

OVER THE HORIZON: A NEW LEVANT

LEVANT ECONOMIC INTEGRATION INITIATIVE IMPLEMENTATION ACTION PLAN

Baseline/Issues	Objectives	Short-Term Actions	Medium to Long-Term Actions	Counterpart/Responsible Institution
Trade Policy				
There are various bilateral FTA agreements in the region. In addition, on-going efforts to link with EU within the Med12 process bring about significant challenges. Furthermore, exclusion of Iraq in both Med12 and Barcelona processes present additional difficulties in achieving harmonized trade policies in the region.	Establishment of a streamlined FTA arrangement within the New Levant Region by consolidating and simplifying various bilateral arrangements and facilitate Med12 process and harmonize Iraqi trade policies with regional policies.	Establish a working group to review various bilateral agreements, from the lens of Med12 process, with the aim of establishing a simple common and streamlined policy posture.	Agree on streamlined FTA arrangements within the region.	Turkey: Ministry of Economy Egypt: Ministry of Trade, Industry and Investment Lebanon: Ministry of Economy and Trade Jordan: Ministry of Industry and Trade Iraq: Ministry of Trade Palestinian Territories: Ministry of Trade and National Economy Designation of Syrian institutions will be made when possible
The existing agreements mainly cover industrial	Expand existing liberal trade arrangements to	Decide on the scope of liberalization in services	Eliminate completely barriers for services trade	The Ministries mentioned above

products and exclude services and agriculture sector. Furthermore, Turkey's Customs Union agreement with EU prevents entering into special agreements with respect to industrial products but leaves it open to agreements on services and agriculture sectors.	include services and agriculture sectors, and have Turkey participate in this liberalization.	trade and agricultural products within five years. Issues to be looked into with respect to agricultural products includes, but not limited to, abolition of quotas, reference prices, seasonal restrictions, and NTMs.	and trade in agricultural products.	
NTMs are important barriers to trade in the region.	Eliminate NTMs pertaining technical standards, SPS, and trade facilitation.	Establish a working group to determine those NTMs that act as constraints for furthering trade linkages.	Eliminate completely all NTMs that prevent deepening of trade relations in the region; and agree on uniformed policies which are compatible with international norms and best practices with respect to NTMs.	The Ministries mentioned above
Government procurement is highly restrictive, and does not allow foreign entities to participate.	Exploring options for inclusion of regional firms to participate procurement by the governments of the region.	<ul style="list-style-type: none"> a) Determine specific areas of government procurement in each country that can be open to participation of regional firms. b) Determine mechanisms for regional firms to participate in the cross-border official procurement, including criteria, disclosure, or 	Allow free access to government procurement to regional firms.	The Ministries above and public procurement agencies and/or divisions of procurement in key ministries such as Ministry of Civil Works and Energy.

		any certification requirements.		
Increasing Private Investment and Enhancing Competitiveness				
Presence of monopolistic market structures and state-owned enterprises discourage both foreign and domestic investment.	Establishing competitive domestic and regional markets by promoting private sector investment and creating attractive environment for foreign direct investment.	Pursuing and/or accelerating privatization policies which are open to regional and international investors; and establishing effective policy framework to eliminate anti-competitive practices.	Completion of privatization and harmonizing competition policies in the region.	Turkey: Ministry of Economy Egypt: Ministry of Trade, Industry and Investment Lebanon: Ministry of Economy and Trade Jordan: Ministry of Industry and Trade Iraq: Ministry of Trade Palestinian Territories: Ministry of Trade and National Economy Designation of Syrian institutions will be made when possible
Foreign investors face serious restrictions as to own and operate businesses.	Elimination of obstacles for foreign investors to own and operate businesses.	Eliminate any prohibition that prevents foreign investors to: a) own real property; b) own controlling share in company structures; and c) wholly own companies.	Establish and harmonize foreign direct investment policies which do not discriminate against foreign investors.	Ministries mentioned above
There is no credible and	Establish a credible	Review of various options to	Officially endorse dispute	Ministries mentioned above

