, Beyrouth. He was Advisor to the Lebanese President for the French-speaking world (1986-1988) and Advisor to the Minister of Finance for the private sector (1999-2001). He is the author of numerous books and studies on economic development, environment and land-use planning. He graduated from the Institut d'Urbanisme, Paris-Sorbonne University.



TALYBOV Azer

Deputy Minister of Economic Development of the Russian Federation since January 2017. He served in various positions of the Ministry of Economic Development and trade of the Russian Federation. He was Assistant Minister of Economic Development of the Russian Federation, Head of the Russian President's assistant apparatus and Head of the Secretariat of the President of the Bank of Russia. He graduated in 2002 from Moscow state Institute of International Relations.



TANAKA Nobuo

Chairman of The Sasakawa Peace Foundation since 2015. Former Executive Director of the International Energy Agency (IEA) (2007-2011). He began his career in 1973 at the Ministry of Economy, Trade and Industry (METI) in Tokyo and has served in a number of high-ranking positions in METI, including Director-General of the Multilateral Trade System Department. He served as both Deputy Director and Director for Science, Technology and Industry (DSTI) of the Paris-based Organisation for Economic Co-operation and Development (OECD). Upon return from the IEA, he

became Global Associate for Energy Security and Sustainability at the Institute of Energy Economics, Japan, and Professor at the Graduate School of Public Policy of the University of Tokyo. He holds a degree in Economics from the University of Tokyo and a MBA from the Case Western Reserve University, Cleveland, Ohio.



TANG Karen

Executive Director of The Better Hong Kong Foundation since 2006. She served as Deputy General Manager of the Chinese Television Network, General Manager of the Hong Kong Telecom IMS, Director of Multimedia Services and Director of E-commerce under the Hutchison Whampoa Group. Prior to joining the Foundation, she was the Director of Communications of the University of Hong Kong. She worked for the Tung Chee-Hwa Election Office in 2001 as the Director of Administration Division; and was Deputy Director of the Leung Chun-Ying Election Campaign Office in 2012. She holds a B.A. degree in Social Science and a M.A. degree in Public Administration.



TERRAB Mostafa

Chairman and CEO of OCP Group. He was an advisor in the Royal Cabinet and also served as Secretary-General of the MENA Economic Summit. In 1998, he was appointed Director-General of the National Telecommunications Regulatory Agency. Then, he joined the World Bank as Lead Regulatory Specialist in the Global Information and Communications Department, and headed the World Bank's Information for Development Program. He holds a MS and a PhD in Operations Research from the Massachusetts Institute of Technology and received an engineering diploma from the ENPC, Paris.



TORKUNOV Anatoly V.

Russian scholar and diplomat, expert on Russian foreign policy and Asia-Pacific region. Rector of the Moscow State Institute of International Relations (MGIMO-University), Ambassador Extraordinary and Plenipotentiary, Member of the Russian Academy of Sciences. He serves as Chairman of the UN Association of Russia, President of the Russian International Studies Association, Member of the Academic Council of the Security Council of the Russian Federation, Co-Chairman of the Russian-Polish Group on Difficult Matters (2007-2016). He is Chairman of Moscow Region Civic Chamber, Co-President of the Russian Historical Society, Co-Chairman of the Committee on difficult issues in the history of Russian-Japanese relations, Co-President of the Russian-French Civil Societies Forum "Trianon Dialogue".



TOSIC Bojana

Acting Director of the Public Policy Secretariat of the Republic of Serbia since January 2018. In 2008 she entered the Register of Lawyers with the Bar Association of Belgrade. Between 2007 and 2011, she was a legal adviser at the Secretariat of the Council for Regulatory Reform and Regulatory Impact Assessment. Between 2008-2010 she worked as a coordinator of the legal team of the Unit for the Implementation of Comprehensive Regulatory Reform of the Government of the Republic of Serbia. She was Deputy Director of the Government Office for Regulatory Reform and Regulatory Impact Assessment and acting Deputy Director of Public Policy Secretariat. She graduated from the Faculty of Law at the Belgrade University.



TOURAINÉ Agnès

Chairman of the French Institute of Directors (IFA). She is also the Founder and CEO of Act III Consultants, a management-consulting firm dedicated to digital

transformation. She was Chairman and CEO of Vivendi Universal Publishing, after spending 10 years within the Lagardère group and 5 years within MCK-insey. She is a board member of Proximus (Belgacom) and a member of the supervisory board of Tarkett. She is an independent member of the board of Rexel. Previously, she was a non-executive Director of Cable & Wireless Plc, Neopost and Darty Plc. She is also a board member of several non-profit organisations such as IDATE and the French American Foundation. She graduated from Sciences Po Paris and Columbia University (MBA).



