Telecom

Algeria

Kuwait's national mobile telecommunications company Wataniya Telecom (WT) has been provisionally awarded a 15-year license to operate Algeria's third GSM network pending official government approval. WT, which owns a 50% share of Orascom Telecom in neighboring Tunisia and also operates in Kuwait and northern Iraq, submitted a bid of US$421 million, beating offers from Telefonica Moviles of Spain (US$409 million), and MTN of South Africa (US$376 million). (Various Sources)

The Algerian telecom regulator, ARPT, is preparing to launch a tender to award up to three fixed line international and inter-urban licenses. Candidates need to fill their expression of interest by January 19, 2004. Each candidate should submit one technical offer, and three financial offers, under the scenarios whether one, two, or three licenses would be awarded. (ARPT website, www.arpt.dz)

Egypt

Government-owned Telecom Egypt (TE) has decided not to proceed with the launch of its own mobile-phone service in Egypt. It will instead take a stake in Vodafone Egypt, one of the country's two existing mobile phone operators, and recoup its EGP2 billion (€256 million) license fee from the National Telecom Regulatory Authority (NTRA). TE's acquisition of a stake in Vodafone Egypt is being accomplished through a series of transactions. TE has bought 8.6% of Vodafone Egypt's 240 million shares, accounting for 31% of the combined minority shareholders' stake. TE is to acquire an additional 16.9% from the Vodafone Group, bringing the UK company's stake down from 67% to 50.1%. Vodafone Egypt and TE will then form a joint venture, with a 50:50 ownership split, to be called Wataneya. This joint venture will own 51% of Vodafone Egypt. Meanwhile, the two existing GSM operators, MobiNil and Vodafone Egypt have agreed to pay the NTRA EGP1.24 billion (€159 million) over four years for the right to use the 1,800-MHz spectrum that formed part of TE's license agreement. (Various Sources, December 2003)

Jordan

Jordan's Telecommunications Regulatory Commission (TRC) invited international operators to prequalify by early January 2004 for the 15-year license to operate the
Kingdom's **third mobile network**. The prequalification notice follows the Council of Ministers' earlier approval of the TRC's licensing plan. The auctioning of a third mobile license is part of a wider process of telecoms liberalization. The TRC also plans to offer a license to end Jordan Telecom's monopoly on international services in 2004. *(MEED, 28/11/2003, [http://www.meed.com](http://www.meed.com))*

**Morocco**

Morocco has decided to join the **World Trade Organization basic telecommunications agreement**. That will see the country remove all tariff and customs duties on imports of telecoms and IT equipment. Morocco is expected to eliminate most telecoms equipment tariffs by April 2004. *(Total Telecom, 20/11/2003, [http://www.totaltele.com](http://www.totaltele.com))*

**Tunisia**

The Tunisian Ministry of Communication, Technology and Transport estimates that the **number of Internet users** in the country will reach three million by 2006, compared to some 500,000 currently. Approximately 10% of the Tunisian households would then be connected to the Internet by 2006, compared to 2.4% nowadays. By 2006, the number of subscribers of the GSM networks is also expected to increase dramatically, reaching some three million subscribers, compared to 1.5 million at present. *(La Presse, 10/11/2003, [http://www.lapresse.tn](http://www.lapresse.tn))*

A privately-owned radio station, **Radio Mosaique FM**, the first ever private radio station in Tunisia, started broadcasting on November 7, 2003. The launch of the private radio came after the announcement by President Zine El Abidine Ben Ali of "the opening of the audiovisual landscape to the private radio and television stations". While the majority of print media institutions and internet service providers are already privately-owned, till now, only public radio and television stations existed in Tunisia. *(Tunisia Online News Update, 07/11/03 [http://www.tunisiaonline.com/news/](http://www.tunisiaonline.com/news/))*

**Turkey**

The Telecommunications Board of Turkey's Telecommunications Authority (TK) approved on November 13, 2003 the merger between **Aria** (a joint venture of Telecom Italia's TIM, and leading Turkish Bank, Is Bankası) and Turk Telekom’s mobile phone operator, **Aycell**. Aycell and Aria will call the new company **TTI**. TIM and Turk Telekom will each own 40% of the new company, with the remaining 20% in the hands of Is Bankası. *(Turkish Daily News, 15/11/2003)*