effective dispute settlement mechanism.	dispute settlement mechanism which would comfort foreign investors.	establish effective and credible dispute settlement mechanism, if possible to see options under multilateral agreements such as ICSID and various international arbitration mechanisms.	settlement mechanisms.	
Trade Facilitation, Customs, Logistics and Transport				
Trade facilitation and logistical performance are poor. Consequently, nominal and effective cost of trade handling and processing is high.	Improve performance of trade facilitation and logistical services.	Upgrade, maintain and improve safety on existing roads with faster handling and processing of trade flows; upgrade, maintain and improve safety of existing railways; improve port facilities; improve physical infrastructure and modernize customs processes at the borders and beyond borders; adopt modern practices in logistical services such as trucking, freight forwarding and third party handling; establish metrics for trade facilitation and logistics performance; and simplify transit routes and passages by employing single point processing and avoiding repetitive inspections.	Establish new trade routes with faster handling and processing of trade flows; establish new regional railway links; establish new regional cross-border railway links; and establish fully automated customs and border processing windows that operate on single platform and unified rules which are in line with international norms and standards (e.g., TIR convention).	<u>Private Sector:</u> Levant Private Sector Network <u>Public Sector:</u> Turkey: Ministry of Economy and Ministry of Transport Egypt: Ministry of Trade, Industry and Investment; and Ministry of Transport Lebanon: Ministry of Economy and Trade; and Ministry of Transport Jordan: Ministry of Industry and Trade; and Ministry of Transport Iraq: Ministry of Trade and Ministry of Transport Palestinian Territories: Ministry of Trade and

				National Economy Designation of Syrian institutions will be made when possible
Existing air transport agreements exclude Turkey, and are generally highly restrictive.	Include Turkey into air transport agreements and remove restrictive practices.	Begin to discuss with Turkey on creating more liberal and competitive air transport markets.	Remove entry barriers into air transport markets based on quantitative restrictions, and ownership limitations.	The Ministries mentioned above
There could be gains in bilateral air transport agreements than multi-party agreements.	Encourage countries to enter into bilateral arrangements that could go beyond the limitations stipulated in multi-party agreements.	Begin bilateral discussions on expansion of air transport arrangements.	Convergence of bilateral arrangements towards the most liberal bilateral arrangements in the region.	The Ministries mentioned above
There are some identified projects which are aimed to improve transport infrastructure by building and/or upgrading roads, railways and ports.	Implementation of an investment program to upgrade transport infrastructure.	Following projects are identified to upgrade roads: <ul style="list-style-type: none"> • Construct main North Transport corridor (Aqaba - Mersin Highway) • Construct eastward connections from Iraq on Jordanian side; hence link northern corridor to Basra, Bagdad and Kirkuk • Construct highway to connect to the Gulf by linking it to UAE • Establish a new road 	Syria related part of the investment program will be implemented when the conditions become suitable to undertake the following projects: <ul style="list-style-type: none"> • Syrian portion of Aqaba - Mersin Highway • Syria side of main road connections to Iraq • Rehabilitation of railways • Upgrading of Syrian ports 	<u>Private Sector:</u> Levant Private Sector Network <u>Public Sector:</u> The Ministries mentioned above <u>International Partners:</u> Bilateral and multilateral organizations, and investors

		<p>network from Turkey to Musul to Baghdad</p> <p>Following projects are identified as possible railway projects:</p> <ul style="list-style-type: none"> • Completion of rehabilitation of Hedjaz railway and integrating it with the GCC railway network • Connecting Tripoli Port to the rehabilitated Hedjaz railway and to Basra • Establishing modern rail link from Istanbul to Baghdad <p>Following projects are identified for maritime sector:</p> <ul style="list-style-type: none"> • Upgrading capacity of the port of Beirut • Expansion of Oum Qasr port • Starting Mersin - Beirut Ro – Ro service and also Izmir - Beirut 	<ul style="list-style-type: none"> • Starting Ro – Ro service between Syria and Mersin 	
Labor Mobility				
Labor mobility is highly restrictive in the region and lacks any formal	Establish a framework to ensure mobility of specialized skills in the	Determine some key areas of cooperation to begin establishment of labor	Expand labor mobility to facilitate trade in services and establish a framework	Turkey: Ministries of Economy; Labor; and Interior.

