



Public Private Partnership (PPP) – Case study

<http://www.icao.int/sustainability/Pages/im-ppp.aspx>

*Infrastructure Management Programme
Economic Development of Air Transport*

Region: Middle East

State: Jordan

Airport: Amman Queen Alia International Airport (ICAO: OJAI, ATA: AMM)

Queen Alia is Jordan's principal airport, accounting for more than 95% of the State's air traffic. The Government intended to associate with the private sector to expand and rehabilitate the airport with the construction of a new 900,000 square foot terminal. This project was part of a Government's broader strategy to improve the competitiveness of the State's airports and position Jordan as a regional hub for business and tourism. Tourism is a key driver of the economy as it represented 20% of the State's GDP in 2013.

Following a competitive bidding process overseen by the International Finance Corporation (member of the World Bank Group), the concession for Amman airport was awarded to the **Airport International Group (AIG)** in 2007. AIG is composed of the **Abu Dhabi Investment Company, United Arab Emirates** (38%), the **Noor Financial Investment Company**, Kuwait (24%), EDGO Investment Holdings (Jordan), J&P-AVAX (Greece), Joannou & Paraskevaides Overseas (United Kingdom and Cyprus) and Aéroports de Paris Management (France), with 9.5% each.

The group is responsible for managing and developing the airport under a **25-year Build-Operate-Transfer (BOT) concession**.

Under the terms of the BOT concession, the government retains ownership of the airport and receives a proportion of gross revenues for the duration of the agreement (54.47% for the first six years and 54.64% thereafter).

The new terminal increases retail space by 25% to more than 6,000 sqm, with the number of outlets rising from 29 to 39. AIG opened Queen Alia's new USD750 million terminal and has invested USD100 million on improving the existing facilities since being awarded the concession.



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In 2014, Queen Alia International Airport won two prizes in the Airport Service Quality (ASQ) passenger satisfaction programme of the Airports Council International (ACI): “2014 ASQ Award for Best Airport in the Middle East” and “Biggest Improvement in Overall Satisfaction between 2013 and 2014” in the Middle East.

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