

| Amman Citadel – Commercial Visitor Services Provision | | |
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| Sector: Tourist | Project Value: 20M JDM | Location: |
| Target Market: Tourists & Jordanians | FDI Potential: Med | Amman - Citadel |
| <p>Potential Opportunity</p> <p>One of Jordan’s cultural-heritage show pieces is the Hill of the Citadel (Jabal al-Qal'a) in the middle of Amman. This hilltop has commanding views of the city and was occupied during the Neolithic period and fortified during the Bronze Age (1800 BC). The ruins on the hill range from Roman through to early Islamic.</p> <p>The Citadel is currently visited by some 125,000 persons per year, which given its central and easily accessible location, is a dismal performance. Visitors spend minimal time at the site, because of the site’s shortcomings:</p> <ul style="list-style-type: none"> • Poorly maintained and operated visitor services • No retailing • Poorly presented interpretation and museum • No restaurant • No entertainment <p>The Ministry of Tourism and Antiquities is responsible for the site but has not been able to establish an effective operation. Income depends on ticket sales (over 90%) and no revenue stream diversification occurs.</p> <p><i>“It could be quite nice. I’m surprised they (the Government of Jordan) has not done more with it. (speaking about Amman Citadel)”</i></p> <p><i>Deputy Minister of Petroleum from Iran, while visiting the Citadel (May 11, 2006)</i></p> <p>The Citadel is a unique cultural tourism and national historical site development opportunity.</p> | | |
| <p>I. Description of the Business</p> <p>A long term concession for a private sector operator who receives long term rights to manage site activities and commercialize operations in return for making specific investments to improve the site. Direct operations and/or sub leasing of restaurants / cafes, events venue (with the Amman skyline as the backdrop), interpretative center (museum), retail outlet, and theatre. Study tours and national / international events are potential features of operations.</p> | | |

| Virtual Reality Shows for Heritage Sites | | |
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| Sector: Tourism & Travel | Project Value: JD10M | Location: Heritage Sites Jerash, Petra , Amman |
| <p>Potential Opportunity</p> <p>Virtual Reality (VR) applications can function both as educational/entertainment tools and as an instrument of historic research, simulation, and reconstruction. The best VR facilities enable tourists to actively participate and experience the landscape, architecture, and culture of ancient cultural heritage sites.</p> <p>Since the content displayed in VR exhibits is not predetermined or pre-recorded, but is generated in "real-time", the audience is able to interact with the programs and define their behaviour. For example, if the program is a journey through the ancient city of Jerash, then visitors can choose the path through the city just as in a real tour. They may also "knock" on doors to enter buildings, or fly up high to view the city.</p> <p>Jerash is Jordan's second best revenue generating heritage site – attracting around 200,000 visitors and generating entrance fees of JD 900,000 per year. However, this yield is well below the site's potential, which has been estimated by the Ministry of Tourism & Antiquities to be JD 20 million per year. Jerash is one of the largest sites containing ancient Roman ruins, which makes it ideal for a virtual reality entertainment complex.</p> | | |
| <p>I. Description of the Business</p> <p>Development and installation of a state of the art virtual reality facility adjacent to the ancient Roman ruins of Jerash, to take advantage of the enormous scale and variety of activities that were undertaken on this site. The facility will be geared to service the tourist market and would be similar to the VR facility developed for the Agora in Athens.</p> | | |

| National Water Sports and Outdoor Pursuits Center | | |
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| Sector: Tourism | Project Value: JD 17M | Location: Balqa and Wadi Al Moujib |
| <p>Potential Opportunity</p> <p>Jordan Valley Water Authority has installed access roads and utilities on two of its irrigation lakes that enable the development of a water-sport and outdoor pursuits centre. The centre could take advantage of the lake and its surrounds to provide for activities such as yachting, water skiing, hiking, rock-climbing, & cycling.</p> <p>As there are currently no comparable facilities within Jordan, this centre will attract both Jordanians and tourists who enjoy outdoor pursuits.</p> <p>The facility could be targeted at specific segment(s), such as the backpacker / youth market and / or at sports people who seek access to suitable facilities for training and development.</p> | | |
| <p>I. Description of the Business</p> <p>The cost of the pursuit center has been estimated for 100 guests. Anticipated facilities are accommodation wing, kitchen / restaurant, laundry etc. Other facilities needed to address the specific requirements of the adventure sports / youth market segment are a clubhouse/common room for socializing, lecture room, a shop that sells sportswear and equipment, a gymnasium, and support facilities for housing and maintaining equipment.</p> <p>The facility would be built to be differentiated from potential competitors. The design is for three star standard that meets the needs and price point of the youth market.</p> <p>The centre would be staffed with instructors who can educate, coach and provide levels of certification for specific competencies.</p> | | |