arrangement for temporary movements.	region.	mobility in the region. These include visa restrictions, and temporary stay permits.	for portability of benefits across the region.	<p>Egypt: Ministries of Trade, Industry and Investment; Labor; and Interior.</p> <p>Lebanon: Ministries of Economy and Trade; Labor; and Interior.</p> <p>Jordan: Ministries of Industry and Trade; Labor and Interior.</p> <p>Iraq: Ministries of Trade; Labor; and Interior.</p> <p>Palestinian Territories: Ministries of Trade and National Economy; and Labor.</p> <p>Designation of Syrian institutions will be made when possible</p>
Increased FDIs and services trade require mobilization of skilled labor	Review of demographic patterns with a view to take advantage of differences in demographic patterns and skills-sets in the region	Prepare long term vision document for labor markets in the Levant region	Implement policies identified in the long term vision document	Ministries of Labor
Financial Services				
There are significant barriers to entry into	Allow access to financial markets.	Remove limitations for regional banks' ability to	Harmonize rules to financial market access in	Turkey: Central Bank, BRSA, CMB

financial services.		operate. Eliminate any requirement with respect to ownership structure (such as local partners and limits on shares).	the region; and establish markets which regional financial institutions operate without any discrimination.	Egypt: Central Bank, EFSA Lebanon: BDL, CFM Jordan: Central Bank , JSC Iraq: Central Bank, ISC Designation of Syrian institutions will be made when possible
Non-bank financial services are underdeveloped especially compared to Turkish non-bank financial services industry.	Promote establishment of non-bank financial institutions.	Set up a working group which would extract lessons from Turkish experience in developing non-bank financial institutions; and establish linkages in certain key areas such as capital markets (both equity and debt), leasing, factoring and insurance.	Establish region-wide non-bank financial services and markets such as trading of securities, provision of leasing, factoring and insurance sectors.	Turkey: Central Bank, BRSA, CMB Egypt: Central Bank, EFSA Lebanon: BDL, CFM Jordan: Central Bank , JSC Iraq: Central Bank, ISC Designation of Syrian institutions will be made when possible
The level of financial sector infrastructure development is uneven.	Establish state-of-the-art financial sector infrastructure with respect to: a) physical infrastructure (e.g., IT platforms, payment systems); and b) accounting and auditing	Determine bottlenecks in developing inter-operable IT platforms including payment systems and trading platforms. Harmonize rules and legal and regulatory frameworks to achieve higher efficiency in regional	Implement a harmonized financial sector infrastructure which achieves high efficiency in financial transactions; minimizes disputes; allows greater transparency; and	Turkey: Central Bank, BRSA, CMB Egypt: Central Bank, EFSA Lebanon: BDL, CFM Jordan: Central Bank , JSC

