

A guide · The $500 trillion PPP infrastructure opportunity

# Launch a PPP program for Organizations in Amman

WHAT THIS GUIDE IS FOR

Your organization launches a PPP program that turns Amman's share of Jordan's $86 billion of projects into public-private partnerships (PPPs) it can prepare, bid for, build, finance or operate, starting with the capital it already works in.

PREPARED FOR
Organizations in Amman, Jordan

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INTRODUCTION

# A century of infrastructure reaches the end of its useful life

Most of the roads, bridges, power plants, water networks, ports and airports the world runs on were built in the last hundred years, and much of that stock is wearing out at the same time.

The infrastructure of the twentieth century was designed, poured and left to age. It carried the growth of every modern economy, and it was built for a world with fewer people, far less data and a different climate. Pipes leak, grids strain under new demand, and assets designed for one purpose are asked to carry several. Replacing them is the largest building program in human history, and it has already begun.

Rebuilding and running the world's infrastructure will take about $500 trillion over the next fifty years. It is the largest investment humanity will make in that time. Public-private partnerships (PPPs) will carry a large share of it, because governments cannot fund, build and run the rebuild alone, and the private sector cannot do it without them.

## How the $500 trillion adds up

| | | |
|---|---|---|
| | $300T | to build the physical assets: roads, rail, ports, grids, water, cities, schools and hospitals |
| + | $150T | to operate and maintain them across the life of each concession |
| + | $50T | for the sensors, compute and robotics that will sit inside them, the share of the rebuild that venture capital can fund |
| = | $500T | **in total to rebuild and run the world's infrastructure over the next fifty years** |

INTRODUCTION

# The next hundred years will build Earth's largest computer

For thousands of years the method has stayed the same: design it, pour it, forget it, and repair it when it fails. The next generation of infrastructure will carry a software layer specified alongside the concrete. Assets will monitor their own condition, predict their own failures and schedule their own maintenance, and fleets of machines will raise them with very few human hands involved.

The larger change is the connection between assets. When a port knows what the rail line is carrying before it arrives, a water utility prices its pumping energy against the grid in real time, and every contract and drawing on every project sits in one connected record, the built world starts to behave as one system. Joined across borders, the world's roads, grids, ports, water networks, data centers and satellites become one globally connected, superintelligent computer.

Future infrastructure will be self-building, self-monitoring and self-healing. A road that senses its own cracks can schedule its own repair and use the savings to fund the next stretch. A water network that finds its own leaks can put the recovered water into meters on the next street. Each asset leaves behind the money, the data and the proof for the asset that follows it, so each new project starts further ahead than the last.

The point where the built world starts improving itself faster than anyone can direct it is the infrastructure singularity. Three technologies bring it closer: artificial intelligence designs and runs the assets, robotics builds and maintains them, and tokenization finances them and opens their ownership to everyone. Amman is where the three can scale first in Jordan, because the capital's roads, buses, water and waste systems serve the most people and produce the most data.

Amman has grown on large projects signed by a handful of public bodies and contractors, and most of the capital's organizations have watched those deals from the outside. The projects of the next fifty years will be prepared, built and run by many organizations at once, and the ones that start their own programs now will own a share of the city they work in. This guide invites organizations in Amman to launch a PPP program, starting with the projects at home.

THE GUIDE

# Make Amman the capital of the $500 trillion PPP infrastructure opportunity

Your organization opens a dedicated PPP program, a team and a set of offers that take part in Amman's transport, waste, water, housing, energy and urban projects, starting with the capital's share of Jordan's $86 billion of projects.

01 **An Amman PPP team.** A dedicated team that knows how PPPs are prepared, procured and financed follows every project in Amman from the first market sounding and decides early where the organization can prepare, bid, build, finance or operate.

02 **A place in the capital's consortiums.** Banks, contractors, engineering firms, operators, universities and local investors join the consortiums that bid for Amman's projects, bringing the capital, the operating knowledge and the local workforce that international partners need.