TOURÉ Aminata

Former Prime Minister of Senegal (2013-2014). She also served as Minister of Justice, Attorney General (2012-2013). She has been Special Envoy of President Macky Sall for internal and external Affairs since 2015. She was Head of the African Union Election Observation Mission in Mauritius in 2015 and in Ivory Coast in 2016. In 2017, she co-led jointly with John Kerry Kenya's Presidential Election First Round Observation Mission for the Carter Center and supervised the Election Observation Mission in Liberia for the EISA and the Carter Center. She was also Director of the Gender and Human Rights World Department of the United Nations Population Funds in New York (2009-2012). She holds a PhD in International Business Administration and Finances from the International School of Management ISM in New York and Paris, a MBA from University of Dijon Business School, France, and a Master Degree in Economics from Aix Marseille II University, France.



TRICHET Jean-Claude

Former President of the European Central Bank and Honorary Governor of Banque de France. He is Honorary Chairman of the Group of Thirty, Chairman of the Board of Bruegel Institute and Chairman of the Trilateral Commission (Europe). He was assigned

to various posts at the French Ministry of Finance. He was an adviser to the President of the Republic. He was chairman of the Paris Club (sovereign debt rescheduling) from 1985 to 1993. He was Chairman of the European Monetary Committee until his appointment as Governor of the Banque de France in 1993. He graduated from the Ecole nationale supérieure des Mines de Nancy, the IEP of Paris, the Université de Paris (in economics) and the Ecole nationale d'administration. He was awarded honorary doctorates by several universities.



TRÓCSÁNYI László

Minister of Justice of Hungary since 2014. He is a lawyer by profession. He graduated from the Faculty of Law and Political Sciences of Eötvös Loránd University in 1980 and was admitted to the bar in 1985. He served as an assistant professor, then a lecturer (1991-1994) and a senior lecturer (1994-2000) at the Faculty of Law and Political Sciences of the University of Szeged. Since 2000, he is professor and head of department at the same university. Since 2004, he has served as Director of the European Studies Centre of Szeged University. He has been appointed Hungarian Ambassador to both Belgium and Luxembourg between 2000 and 2004 and to France between 2010 and 2014. He holds various awards that he received from France, Belgium and Hungary.



TROFIMOVA Ekaterina

General Director of Analytical Credit Rating Agency (ACRA). Prior to this from September 2011, Ms. Trofimova worked at Gazprombank (Russia), namely as a Member of the Management Board and supervised the Ratings Advisory Centre, the Centre for Economic Forecasting and the Corporate Communications Department. From June 2000 to July 2011, she worked as a financial analyst, Director and Head of Standard & Poor's Russia and CIS Financial Institutions Rating Group (Paris, France). Ms. Trofimova

graduated from the International Economics department of St. Petersburg State University of Economics and Finance in 1998 and the Finance and Tax Administration department of the University of Sorbonne (Paris, France) in 2000.



TROMLER Miklós Erik

Ambassador of Hungary to the Kingdom of Morocco since 2015.

Prior to this, he was Chargé d'Affaires at the Embassy of Hungary in Rabat after serving as Deputy Head of Mission. At the Ministry of Foreign Affairs of Hungary, he first served as Protocol Officer and then as Senior counsellor for Australia and New-Zealand at the Department for Asia and Pacific Region. Mr. Tromler – prior to his diplomatic carrier – had an international private sector background experience and also had been a professional sportsman. He graduated with an Executive MBA from Corvinus University Budapest and owns a Master Professional of Management, International Economics, Sport Economics from the Université Aix-Marseille II.



TUAKLI Juliette

United Way Worldwide's Chair of Governance Committee and Member of its Leadership Council. Dr. Juliette

Tuakli, an internationally acclaimed medical doctor, is also the founder and medical director of CHILDAcra, a Board Member for CHRI (Commonwealth Human Rights Initiative) and a Member of CHIFA (Child Healthcare Information for All – formerly CHILD2015). She has more than 30 years of pediatric, family medicine and public health care experience. She was on the Harvard and Boston Medical School faculties, and was also Pediatric/Adolescent director of the Children's Hospital of Boston affiliated community health center at which she initiated seminal cross cultural, service directed, operations research (CHILD), for many years.