	standards.	financial transactions. Harmonize accounting and auditing rules and practices	complies with all international norms and standards.	Iraq: Central Bank, ISC Designation of Syrian institutions will be made when possible
Perceived counter-party risks are very high and the current arrangements for dispute settlement do not comfort financial sector participants. Consequently, financial markets operate in segregated manner with very limited credit facilities.	Establish: a) common platforms for financial intelligence and information sharing; and b) effective mechanisms to reduce counter-party risks and provide dispute settlement arrangements.	Determine options for a common platform that would provide timely, reliable and accurate information; link up payment systems in such a way that counter-party risks are mitigated; and set up credible and effective dispute settlement mechanisms.	Implement the optimum options for: a) sharing of financial information; b) measures to mitigate counter-party risks; and c) dispute settlement mechanism.	Turkey: Central Bank, BRSA, CMB Egypt: Central Bank, EFSA Lebanon: BDL, CFM Jordan: Central Bank , JSC Iraq: Central Bank, ISC Designation of Syrian institutions will be made when possible
Energy Sector				
<u>Institutional Issues</u>				
There are a number of institutional, regulatory and technical constraints to the expansion of power trade despite the fact that there are significant shortages and growing future demands for energy in the region.	Building necessary institutional framework as well as its legal and regulatory underpinning to facilitate cross-border energy trade.	Establish a regional power trade committee whose priority will be to undertake the following actions: <ul style="list-style-type: none"> • harmonizing technical codes and standards for the national energy systems and establishing a regional grid code; • allowing open access and 	Agreeing to open up cross-border energy trade to competition and building the necessary institutional arrangements. In order to secure sustainability of regional energy markets, following actions need to be implemented:	Turkey: Ministry of Energy, EMRA Egypt: Ministry of Energy Lebanon: Ministry of Energy Jordan: Ministry of Energy Iraq: Ministry of Energy

		<p>consistent and fair pricing of cross border transport; and</p> <ul style="list-style-type: none"> identifying an independent process and procedure for resolving disputes relating to regional energy transactions. 	<ul style="list-style-type: none"> Establish a regional regulator (start with reporting, coordinating, and dispute-resolution role before moving to a full-fledged regional regulator). Reduce subsidies and other forms of policies that distort energy prices. 	<p>Palestinian Territories: Prime Minister's Office, PENRA, PETL, PPGC, PIF</p> <p>Designation of Syrian institutions will be made when possible</p>
<p><u>Investing in Power Grid</u></p> <p>Regional infrastructure for energy trade needs to be improved. In this respect, several studies have already identified a range of projects.</p>	<p>Implementation of an investment program to build necessary physical infrastructure that would serve as a platform for an efficient energy trade.</p>	<p>A) <u>Improvements in the existing structures:</u></p> <ul style="list-style-type: none"> Upgrading national transmission networks Reinforcement of existing cross-border interconnections for bulk electricity (e.g., Turkey-Iraq, Iraq-Jordan, Jordan-Egypt) <p>B) <u>Implementing new projects:</u></p> <ul style="list-style-type: none"> Second 400 kV Line between Egypt and Jordan A 400 kV 800 km long line from Iraq to Jordan A new 400 kV line 101 km long from Jordan to West Bank 	<p>Following normalization of political situation, following projects need to be undertaken:</p> <ul style="list-style-type: none"> A second 400 kV interconnection between Syria and Lebanon Upgrading Iraq to Syria interconnection from 220 kV to 400 kV <p>Implementations of some projects that link the region with the countries at the periphery of the region are also needed. Following projects are among these:</p>	<p><u>Private Sector:</u> Levant Private Sector Network</p> <p><u>Public Sector, Regulatory Authorities, and Transmission Companies:</u></p> <p>Turkey: Ministry of Energy, EMRA</p> <p>Egypt: Ministry of Energy</p> <p>Lebanon: Ministry of Energy</p> <p>Jordan: Ministry of Energy</p> <p>Iraq: Ministry of Energy</p> <p>Palestinian Territories: Prime Minister's Office, PENRA,</p>