03 **Projects across a growing capital.** Buses, roads, water networks, waste plants, housing and power all depend on each other in Amman. An organization that understands those links can shape projects that serve several of them at once.

04 **Amman-led direct proposals.** Jordan's PPP Law No. 19 of 2023 accepts direct private proposals under Article 15. An organization in Amman can design a project around a need it sees every day, such as a park-and-ride site, a waste sorting plant, a district cooling network or a smart parking system, and propose it with partners who finance and build it.

05 **Pilots as small-scale PPPs.** PPP Regulation No. 9 of 2024 defines small-scale PPPs below $14.1 million, which can be bundled into one feasibility report and one tender. A small concession in Amman gives the organization a live asset, a reference and a place in the larger projects that follow.

JORDAN AND AQABA

# An $86 billion pipeline to start with

Jordan has 243 PPP and infrastructure projects in development, worth about $86 billion, of which $46 billion is anchored in Aqaba. Most of Amman's share of Jordan's $86 billion will need local partners to prepare, build and run it.

**$86 billion**
of PPP and infrastructure projects in development across Jordan

**$46 billion**
anchored in Aqaba, Jordan's only port and its gateway to the Red Sea

| SECTOR | PROJECTS | VALUE | WHAT THE PROJECTS WILL BUY |
|---|---|---|---|
| **Energy** | 33 | **$28.3 billion** | Grid and demand forecasting, solar and storage analytics, robotic panel cleaning, predictive maintenance |
| **Tourism** | 40 | **$13.8 billion** | Visitor flow and demand forecasting, resort and heritage-site operations, booking and payment rails |
| **Urban development** | 17 | **$13.8 billion** | Digital twins of new districts, digital permitting, modular construction, district operations |
| **Transport** | 33 | **$11.7 billion** | Traffic and fleet AI, tolling and payments, inspection drones for roads and rail |
| **Industry** | 31 | **$8.1 billion** | Factory automation, quality verification, industrial sensors and energy management |
| **Water** | 29 | **$7.6 billion** | Leak detection, pressure management, smart metering, pipe-inspection robots |
| **Mining** | 15 | **$1.2 billion** | Autonomous drilling and haulage, drone surveying, ore sorting |
| **Health** | 12 | **$1.0 billion** | Hospital operations AI, patient flow, equipment monitoring |
| **Agriculture** | 10 | **$310 million** | Precision irrigation, farm robotics, crop and soil monitoring |
| **Environment** | 15 | **$270 million** | Waste-sorting robotics, emissions monitoring, circular materials |
| **Digital** | 6 | **$270 million** | Data centers, connectivity, sovereign compute |
| **Education** | 2 | **$20 million** | School and training campus PPPs, digital learning, building operations and energy retrofits |

An organization that delivers one PPP in Amman can carry the same team to the next project across Jordan and the region. Aqaba concentrates ports and terminals, logistics, rail to the port, industry, energy, water and tourism inside the Aqaba Special Economic Zone, which makes it a single place to test port automation, logistics software, desalination and energy technology on assets that connect Jordan to the world.

SECTOR GUIDES

# Jordan's $86 billion, sector by sector

Jordan is investing in and advancing 23 sectors at once, and together their projects make up the $86 billion. A sector guide for each lists every project in it, its link to the infrastructure singularity and the ways a partner can take part.