The Turkish Government is again seeking to sell a stake in **Turk Telekom (TT)**, after several unsuccessful attempts. The Government has adopted a **privatization plan** under which bids for at least 51% of TT will be invited by the end of May 2004, with a public share offering set to follow. First, however, the law will have to be changed to permit majority foreign ownership, and to separate out TT's satellite communications interests, which will not be privatized. It will also be necessary to define the scope of the "golden share" to be retained by the state for strategic and security reasons. The Government's next task will be to persuade potential investors to bid. *(Economist Intelligence Unit, 03/12/2003)*

**Energy**

**Morocco**

A consortium formed by Italian company **Pirelli & C SpA** and France's **Nexans SA** has been awarded a **€115-million contract** to realize – for Moroccan power company
Office National de l'Electricité and Spanish Red Electrica de España – a turn-key high voltage submarine link that will interconnect Spanish and Moroccan power grids across the Gibraltar Strait. The project consists in doubling current submarine power transmission link with overall 90 kilometers of new high voltage cables. This, along with existing links, will be able to carry up to 1,400 MW at a voltage of 400kV. The project will also include two telecommunication fiber optic cables – each 30 km long – both for system control and broadband data transmission. The project should be completed by the second half of 2005 and will be partially financed by the European Investment Bank and the African Development Bank. (Various Sources, 09/12/2003)

Cyprus

The Electricity Authority of Cyprus (EAC) has tendered for a 170-220 MW gas-fired combined cycle unit at Vasilikos. The plant will be constructed on a turnkey basis and will be based on a 2+1 configuration (i.e. two gas turbines and two heat recovery steam generators, and a single steam turbine providing a maximum continuous rating electrical output). The tender also includes a nine-year service agreement. Works are expected to be completed within 30 months from the date of contract award. The deadline for the submission of bids is February 23, 2004. (EAC, 16/12/2003, http://www.eac.com.cy)

Tunisia

La Société d’Electricité d’El Bibane, a joint-venture formed by Centurion Energy International, Calgary Centurion, and Caterpillar Power Ventures, has begun commercial operations at its 27-MW power generation plant located in the coastal town of Zarzis. The electricity generated is being sold to the national power utility, Société Tunisienne de l'Electricité et du Gaz (STEG), under a 20-year power purchase agreement. The power plant is the first in Tunisia to be built under the new Hydrocarbon Code which allows independent power operators to utilize natural gas from marginal gas fields. (Various Sources, 12/11/2003)

WBG

The Gaza Power Generating Company, which is the main supplier of electricity to thousands of residents in the West Bank and Gaza, is planning a public stock offering early in 2004. A credit agreement concluded in November at the Arab Bank headquarters in Amman enabled the company to start preparations for launching shares on the Palestinian Securities Exchange in the first quarter of 2004. (The Daily Star, 08/12/2003, http://www.dailystar.com.lb)

Transport

Egypt

Egypt’s National Authority for Tunnels has prequalified 11 groups of local and international companies for the consultancy contract for the first phase of Cairo Metro Line 3. Some 37 groups of contractors have also been prequalified for the construction contract after submitting expressions of interest last year. However, tendering for the estimated €750 million scheme has been delayed, pending selection of the consultant. Companies leading the groups of prequalified consultants include France's Systra, which drew up preliminary and basic designs for Line 3, and Japan's Pacific Consultants International, which is drawing up detailed designs for the expansion scheme. The two studies are funded by the French and Japanese Governments respectively. The European Investment Bank has provisionally agreed to provide a €200-million loan to finance part of the project. (MEED, 21/11/2003, http://www.meed.com)
The construction of a new terminal at Egypt's Sharm el-Sheikh airport is expected to be completed in 2005. The new terminal will be able to handle 3.5 million passengers per year, raising the annual capacity of Sharm el-Sheikh airport to some six million passengers per year. Preliminary designs have been drawn up by Beirut-based Dar al-Handasah (Shair and Partners), which is also acting as consultant on the planned Cairo Airport Terminal 3 project. Works on a new terminal at Hurghada airport is also to begin shortly. (Various Sources, 11/12/2003)