| Jerash Site Management Project | | |
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| Sector: Tourism | Project Value: JD20M | Location: Jerash |
| <p>Potential Opportunity</p> <p>Jerash is Jordan’s 2nd best revenue generating heritage site – attracting around 200,000 visitors and generating entrance fees of JD 900,000 per year. However, this is well below the site’s potential, which has been estimated by the Ministry of Tourism & Antiquities at JD 20 million per year. The Ministry has identified these issues:</p> <ul style="list-style-type: none"> • Poorly maintained and operated site facilities • Strained conservation and preservation resources • Insufficient site presentation and interpretation services • Low quality visitor services and underdeveloped gateway community • Minimal link to local community / tourist oriented SMEs / se of local crafts • Limited inter-site Route or thematic itineraries <p>The Tourism Development Corporation, which is charged with the responsibility for improving operations, is open to working with the private sector to turn opportunities into business propositions that are beneficial to stakeholders: customers (first and foremost), operators, SMEs, local community, and Government.</p> | | |
| <p>I. Description of the Business</p> <p>This is the identification and implementation of the most creative and rewarding plan for upgrading and maintaining Jerash as a key heritage site (potential PPP). Step 1: is to conduct an international competition to develop a theme and long term vision for Jerash; Step 2: is to structure a commercial framework for site improvement / commercialization in return for the rights for management in a way that aligns the interests of the stake-holders: a high quality experience for customers, site development and protection for posterity, and returns for the operator with spin-off benefits for the local community and the Government. The competition to be for ideas to improve the tourist experience with guaranteed levels of investment and site protection in return for rights to comprehensively manage the site for 30 years.</p> | | |

| Jerash Historic Site, Museum & Lodge | | |
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| Sector: Tourism | Project Value: JD20M | Location: Jerash – Roman Site |
| <p>Potential Opportunity</p> <p>Jerash, located 48 km north of Amman and situated in a valley among the mountains of Gilead, offers one of the best preserved Roman sites outside of Italy. Today, its paved and colonnaded streets, hilltop temples, impressive theater, spacious public squares, baths, fountains and city walls remain in exceptional condition. With just over 200,000 visitors in 2005, it is the second most visited site in Jordan. While visitation is impressive, it is by no means maximizing its potential as a tourist destination.</p> <p>Commercial Visitor services in and around the site are at the most rudimentary level. As a result, time spent on site and in the town is kept to an absolute minimum. Visitors come to Jerash as part of a day tour from Amman or while en route to Syria where many more days (and nights) are spent.</p> <ul style="list-style-type: none"> • Accommodations – virtually none available • Retailing - poor • Interpretation / Education – poor • Restaurant Services - ineffective • Entertainment options – limited • Effective use of site resources – limited • Effective use of environs (roman market, historic streets) – non-existent <p>The Ministry of Tourism and Antiquities retains the right to operate commercial visitor services on the site itself. Thus far the government has proven ineffective at operating commercial visitor services on the site and is failing in interpretation and other basic services. Site revenue is largely a function of ticket sales (over 90%) and little revenue stream diversification is taking place. The opportunity exists to negotiate an exclusive multi-year concession agreement to construct and deliver a full array of commercial visitor services in and around the Jerash site.</p> | | |
| <p>I. Description of the Business</p> <p>The taking over of all commercial visitor services on the site itself and the building and operation of an adjacent 3 / 4 star accommodation (100 room). Provision of a comprehensive array of interpretation services, interpretative center, site-specific merchandise, retail operations, 2 to 3 restaurants / cafes, education packages, evening entertainment and the staging of regular thematic events for local, regional and international tourists. Revenue enhancing services including: Roman Summer Camp, Archaeological Study tours and even special national / international events (in the Roman theatre) should be incorporated into the business plan. Essentially Jerash could replace Amman as a staging point for many tour groups if the right quality, consistency and variety is offered.</p> | | |

| International Desert Event Company | | |
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| Sector: Tourism | Project Value: JD 3M | Location: Madaba, Amman |
| <p>Potential Opportunity</p> <p>Jordan has spectacular landscapes with many world heritage sites, mountain ranges, the Dead Sea, and deserts with captivating sunsets. Wadi Rum and its thermals generated from the desert winds and channelled through the cliffs make it an ideal location for hang gliding, paragliding, kiting and ballooning.</p> <p>The desert can host all sorts of adventure events for hikers, climbers, rally drivers, marathon runners, motor enthusiasts, walkers, and cyclists. For instance, last year Dubai produced an International Balloon Festival with the assistance from the Albuquerque International Balloon Fiesta Company who run an international event every year in New Mexico.</p> <p>An opportunity exists for an events company to organise 2-3 major international events a year. The events will run for several days and require a tremendous logistics efforts, major sponsors and temporary workers. Expertise will be developed in country, working with clubs and associations, although the appropriate skills will be contracted where needed.</p> | | |
| <p>I. Description of the Business</p> <p>An international adventure events company, with the ability to market and develop an international event program and obtain the necessary sponsorship and expertise to run successful events in Jordan. The initial capital investment will be relatively low as most items will be leased for events. Working capital will be essential to get the business started.</p> | | |

| Ferris Wheel | | |
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| Sector: Tourism | Project Value: JD7M | Location: Wadi Rum, Amman |
| <p>Potential Opportunity Wadi Rum is one of Jordan’s most popular tourist attractions. With its scenic and picturesque views, Wadi Rum has the potential to host a variety of creative activities to attract a number of local and international tourists and encourage longer stays.</p> | | |
| <p>I. Description of the Business</p> <p>The establishment of a 158m high ferris / observation wheel with panoramic views of the Wadi Rum and surrounding area. At this height it will be the tallest observation wheel in the world. Featuring 35 capsules, each with air conditioning and seating for up to fifteen guests. The wheel will spin at about 1-1/2 mph, with one round trip lasting 30 minutes. Examples of similar successful attractions can be found in Vienna and the London Eye in the UK.</p> | | |