		<ul style="list-style-type: none"> • A 50 km long double circuit 220 kV line from El Arish in Egypt to Gaza • Second 400 kV line from Iraq to Turkey 	<ul style="list-style-type: none"> • A second 400 kV line between Iraq and Iran • Upgrading of the Egypt to Libya interconnection to 500 kV AC line or through a back to back HVDC line 	<p>PETL, PPGC, PIF</p> <p>Designation of Syrian institutions will be made when possible</p> <p><u>International Partners:</u> Bilateral and multilateral organizations, and investors</p>
<p><u>Investing in Gas Distribution Networks</u></p> <p>Demand for gas is growing but pipeline networks and projected gas supply are not sufficient to meet the increased demand.</p>	<p>Establishment of reliable gas supply and distribution networks.</p>	<p>Establish bilateral and multilateral technical committees to seek options (by conducting feasibility studies to look into technical, commercial needs as well as optimum financing and business models) for building infrastructure gas trade with focus on the following projects:</p> <ul style="list-style-type: none"> • Kirkuk-Basra- Amman - Aqaba • Basra-Kirkuk to be connected to Kirkuk - Erzurum (Turkey) <p>In parallel to the above projects, investments are needed for processing, storage, and handling at terminal points of the</p>	<p>When the political situation allows, following projects need to be undertaken:</p> <ul style="list-style-type: none"> • Iraq-Syria pipeline • Completion of the last phase of AGP (Homs-Aleppo) and extending it to Kilis, Turkey • LNG import terminal in Syria <p>Above projects should further be supported by projects bringing resources in the countries of the periphery of the region:</p> <ul style="list-style-type: none"> • Western gas fields of Libya to Arish in 	<p><u>Private Sector:</u> Levant Private Sector Network</p> <p><u>Public Sector and Regulatory Authorities:</u></p> <p>Turkey: Ministry of Energy, EMRA</p> <p>Egypt: Ministry of Energy</p> <p>Lebanon: Ministry of Energy</p> <p>Jordan: Ministry of Energy</p> <p>Iraq: Ministry of Energy</p> <p>Palestinian Territories: Prime Minister's Office, PENRA, PPGC, PIF</p> <p>Designation of Syrian</p>

		<p>pipelines. Among these are:</p> <ul style="list-style-type: none"> • LNG import facilities for Jordan at Aqaba • LNG import terminal in Lebanon 	<p>Egypt</p> <ul style="list-style-type: none"> • Marsa El Brega (eastern Libya) to Obeyed (western desert of Egypt) 	<p>institutions will be made when possible</p> <p><u>International Partners:</u> Bilateral and multilateral organizations, and investors</p>
ICT Sector				
<p>Competition in telecom sector is limited in the region, except Turkey and Jordan. Consequently, prices are high; high speed access is limited.</p>	<p>Encourage competition in telecom sector and attract investment into modern telecom services.</p>	<p>Remove monopolistic structures in telecom sector, remove any mechanism that effectively control prices</p> <p><u>Turkey:</u> In terms of market opening, Turkey is good practice in the region, having aligned its model of market opening to the EU framework. The taxes on the telecom sector should be lowered.</p> <p><u>Egypt:</u> Continue the process of market opening by liberalizing international communications and expanding the number and rights of facilities-based ISPs. Stimulate competition in domestic backbone by using the infrastructure of other utilities. Consider adopting EU's <i>acquis communautaire</i>. Define and</p>	<p>Encourage cross-border investment in telecom market and remove barriers in telecom services trade.</p>	<p><u>Public Sector and Regulatory Authorities:</u></p> <p>Turkey: Ministry of Transport and Communications, ICTA</p> <p>Egypt: Ministry of Communications and Information Technology, TRA</p> <p>Lebanon: Ministry of Telecommunications, TRA</p> <p>Jordan: Ministry of Communications and Information Technology, TRA</p> <p>Iraq: Ministry of Communications</p> <p>Palestinian Territories: Ministry of Telecommunication and IT</p>