Jordan

The Jordanian Government has announced its intention to sell two aviation support service companies that were originally established following the restructuring of Jordan’s national carrier, Royal Jordanian Airlines (RJ). Jordan Aircraft Maintenance Ltd. (JorAMCo), which provides comprehensive aircraft maintenance services, and Jordan Airmotive Ltd. (JALCo), which repairs and overhauls aircraft engines, are to be divested through Jordan’s Executive Privatization Commission (EPC) through an international competitive sale. The Jordanian Government recently sold the airport’s duty-free shops to a Spanish firm, Aldeasa; 59% of the Jordan Flight Catering Company to a British firm, Alpha Flight Services Overseas Ltd.; and the Royal Jordanian Aviation Academy to local investors. (Middle east Company News & Associated Press, 27/12/2003, http://www.ameinfo.com)

Lebanon

Beirut International Airport (BIA) has experienced an increased growth in traffic since the Open Skies Policy was implemented two years ago. The policy aims at attracting foreign-based airlines in order to transform BIA into a regional hub. It lifts restrictions on flights in, out, and through the airport and has been hailed as a success by experts. The increase in passenger movement has positively affected Lebanon's tourism industry, which grew by 14% in 2002, and Lebanon's flag carrier Middle East Airlines has recorded profits for the first time in many years. (Daily Star, 07/11/2003, http://www.dailystar.com.lb)

Water/Solid Waste

Jordan

Jordan’s Minister of Water and Irrigation signed an agreement on December 10 granting the 25-year concession to build and operate the US$169 million Kherbet al-Samra wastewater treatment plant to the Samra Wastewater Treatment Plant Company (SPC). SPC’s three shareholders are Morganti, the US affiliate of Athens-based Consolidated Contractors International Company (50%); Paris-based Ondeo Degremont (30%); the US affiliate of France’s Suez Environment and Suez Environment (20%). Under the BOT contract, the consortium is responsible for the design, construction and operation of the plant and the upgrade of the neighboring Ain Ghazal pre-treatment plant. The project is the first in Jordan to be carried out on a BOT basis and is seen as a model for future infrastructure schemes. SPC also signed a three-year engineering, procurement and construction contract with a 50:50 joint venture between Morganti and Ondeo Degremont. A 22-year operation and maintenance contract was signed with a new operating company, the Samra Plant Operations and Management Company, in which Suez Environment holds a 51% stake and CCC holds 49%. (MEED, 19/12/2003, http://www.meed.com)
Bulletin

Donors/WBG

International donors to the Palestinians held an *Ad Hoc Liaison Committee* (AHLC) meeting in Rome on 10 December 2003. The meeting of 14 donor delegations, which provided US$1.2 billion to the Palestinians last year, was hosted by Italy in its capacity as president of the European Union. The conference concluded that a window of opportunity now existed to renewed engagement on the road towards a peaceful solution of the Palestinian-Israeli conflict. To encourage progress, the donors announced they would explore the possibility to establish a special trust fund to help alleviate a US$650-million shortfall in the Palestinian Authority budget.


EIB/Algeria

A €230 million loan for the *reconstruction of public infrastructure and social housing* was signed in Algiers between Banque Algérienne de Développement and the European Investment Bank. This loan aims to enable rehabilitation of housing and all basic economic and social amenities, including in the fields of environment, transport, energy, health and education. A second loan of €20 million is scheduled to be signed in early 2004 to help rebuild businesses in the stricken areas and revive economic activity. The EIB's long-term loans (up to 30 years for public infrastructure) will be supplemented by funds from the EC, the Agence Française de Développement and various multi- and bilateral lenders.