## The sectors closest to organizations in Amman

| | |
|---|---|
| **Urban Development** | Capital and admin hub with 48% of national businesses; New Abdali district valued above $5bn. 30 projects, $12.8bn of forward investment. www.JordanPPP.com/sectors/urban |
| **Health** | Medical tourism hub, about 250,000 foreign patients a year; King Hussein Cancer Center (352 beds). 20 projects, $986m of forward investment. www.JordanPPP.com/sectors/health |
| **Education and Skills** | 20 universities, led by the University of Jordan, the largest public university. 12 projects, $7m of forward investment. www.JordanPPP.com/sectors/education |
| **Digital and AI** | King Hussein Business Park and ZINC; Rubicon and Maktoob headquartered in Amman. 19 projects, $243m of forward investment. www.JordanPPP.com/sectors/digital |
| **Transport** | Queen Alia International Airport (Royal Jordanian hub) and the Amman BRT network. 32 projects, $8.1bn of forward investment. www.JordanPPP.com/sectors/transport |

## All 23 sector guides

| | | | |
|---|---|---|---|
| Oil, Gas and Power | $15.1bn | Wastewater and Reuse | $946m |
| Tourism | $13.8bn | Nuclear Energy | $835m |
| Urban Development | $12.8bn | Agriculture and Food | $400m |
| Green Hydrogen | $10.6bn | Solar Power | $326m |
| Transport | $8.1bn | Digital and AI | $243m |
| Water | $6.7bn | Circular Economy | $189m |
| Fertilizers and Chemicals | $6.5bn | Wind Power | $186m |
| Ports and Logistics | $3.6bn | Pharmaceuticals | $128m |
| Manufacturing | $2.4bn | Creative Industries | $47m |
| Storage and Grids | $1.4bn | Defense | $10m |
| Mining and Minerals | $1.2bn | Education and Skills | $7m |
| Health | $986m | | |

Every sector guide can be read and downloaded at www.JordanPPP.com/sectors.

ARTIFICIAL INTELLIGENCE

# AI designs, structures and runs it

A PPP takes about seven years from concept to financial close and costs roughly 10% of capex to structure. Almost all of that work is documents and models, which is the work AI does well.

## What changes

When the cost of intelligence approaches zero, the cost of preparing a project falls with it. Feasibility studies, options appraisals, cost plans, risk matrices, financial models and tender documents can be produced and tested in days, and contracts can be drafted and stress-tested in hours. PPP projects will soon appoint an AI technical advisor alongside the human ones. Once an asset is running, the same intelligence operates it: a digital twin models the asset in real time, sensors report wear and faults early, and maintenance follows the data.

Jordan arrives late to PPP software, and that is an advantage. With few legacy systems to migrate off, AI-native tools can be built from the ground up, and the reasoning behind each decision can be captured inside the transactions being structured today.

## What it means for organizations in Amman

AI fits Amman's busiest systems first. It can plan bus routes and traffic signals, forecast water and power demand, find leaks in old networks and route waste collection across the city's districts. An organization in Amman can bring those tools into every concession it joins and use the same data to find the next project worth proposing.

## What will be built

| | |
|---|---|
| **Project preparation** | Software that turns feasibility studies, cost plans and tender documents into a repeatable process, so the years spent before tender shrink to months. |
| **Procurement** | Tools that let ministries compare bids on whole-life cost and deliverability. |
| **Cost estimation** | A national benchmark database that prices every project against real Jordanian rates. |
| **Contract intelligence** | Assistants that read, compare and answer questions on every contract, drawing and instruction on a project in plain language. |
| **Asset monitoring** | Sensors and digital twins that tell an operator what will fail before it fails. |
| **Permits and approvals** | Digital workflows that replace the paper trail across ministries, municipalities and utilities. |

ROBOTICS

# Robots build it and keep it running

Most of the $500 trillion of infrastructure due over the next fifty years will be built by machines, and people will design, train and supervise those machines.

## What changes

Autonomous software combined with autonomous machines produces autonomous infrastructure. Tunneling machines, construction robots, drones and modular factories already raise structures with far fewer people on site. The machines then stay with the asset: drones inspect bridges and power lines, robots travel inside pipes to find leaks, and cleaning robots keep solar fields at full output.

Robotics also changes who can compete. A small company with the right machines can build what once needed a thousand-person contractor, and it can prove its method on a pilot before anyone asks for a track record, which opens PPP work to new companies for the first time.