		<p>implement a PPP tender process to extend ultra-fast broadband (UFB) in rural areas.</p> <p><u>Lebanon</u>: Introduce the process of market opening by licensing the two mobile operations under MOT and define and implement a PPP tender process to extend UFB in rural areas. Continue the process of market opening.</p> <p><u>Jordan</u>: Jordan is considered close to best practice in the region. Consider adopting EU's <i>acquis communautaire</i>. Define and implement a PPP tender process to extend UFB in rural areas.</p> <p><u>Iraq</u>: Liberalize the international gateway and introduce facilities-based ISPs. Stimulate competition in the broadband backbone segment. Define and implement a PPP tender process to extend UFB in rural areas.</p> <p><u>Syria (when possible)</u>: Liberalize the international gateway and introduce</p>		<p>Designation of Syrian institutions will be made when possible</p> <p><u>Private Sector</u>: Levant Private Sector Network</p> <p><u>International Partners</u>: Bilateral and multilateral organizations, and investors</p>
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		<p>facilities-based ISPs. Stimulate competition in the broadband backbone segment. Define and implement a PPP tender process to extend UFB in rural areas.</p> <p><u>Palestinian Territories:</u> Improve competition in telecom sector especially in the broadband segment. Advocate for more relaxed import restrictions on telecom equipment and more flexible spectrum allocation to Palestinian operators.</p>		
Regulatory regimes are varied and need to be harmonized.	Harmonize regulatory systems in telecom sector.	<p>Determine the rules and regulatory postures that create inefficiencies and effectively act as constraints for competitive telecom markets.</p> <p><u>All:</u> Establish a common facility for the exchange of good practices and professionals in the area of telecommunications regulation.</p> <p><u>All:</u> Establish a forum for regulatory harmonization and convergence.</p>	Harmonize regulatory regime for telecom operators.	<p>Turkey: Ministry of Transport and Communications, ICTA</p> <p>Egypt: Ministry of Communications and Information Technology, TRA</p> <p>Lebanon: Ministry of Telecommunications, TRA</p> <p>Jordan: Ministry of Communications and Information Technology, TRA</p> <p>Iraq: Ministry of</p>

		<p><u>All</u>: Develop a harmonized and independent regulatory framework for Business Process Outsourcing in the region that enables companies to better cooperate across borders.</p> <p><u>All</u>: Develop a framework agreement that facilitates sharing of excess satellite service capacity.</p> <p><u>Turkey</u>: ICTA to play a lead role in the provision of technical assistance.</p> <p><u>Egypt</u>: Egypt NTRA to play a coordinating role in the area of the security of essential telecom infrastructure.</p> <p><u>Lebanon</u>: Lebanon TRA MOT to study differences between Lebanon's institutional framework and the other examples in the region.</p> <p><u>Jordan</u>: Jordan TRA to play a lead role in the provision of technical assistance.</p> <p><u>Iraq</u>: Iraq CMC and MoC to explore possible provisions</p>		<p>Communications</p> <p>Palestinian Territories: Ministry of Telecommunication and IT</p> <p>Designation of Syrian institutions will be made when possible</p>
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		<p>in new telecom law that could facilitate cross-border telecom investments.</p> <p><u>Syria (when possible):</u> Establish TRA</p>		
<p>Investment is needed to develop additional capacity in broadband services.</p>	<p>Attract investment in broadband internet services.</p>	<p>Remove constraints for private and foreign investment in broad band services; encourage development of end-user services that utilize high speed broadband connections.</p> <p><u>All:</u> Discuss prospects for a framework agreement in international communications cost (voice termination and data transit costs).</p> <p><u>All:</u> Discuss prospects of a Levant region framework agreement for FDI in telecom.</p> <p><u>Egypt:</u> Stimulate competition in domestic backbone by using the infrastructure of other utilities. Define and implement a PPP tender process to extend UFB in rural areas.</p>	<p>Implement policies to establish competitive and open internet access on broadband circuits.</p>	<p><u>Public Sector and Regulatory Authorities:</u></p> <p>Turkey: Ministry of Transport and Communications, ICTA</p> <p>Egypt: Ministry of Communications and Information Technology, TRA</p> <p>Lebanon: Ministry of Telecommunications, TRA</p> <p>Jordan: Ministry of Communications and Information Technology, TRA</p> <p>Iraq: Ministry of Communications</p> <p>Palestinian Territories: Ministry of Telecommunication and IT</p> <p>Designation of Syrian institutions will be made</p>