EIB/Egypt

The European Investment Bank is providing a loan of US$372 million for the *construction of the first “train” of a liquefied natural gas plant at Idku*. This loan is one of the largest financing provided by the Bank in the Mediterranean Partner Countries. The Borrower, El Behera Natural Gas Liquefaction Company, is a joint venture bringing together major international gas groups (British Gas (35.5%), Petronas (35.5%) and Gaz de France (5%) with the public sector Egyptian General Petroleum Corporation (12%), and Egyptian Natural Gas Holding Company (12%).


EIB/Jordan

The European Investment Bank is providing a loan of €26 million to the Hashemite Kingdom of Jordan for the construction of the first phase of the *Amman ring road*. The first phase concerns a 41 Km section around Amman on its eastern side. It includes also the relocation near the new road of the Amman Customs Depot and the infrastructure and utility services for an inland ports. The project provides a bypass on the main North-South border link and the port of Aqaba. The project is expected to be co-financed by the EIB, the World Bank and the Arab Fund for Social and Economic Development.


EIB/Morocco

The European Investment Bank on November 11 announced it was lending Morocco a total of *€180 million for investments in road and water infrastructure*, as well as vocational training and micro-finance. A €110-million loan will help complete the Marrakech-Tangiers motorway while a loan of €30 million will go towards improving water supply and waste-water treatment in the municipality of Oujda.

(Euromed
EIB/Tunisia

The European Investment Bank will provide €45 million loan for the light metro network in Greater Tunis. It will be the first operation of the EIB with Société des Transports de Tunis (STT), the newly created entity set up by the Tunisian authorities in early 2003 by the merger of Société du Métro Léger de Tunis (SMLT) and Société Nationale de Transport (SNT). (EIB Press Release, 18/12/2003, http://www.eib.org/news/press/press.asp?Press=2734)

The European Investment Bank announced on November 11 it was providing €90 million in loans to Tunisia for investment in natural gas infrastructure and the steel industry. Some €55 million will go to the Tunisian Electricity and Gas Company (STEG) for improving the supply, transport and distribution of natural gas across the country. Another €35 million will help modernize Tunisacier’s metallurgical plant in the port of Bizerte. (Euromed Synopsis 248, 13/11/2003, http://europa.eu.int/comm/external_relations/euromed/news_interviews.htm)

EIB/FEMIP

The Third Ministerial Committee Meeting of the Facility for Euro-Mediterranean Investment and Partnership (FEMIP) took place on 10-11 November in Naples to assess FEMIP’s results during its first year of activity and discuss the Facility’s future prospects. The meeting was attended by the 15 EU Member States and the 12 Mediterranean partner countries, as well as by representatives of the European Commission, the IMF, the IBRD and IFC from the World Bank Group, and the African Development Bank (AfDB). During the Facility’s first year of activity the Bank has extended over €1.8 billion of new loans and developed a pipeline of 17 new investment operations for another total amount of €1.8 billion. Some €1.1 billion were granted for private sector projects. (EIB Press Release, 11/11/2003, http://www.eib.org/news/press/press.asp?Press=2708)

EU/Regional


The Euro-Mediterranean Ministerial Conference on Energy "Towards a new Euro-Med Partnership on Investment Promotion, Infrastructure Financing and Energy Supply Security" was held in Rome on 1 and 2 December. The Conference was co-chaired by Italy’s Minister of Productive Activities Antonio Marzano, and Algeria’s Minister of Energy and Mines Chakib Khelil. The European Commission was represented by Vice-President Loyola De Palacio. A number of agreements and declarations of intent were signed during the meeting, including an Israel-Palestinian Authority Joint Declaration, a Protocol on the Maghreb Electricity Market, and a Declaration of Intent on the Mashrak gas market. (Euromed Synopsis 251, 04/12/2003, http://europa.eu.int/comm/external_relations/euromed/news_interviews.htm)
EU/Lebanon

The Second EU-Lebanon Economic Dialogue took place on November 24 in Brussels. Both parties agreed to deepen coordination on implementing the Association Agreement and establish a group of experts to examine areas of concern to Lebanon, such as high energy and production costs facing the country’s industry. The EU policy for Wider Europe featured prominently in the discussions, including Lebanon’s expressed enthusiasm to fully participate in it. (Euromed Synopsis 250, 27/11/2003, http://europa.eu.int/comm/external_relations/euromed/news_interviews.htm)