VAN DAELE Frans

Senior Advisor for International and Government Affairs. Minister of State, Belgium. He joined the Bel-

gian foreign service in 1971. In the seventies and eighties he served twice as a junior officer to Belgium's Permanent Representation to the EU, as the Foreign Ministry's spokesman, and as his country's alternate representative in the Security Council. As Undersecretary for Political Affairs, as Permanent Representative to the EU, and later as Chief of Staff to the first permanent President of the European Council he was deeply involved in setting the EU agenda. Both as Ambassador in Washington and as Permanent Representative of Belgium to NATO he focused on the transatlantic relationship. After completing his diplomatic career he served as Chief of Staff to HM the King of the Belgians.



VÉDRINE Hubert

Founder of Hubert Védérine Conseil, a public affairs consultancy that specializes in foreign, economic, and

geopolitical affairs. He worked as a diplomatic Advisor, Spokesman, and Secretary-General with French President François Mitterrand (1981-1995). He also served as Minister of Foreign Affairs from 1997 to 2002 under the cohabitation government of President Jacques Chirac and Prime Minister Lionel Jospin. In 2004, he was appointed as an Independent Director at LVMH. From 2005 to 2007, he was a member of the High Level Group for an "Alliance of Civilizations" of Kofi Annan. He graduated from the Institut d'études politiques of Paris and the Ecole nationale d'administration (ENA).



VERELLEN Franciscus

Historian of medieval China, member of the Institut de France, professor and former director of the École

Française d'Extrême-Orient (2004-2014). He has taught the history of Chinese religions in France, the

United States, and China. Since 2014 he has served as director of the EFEO Hong Kong Centre and senior research fellow at the Institute of Chinese Studies, The Chinese University of Hong Kong. He has published widely on Chinese religion and regional history. His latest book, *Imperiled Destinies: The Daoist Quest for Deliverance in Medieval China*, is forthcoming from the Harvard University Press in early 2019. His current interests are focused on the break-up of the Tang empire and the role of military and religious elites in the Tang-Five Dynasties transition in the tenth century.



VÉRON Nicolas

Senior Fellow at Bruegel, Brussels, and the Peterson Institute for International Economics, Washington, DC. Previously, he has served as Chief Financial Officer of Multi-Mania, renamed Lycos France, Corporate Advisor to Minister Martine Aubry at the French Ministry of Employment and Solidarity and Economic Advisor to the Préfet of the Nord-Pas-de-Calais Region (Lille, France). He also worked at Rothschild & Cie Banque and VEGLA, part of Saint-Gobain Group. He holds a degree of “Ingénieur de Corps Techniques de l’État” from the École nationale supérieure des mines de Paris and a degree of “Ingénieur polytechnicien” from the École polytechnique. His latest publication is *Le Grand Dérèglement : chroniques du capitalisme financier*, Éditions Lignes de repères, March 2009.



WANG Jisi

Professor of the School of International Studies and President of the Institute of International and Strategic Studies, Peking University. He was a Global Scholar at Princeton University (2011-2015). He is honorary president of the Chinese Association for American Studies, and was a member of the Foreign Policy Advisory Committee of China’s Foreign Ministry in 2008-2016. He taught in Peking University’s Department of International Politics (1983-1991), and

then served as director of the Institute of American Studies at the Chinese Academy of Social Sciences until 2005. From 2005 to 2013, he served as dean of the School of International Studies at Peking University. He was concurrently director of the Institute of International Strategic Studies of the Central Party School of the Communist Party of China from 2001 to 2009. He obtained a MA degree from Peking University.



YIM Sung-Joon

Senior Advisor at Lee International IP & Law Group. Previously, he held the position of President of the Korea Foundation (2007-2010). He joined the Ministry of Foreign Affairs in 1974 and served, among others, as Korean Ambassador to Canada (2004-2007) and Egypt (1996-1999). In 2001, he was Deputy Minister for Foreign Affairs and in 2002, he was appointed as the National Security Advisor to President Kim Dae-jung. He currently co-chairs the Korea-Canada Forum. He graduated from Seoul National University, Oxford University and Keio University.



YURGENS Igor

Chairman of the Management Board of the Institute of Contemporary Development. In June 2013, he was elected President of the All-Russian Insurance Association, in January 2015, President of Russian Association of Motor Insurers. He is also a member of the Presidential Council for Civil Society Institutions and Human Rights, of Russian International Affairs Council and of the Presidium of the Council for Foreign and Defense Policy. He is a professor of the Higher School of Economics. He graduated from the Economics Department of Moscow State University.