		<p><u>Lebanon:</u> Define and implement a PPP tender process to extend UFB in rural areas. Continue the process of market opening.</p> <p><u>Jordan:</u> Define and implement a PPP tender process to extend UFB in rural areas.</p> <p><u>Iraq:</u> Stimulate competition in the broadband backbone segment. Define and implement a PPP tender process to extend UFB in rural areas.</p> <p><u>Syria (when possible):</u> Define and implement a PPP tender process to extend UFB in rural areas.</p> <p><u>Palestinian Territories:</u> Define and implement a PPP tender process to extend UFB in rural areas.</p>		<p>when possible</p> <p><u>Private Sector:</u> Levant Private Sector Network</p> <p><u>International Partners:</u> Bilateral and multilateral organizations, and investors</p>
<p>The cooperation between universities, telecom operators and regulatory entities to promote linkages, new technologies and skills development is lacking.</p>		<p>All: Implement a program for the access and exchange of scientists, researchers, IT and telecom engineers and industry professionals to the main RDT and industry support infrastructure in the region (e.g., Cairo Smart</p>		<p><u>Public Sector and Regulatory Authorities:</u></p> <p>Turkey: Ministry of Transport and Communications, ICTA</p> <p>Egypt: Ministry of</p>

		<p>Village, technology parks in Amman, Aqaba, and Beirut Digital District)</p> <p><u>All:</u> Develop common on-line curriculum for mobile computing targeted to developers in the sub-region, accessible to all faculties of engineering and MBA courses, and foster links with mobile ecosystem development.</p> <p><u>All:</u> Organize a series of seminars and workshops gathering main telecom sector stakeholders in the Levant including government agencies, private sector operators, universities, incubators, NGOs and entrepreneurs from across the region.</p>		<p>Communications and Information Technology, TRA</p> <p>Lebanon: Ministry of Telecommunications, TRA</p> <p>Jordan: Ministry of Communications and Information Technology, TRA</p> <p>Iraq: Ministry of Communications</p> <p>Palestinian Territories: Ministry of Telecommunication and IT</p> <p>Designation of Syrian institutions will be made when possible</p> <p><u>Private Sector:</u> Levant Private Sector Network</p> <p><u>International Partners:</u> Bilateral and multilateral organizations</p>
Tourism Sector				
Social stability and security are the most important constraints for	Ensure safe travel and sightseeing conditions for tourism industry.	Establish an advisory council on security conditions for tourism industry with clear	Safe delivery of tourism products and credible information disclosure and	Turkey: Ministry of Tourism Egypt: Ministry of Tourism

<p>the development of tourism sector.</p>		<p>liaison and early warning mechanisms.</p>	<p>access networks related to safety concerns.</p>	<p>Lebanon: Ministry of Tourism</p> <p>Jordan: Ministry of Tourism and Antiquities</p> <p>Iraq: Ministry of Tourism and Antiquities</p> <p>Palestinian Territories: Ministry of Tourism and Antiquities</p> <p>Designation of Syrian institutions will be made when possible</p>
<p>More customized products are needed and benefiting from Turkish experience in this regard would be useful.</p>	<p>Establishing tourism industry practices that could effectively deliver individualized products.</p>	<p>Providing assistance to tourism industry groups to:</p> <p>a) inform them about international best practices in customized tourism products;</p> <p>b) cross-selling tourism products; and</p> <p>c) necessary human and technical know-how requirements.</p>	<p>Efficient delivery of customized touristic services and maximizing synergies in the region.</p>	<p><u>Private Sector:</u> Levant Private Sector Network</p> <p><u>Public Sector:</u></p> <p>Turkey: Ministry of Tourism</p> <p>Egypt: Ministry of Tourism</p> <p>Lebanon: Ministry of Tourism</p> <p>Jordan: Ministry of Tourism and Antiquities</p> <p>Iraq: Ministry of Tourism and Antiquities</p>