ITU

The first World Summit on the Information Society (WSIS) endorsed on December 12, 2003 in Geneva a declaration of principles and a 29-point action plan, calling on countries around the world to use telecommunications technologies, such as the World Wide Web and mobile phones, to boost economic growth. More than 170 countries approved the call to extend the Internet and the benefits of information technology to the poorest corners of the world. The WSIS is held in two phases. The second phase, which will be hosted by the Government of Tunisia, will take place in Tunis, on 16 - 18 November, 2005. (Various Sources, http://www.itu.int/itu-t/)

The 4th Annual Global Symposium for Regulators (GSR), chaired by the Jordan Telecommunications Regulatory Commission, concluded its 2-day meeting on December 9, 2003. The meeting, which took place in Geneva, was attended by more than 400 telecommunications regulators from across the world, in addition to international organizations such as the EU, the World Bank, the World Trade Organization, and the International Telecommunication Union. The 4th GSR meeting, focused on the two main issues of Universal Services and Universal Access and helped prepare for the World Summit on Information Society. (ITU, 09/12/2003, http://www.itu.int/ITU-D/treg/Events/Seminars/2003/GSR)

Making Transport More Competitive and Efficient: EU Support to Transport Sector Reform in Morocco

by Marco Berti Palazzi and Fabio D’Aversa, EuropeAid Cooperation Office, European Commission

Transport has been on the agenda of the Euro-Mediterranean cooperation since the 1995 Barcelona Conference, where it was identified as a priority issue. On 28 October 2003 the Moroccan Government and the European Commission (EC) signed the financing agreement for a program granting budgetary support to the reform of the transport sector in Morocco (The Program). The Program is endowed with €96 million, which will be disbursed in three tranches upon implementation of a package of reforms agreed upon by the Moroccan Government and the Commission.

1 The views expressed in this article are those of the authors and do not necessarily reflect those of the European Commission.
One of the main objectives of the Euro-Mediterranean partnership is the creation of an area of stability and prosperity across the Mediterranean. This entails the creation of a Free Trade Area (FTA), which is expected to increase opportunities for investments and growth in the region. In this context, the transport sector holds a pivotal position, as the efficiency of the transport system and transport costs (incorporated into the price of imports and exports), have an immediate impact on a country's competitiveness and investment climate. For instance, localization decisions for manufacturing plants heavily depend on transport costs, and competition with Eastern European countries, major competitors of MEDA countries in attracting EU investments, is increasingly based on the availability of good logistics. An efficient and performing transport system is hence a necessary precondition to enable participants in the Euro Mediterranean FTA to reap the benefits of trade liberalization.

In cases where transport sector reforms are called for, this often means reforming old fashioned and inefficient management practices of transport services and infrastructure. Monopolies need to be dismantled and commercial operators must be allowed to operate in a free market environment, while the role of public authorities must gradually shift from the direct production of services of a commercial nature, to the regulation of the activities of commercial operators.

Transport in the Context of the EU-Morocco Partnership

The European Union (EU) is the first trading partner of Morocco. In 2001, almost two thirds of Morocco's international trade was with the EU Member States (72.4% of exports and 54% of imports). In addition to trade, the movement of people between Morocco and the EU has reached significant proportions. About 2.5 million Moroccans are estimated to live and work abroad, primarily in EU member countries, and they travel home regularly. At the same time, millions of tourists from the EU visit Morocco each year, and their number is bound to increase considerably over time. Tourism is the main driving force of the Government’s development strategy. This further increases the need for good quality transport services.

The importance of transport reform in Morocco is reflected in the EU-Morocco Association Agreement, which entered into force on 1 March 2000. Article 55 of the Agreement calls for restructuring and modernizing Morocco’s transport infrastructure; defining and applying operating standards comparable to those found in the European Community; bringing equipment up to Community standards, particularly where multimodal transport, containerization and transshipment are concerned; and gradually improving road, maritime and multimodal transit and the management of ports, airports, sea and air traffic and railways. The need for a comprehensive reform policy of the transport sector is also recognized as a priority by the Moroccan Government. In order to improve the cost/quality ratio of transport services, the Government's economic and social Development Plan of 2000-2004 indicates that transport policy should be increasingly based on liberalization and encouragement of private participation, as well as on strengthening the ability of the Government to elaborate and enforce policies.