## What it means for organizations in Amman

Cities are where robots are starting to work in public. Sorting robots in waste plants, pipe crawlers, drones and inspection robots can raise the capacity of Amman's networks and keep its roads, bridges and tunnels in shape, and the organizations that run them will need Jordanian technicians trained in Amman to operate and maintain them.

## What will be built

| | |
|---|---|
| **Water networks** | Robots and acoustic sensors that find leaks inside the network, in a country that still loses about 41% of its water to leaks, theft and faulty meters. |
| **Construction** | Modular methods, on-site automation and quality verification suited to Jordan's labor market. |
| **Inspection** | Drones and crawlers that survey roads, bridges, rail, power lines and pipelines and report defects automatically. |
| **Energy** | Robotic cleaning and maintenance for solar fields, and retrofit technology for public buildings, street lighting and water pumping. |
| **Mining** | Autonomous drilling, haulage and drone surveying for phosphate, potash and new mineral projects. |
| **Ports and logistics** | Automated handling, yard robotics and drone delivery for Aqaba's terminals and Jordan's dry ports and border crossings. |

TOKENIZATION

# Tokenization finances it and opens its ownership

A PPP absorbs capital over four years and releases it over thirty. Today's investors expect to enter and exit easily, and tokenization gives them that option.

## What changes

A concession is a long-dated, contracted, inflation-linked cash flow, the kind of asset a token represents well and an ordinary investor has rarely been able to hold directly. Tokenization lets a small pilot be funded by a few hundred investors, with returns paid automatically from the asset's own revenue and no lender between them.

The rails already exist in the region. ADGM regulates tokenized securities, the Dubai Land Department records tokenized title deeds on its own register, and Jordan adopted a national Blockchain Technology Policy in December 2024. Tokenized concession revenues are still rare, so the first tokenized PPP in Jordan is open to whoever builds it.

PPP companies will be tokenized before PPP projects, because a developer already gathers projects, risks and revenues into one entity. People will own the builders first, then the portfolios, then the projects, and at the end of that sequence sits a stock exchange for the physical world.

## What it means for organizations in Amman

Tokenization lets the people and companies of Amman own a share of the projects around them. An organization can offer tokenized stakes in a bus depot, a waste plant or a housing project to local and regional investors, pay them from the asset's own revenue and keep the capital's savings working in the city.

## What will be built

| | |
|---|---|
| **Issuance** | Compliant token issuance for PPP companies, infrastructure funds and small pilots. |
| **Investor onboarding** | Identity checks, suitability and custody built for Jordanian and regional investors. |
| **Revenue distribution** | Smart contracts that pay holders from tolls, tariffs and availability payments as the money arrives. |
| **Registries** | Shared records of contracts, milestones and asset performance that every party can trust. |
| **Secondary markets** | Venues where holders can buy and sell stakes in operating infrastructure. |
| **Citizen participation** | Tools for citizens to propose projects, vote them up and invest small amounts in what gets built. |

SMALL PPPS IN PARALLEL

# A thousand small PPPs teach more than one large one

The World Bank counted 315 private infrastructure projects reaching financial close across all low- and middle-income countries in 2024, only a few per country. No country can learn quickly at that pace, and each lesson arrives years after the technology behind it has moved on.

Each of those projects is too large, too slow and too expensive to try anything new on, and every approval, guarantee and stakeholder on a $1 billion project pulls it toward the way things were done before. Small projects are where a new idea can afford to be wrong, because the downside is small, the learning cycle is fast and the bureaucracy is thin.