				<p>Palestinian Territories: Ministry of Tourism and Antiquities</p> <p>Designation of Syrian institutions will be made when possible</p> <p><u>International Partners:</u> Bilateral and multilateral organizations</p>
Investment in physical infrastructure and skill development is needed.	Promote investment in tourism sector and related physical infrastructure as well as developing necessary skills.	<p>a) Review incentive framework for tourism sector; investing in airports, ports, terminals and access to historical and natural sites.</p> <p>b) Developing training programs and modifying curriculums in schools and universities to ensure development of necessary skill mix as well as awareness of human resource needs of the sector.</p>	Commissioning state-of-the-art-facilities for entry, exit, as well as expanding sight-seeing portfolio.	<p><u>Public Sector:</u></p> <p>Turkey: Ministry of Tourism</p> <p>Egypt: Ministry of Tourism</p> <p>Lebanon: Ministry of Tourism</p> <p>Jordan: Ministry of Tourism and Antiquities</p> <p>Iraq: Ministry of Tourism and Antiquities</p> <p>Palestinian Territories: Ministry of Tourism and Antiquities</p> <p>Designation of Syrian institutions will be made when possible</p>

				<u>International Partners:</u> Bilateral and multilateral organizations, and investors
Regulatory Convergence				
Regulatory regimes, both in terms of institutional architecture and regulatory posture, in the region are varied. Consequently, the regulatory regimes either act as constraints for deepening economic relations and/or source of regulatory arbitrage	Review of regulatory regimes with a view to achieve greater degree of regulatory convergence.	Establish working groups to review regulatory regimes in: a) general competition policies; b) regulations related to establishing and licensing businesses and issues related to business conduct; c) registration and protection of trademarks and intellectual property; and d) regulatory framework related to key sectors such as financial, transport, construction and communication. Based on this review determine a set of actions to achieve greater regulatory convergence.	Implement proposed actions by working groups to achieve regulatory convergence.	Turkey: Ministry of Economy Egypt: Ministry of Trade, Industry and Investment Lebanon: Ministry of Economy and Trade Jordan: Ministry of Industry and Trade Iraq: Ministry of Trade Palestinian Territories: Ministry of Trade and National Economy Designation of Syrian institutions will be made when possible
Water				
The region's water resources are scarce. Arable land in Egypt is below 3%. Even Turkey which relatively has more water resources has	The region needs to protect its valuable water resources, increase the efficiency of water usage and collaborate to achieve these objectives	Seeking options to achieve more efficient water usage in the region. Develop a common policy regarding the management of	Implement projects which aim to increase efficiency of water usage in the region	Ministries of Civil Work

only about 25 % of its land is arable.	for water resources which span across boundaries (such as rivers, aquifers, etc.)	cross-country water sources		
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Education

There is a need to improve human resource stock in the region in especially those sectors that has significant potential for growth.	Determine human resource needs and develop a plan to create necessary skill base for tourism, finance, and manufacturing	Decide on modalities to achieve necessary human resource pool in tourism, finance and manufacturing (such as vocational education, internships, on-the-job-training) as well as set up educational and training mechanisms to ensure continuous flow of human resources into the existing pool of human capital	Establish cross-country educational and training mechanisms which are supported by all stakeholders (i.e. government, private sector organizations, firms, schools and universities, civil society elements)	Ministries of Education
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Implementation Modalities and Administrative Oversight

Policy Actions

All policy actions and actions regarding institution building such as regulatory organizations, and enhancing capacity of official bodies will be implemented by designated official entities in consultation with private sector organizations.

Project Implementation

The Levant Private Sector Network and its Executive Board will oversee implementation of actions related to specific projects and investments. This committee will consult with relevant public and private sector organizations in the region.

Public Awareness and Disclosure

The Levant Private Sector Network and its Executive Board will assume the lead role in disseminating and disclosing information regarding the

planned implementation of the actions mentioned above. This is in addition and in support of any legally mandated disclosure and public consultation that must be carried out by official bodies regarding trade policy, various regulations and specific policy changes in each country. In addition, the Network will organize campaigns and activities to educate public-at-large about the benefits of planned actions. In this respect, it will coordinate with other national and regional organizations.

Special programs aimed to close gender gap and promote women entrepreneurs and disadvantaged groups should also be developed