It is against this background that the Moroccan Government and the EC have engaged for the last two years in an in-depth policy dialogue, which led to the elaboration of a comprehensive set of reform measures to be supported by the budgetary support Program. The program covers three modes of transport: road haulage, maritime transport and the port system, and air transport.

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2 Budgetary support is a direct non-targeted grant to the state budget by which the Commission accompanies and encourages the partner Government to bring forward reforms that have already been
Road Haulage
Road haulage in Morocco used to be heavily regulated. Administrative barriers limited access to the industry and a public entity, the Office National des Transports (ONT), held the monopoly on freight contracting. This situation prevented free market exchanges of road transport services. All transactions were forced to go through the costly and inefficient intermediation of the ONT. In 1999, the Moroccan Parliament passed a new law providing for the abolition of the ONT’s monopoly and the liberalization of the sector. This required the removal of the anachronistic administrative authorization system, which restricted access to the industry and the establishment of new, simple and transparent rules for access to, and operation of, the haulage business. Important secondary regulation, however, still needs to be prepared and enforced for this reform to become operational. The Program has provided the Moroccan authorities with technical assistance during the preparation phase. It also spells out the actions to be carried out in order to complete the reform process that began in 1999.

The road sector reforms entail the transformation of the former monopolist ONT into a state-owned limited liability company, the Société Nationale des Transports et de la Logistique (SNTL). The latter will compete in a liberalized market on an equal footing with private operators, and could be privatized in the medium to long term. The Program will also deal with road safety, which in Morocco is a very sensitive issue. In this respect, the Program commits the Moroccan Government to finalize the draft law to modernize and redesign the Code de la Route, which has been pending for the last 10 years, and to present it to Parliament for adoption. Actual enforcement of the international convention on the transportation of hazardous materials (ADR convention), to which Morocco is a signatory, is also part of the reform package supported by the Program.

Maritime Transport
Because of its geographical position and the limited importance of land exchanges with bordering countries, Morocco heavily depends on maritime transport for its foreign trade. About 90% of its international trade is carried out by sea and the efficiency of port infrastructure and maritime transport operations is paramount for the competitiveness of the Moroccan economy. Insufficient infrastructure capacity on one hand, and inefficient use of existing capacities on the other, have resulted in poor cost/quality of services in Moroccan ports. This in turn inflates transaction costs and weakens the competitive position of the Moroccan economy.

The construction of a container terminal in the port of Mohammedia and the new port of Tanger; Méditerranée, will increase physical capacity, but only in the long term. It is hence vital to quickly achieve optimal use of the port capacity that is already available. The Program hence plans to introduce changes in the institutional setting of the port sector and the opening of port handling services to competition.

Currently, the public entity Office de l'Exploitation des Ports (ODEP) is in charge of infrastructure management of most commercial activities at the port, and of some regulatory functions. Private operators have a marginal role, while the state administration is weak and does not fully play its role of policy maker and regulator. Port’s reforms thus aim at separating the regulator from the infrastructure manager and provider of commercial services. To achieve this, the Moroccan Government will
merge departments presently dispersed across different entities and concentrate resources and competences in a single Direction of Ports. This process will strengthen the ability of the state to carry out its regulatory and policy-making tasks. ODEP will be split into a port authority in charge of the management of the main ports of the country, and a state-owned commercial company operating in the market for port handling services. This market will be opened to competition and private operators are expected to have a much greater role in it. Tenders will be launched to franchise facilities in both conventional and container terminals. In addition, the Government is currently completing the restructuring of the state-owned shipping company COMANAV—a process which is already well advanced—with a view to privatizing it.