ZEENNI Salim

Chairman of the American Lebanese Chamber of Commerce (AmCham Lebanon). He is also the Owner, President and CEO of Zeenni's Trading Agency. He served among others as Chairman of The AmCham MENA Regional Council, Chairman of the Children's Cancer Center in Lebanon, President of the Lebanese American Businessmen Association (LABA). He graduated from Saint Joseph University (USJ), Beirut.

General Partner; he was Head of the Consumer Products Group, Head of Middle East and Africa. He then served as CEO of the Private Equity firm PAI Partners (2009-2015). He graduated from Ecole Normale Supérieure, Sciences Po, the London School of Economics and La Sorbonne in history and economics. He is a "professeur agrégé de sciences économiques et sociales".



ZHU Yan-Mei

Executive Vice President, CHO of BGI (Beijing Genomics Institute) Group. Previously, she was the Project Director of The Southern Securities Investment Bank, Vice Dean of School of Economics and Management at Tongji University, Executive Dean of Chinese Academy of Science and Technology Management. She was also a visiting scholar of Swiss Federal Institute of Technology in Zurich (2005-2007) and a visiting scholar of Gothenburg University in Sweden (2012). Her research focuses on innovation management and policy. She has also published a book entitled *Power of Innovation* and more than 30 papers in high-impact journals and conference domestically and internationally.



ZINSOU Lionel

Co-chair of SouthBridge, a Financial Advisory Service company dedicated to Africa. Chairman of the Fondation de l'École Normale Supérieure and of Terra Nova think tank. Former Prime Minister of Benin (2015-2016). He started his career as a lecturer in economics at the University of Paris 13 and was a member of the Department of Industry Minister's Office and the Prime Minister's Office. In 1986, he joined Danone where he held various positions, including Corporate Development Director and then CEO of the grocery division. In 1997, he joined the Rothschild Bank as





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RABAT

Rabat est la capitale du Royaume du Maroc et deuxième agglomération du pays après Casablanca. Elle se situe au bord de l'Atlantique, sur la rive sud de l'embouchure du Bouregreg River, en face de la ville de Salé, sa « ville jumelle » et compte quelques 1,6 million d'habitants.

Fondée en 1150 par les Almohades, Rabat devient une ville impériale sous le règne du sultan Mohammed III (1757-1790). Durant le Protectorat français est conçue la « Ville nouvelle », qui comprend notamment la résidence royale, des administrations coloniales et le jardin d'essais – inscrite sur la liste du patrimoine mondial de l'UNESCO en tant que bien culturel depuis 2012. Les parties anciennes abritent la mosquée Hassan ainsi que les remparts et portes almohades. On y trouve aussi des vestiges de la principauté morisque, ou andalouse, datant du XVII^e siècle.

Ces dernières années, la ville de Rabat s'est imposée comme centre d'affaires, profitant de la restructuration et de la réorganisation des administrations publiques, et comme destination touristique privilégiée.

Rabat is the capital of the Kingdom of Morocco and the second largest city in the country after Casablanca. It is located on the Atlantic coast, south bank of the mouth of the Bouregreg River, facing the city of Salé, its "twin city" and is home to some 1.6 million people.

Founded in 1150 by the Almohads, Rabat became an imperial city under the reign of Sultan Mohammed III (1757-1790). During the French Protectorate, the Ville Nouvelle (New Town) was designed and built, including royal and administrative areas, the colonial administrations and the Jardins d'Essais botanical and pleasure gardens – inscribed on UNESCO's World Heritage List as a cultural property since 2012. The older parts include Hassan Mosque and the Almohad ramparts and gates, as well as remains from the Moorish, or Andalusian, principality of the 17th century.

In recent years, Rabat has emerged as a business hub benefiting from the restructuring and reorganization of public administrations and as a popular tourist destination.





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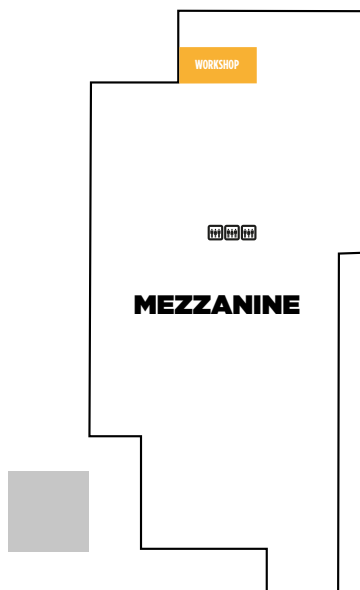
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