**Air Transport**

Tourism is a national priority in Morocco, and is expected to become an economic and social development engine. The Government plans to raise the number of tourists from 2.4 million in 2000 to 10 million by 2010. Air transport is hence called to play a key role in this strategy, since, like in the case of maritime transport for goods, geography makes foreign visitor flows almost entirely dependent on the air route.

The Moroccan air transport system is relatively well developed. The *Office National des Aéroports* (ONDA) and the flag carrier *Royal Air Maroc* (RAM), with their remarkable technological and financial capacity, are valuable assets for the country. However, national champions alone are no longer sufficient to cope with the challenge facing air transport, particularly if this will have to accommodate a dramatic increase in traffic in the next few years.

The strategy that the Moroccan Government is elaborating and implementing, and that the Commission is supporting, is based on liberalization measures. These are expected to increase efficiency, transparency and non-discrimination of the market place, reduce costs, improve competitiveness and attract new investments and operators. Moreover, Morocco, a candidate to accession into the European Common Aviation Area, needs to take these measures as a preliminary step towards further integration into the European aviation single market. Such measures include opening the ground handling services market—so far a monopoly of RAM—to a second private operator; completion of charter flights liberalization, which, by removing remaining administrative barriers, will enable new airlines to connect new destinations and develop new business; elimination of the anachronistic cross-participation of RAM and ONDA in their respective Board of Directors; and the establishment of a committee of airport users.

However, because of its very nature, liberalization in the air transport sector needs to be accompanied by strong technical and economic regulations, in order to guarantee the highest level of safety and to keep the market free from competition distortions. In this respect, the Moroccan Government has restructured the Civil Aviation Administration by endowing it with increased financial and human resources and has undertaken to revise and complete technical regulation consistent with European and international standards. These steps will enhance the Government’s capability to elaborate and enforce air transport policy.

**Paving the way for Private Investments**

Making transport efficient also requires public and private investments for the development of infrastructure and operations. In this respect, the Commission recently\(^3\) stressed that to strengthen the political, economic and social links between

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\(^3\) *Communication from the European Commission to the Council of the European Union and to the European Parliament on the development of a Euro-Mediterranean transport network, COM (2003) 376*
the two shores of the Mediterranean, it is essential to develop a Euro-Mediterranean transport network, both in a south-south perspective (connections between Mediterranean Partners themselves) and north-south (interconnections with the trans-European transport network). While this budgetary support program is not meant to directly finance transport related infrastructure or private sector development projects, other instruments are available to finance such projects in Morocco and the region. However, by improving the business environment, the reforms supported by this budgetary support program, paves the way for private and public participation in transport infrastructure financing and management.

**Upcoming Seminars and Training**

**Energy**

*European Conference for Renewable Energy: 'Intelligent Policy Options'*
Date: January 19-21, 2004
Location: Berlin, Germany
For more information: [http://www.managenergy.net/conference/re0104.html](http://www.managenergy.net/conference/re0104.html)

**PPI/PPP**

*4th European Congress on Private Participation in Infrastructure*
Date: February 9-10, 2004
Location: Frankfurt, Germany
For more information: [http://www.infrastructure-congress.com](http://www.infrastructure-congress.com)

**Publications and Articles**

*EuropeAid Annual Report 2003*
Author: EuropeAid
Publication date: December 2003
For more information: [http://europa.eu.int/comm/europeaid/reports/index_en.htm](http://europa.eu.int/comm/europeaid/reports/index_en.htm)

*Femise 2003 Annual Report*
Author: Femise
Publication date: November 2003

*infoDev Annual Report 2003*
Author: InfoDev
Publication date: November 2003
ICT for Development: Contributing to the Millennium Development Goals
Lessons Learned from 17 infoDev Projects
Author: InfoDev
Publication date: November 2003

Operator Strategies and Key Performance Indicator Benchmarks: lessons from the global mobile communications market
Author: Kirill Pyshkin, Analysys
Publication date: November 2003
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Author: Connexus Consulting
For more information: http://www.lprism.com/v1/site/pages/

Jordanian Ministry of Transport website
For more information: www.nic.gov.jo/trans

New web site of European Commission Delegation in Tunisia
For more information: http://www.deltun.cec.eu.int

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