## Run them in parallel

Software has already moved from building one idea at a time to building ten at once, and infrastructure can follow. Picture 100 small schools built within six months, each delivered through its own PPP and each testing a slightly different legal structure, financing model, construction method and operating approach. Performance data arrives quickly, the models that work are copied, the weak ones are retired early and policy improves with every round, so a thousand small projects teach a country tens of thousands of lessons where one large project teaches a few.

| | |
|---|---|
| $10M | spent preparing a single $100 million PPP, enough to build 100 pilots at $100,000 each |
| 780 | small PPPs a year in Jordan at $100,000 each, from 1% of the budgets of its 40 contracting authorities, about $78 million, in a country that closes only a handful of PPPs a year today |
| 97,500 | small PPPs a year if every country ran 500 at $100,000 each, for $9.75 billion, less than the price of one metro line |

## The PPP singularity

The PPP singularity is the point at which it becomes cheaper to build the pilot than to conduct the study. One feasibility study can make a project look feasible, another can make it look unfeasible, and the decision still comes down to judgment, while a pilot settles the argument with evidence. Governments that work this way become portfolio managers of experimentation: they set the objectives and the guardrails, standardize contracts that can adapt, collect the data and publish every pilot, every cost and every failure on one public website.

PPP RESEARCH LABS

# Pilots need somewhere to live

PPP innovation needs the public and private sectors working together, so each lab is built the way a PPP is built: the public sector spearheads it and the private sector designs, finances, builds and operates it.

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|---|---|
| **One lab per sector** | Water, power, transport, aviation, health, education, agriculture, digital, tourism and urban development each get a lab inside the ministry or authority that runs the sector. |
| **A one-line brief** | Run ten small PPP projects a year at up to $100,000 each, testing new technologies, new PPP frameworks, new construction methods and new financing structures. |
| **A PPP itself** | The ministry tenders the lab, and private companies bid to design, finance, build and operate it with their own capital, effort and technology. |
| **Funding** | About $1 million a year per lab, found by moving 1% of an authority's budget away from inefficient spending. Ten labs can run a hundred experiments a year on a modest budget. |
| **Open results** | Every result is published as it happens, including the failures: what worked, what failed and what the contract should have said. The lessons go straight into the large PPPs already running and the ones still to come. |
| **Room to explore** | Labs carry no fixed deliverables, because predetermined outputs defeat the purpose of research, and they are judged on engineering results. |

## Who builds and who funds

Small projects open PPPs to founders and small companies. On a large concession a bid costs 3% to 5% of capex, prequalification asks for a decade of comparable projects and performance bonds run to tens of millions. AI cuts the bid cost, robotics cuts the crew a project needs and tokenization lets a few hundred investors fund a pilot, so a small PPP moves at the speed of the founders running it. Venture capital funds the technology, infrastructure funds finance the assets, and a $10 billion fund raised by both, deploying $2 billion in its first year, could back 20,000 small PPPs, about 100 in every country.

## What it means for organizations in Amman

Amman is large enough to prove an idea at scale and close to the ministries that can adopt it. An organization in Amman can host a PPP research lab, run pilots on its own land and assets and publish every result, so the pilots that work in Amman become the models for the rest of Jordan.

UNSOLICITED PROPOSALS

# Jordanian law accepts unsolicited PPP proposals

Any private company can take its own PPP idea to government. Article 15 of PPP Law No. 19 of 2023 lets a proposer submit a direct proposal to the Ministry of Investment or a public authority, and PPP Regulation No. 9 of 2024 sets out how it is assessed.

## How a direct proposal works

| | |
|---|---|
| **Conditions** | The proposal offers an innovative solution for a public service, is prepared on the proposer's own initiative, gives value for money, fits government programs, covers the government's obligations from project revenues and discloses any conflict of interest. |
| **Contents** | The scope, the proposer and its experience, a pre-feasibility study with the innovation and intellectual property behind it, the fiscal implications and any support or guarantees sought, and the cost of preparing the study. |
| **Review** | A public authority or municipality that receives a proposal refers it to the Ministry, which has 60 days to take it up for study or return it unopened, and can charge a study fee of at least $7,050. |
| **Registry** | A qualifying proposal is listed as a PPP project in the national registry of public investment projects, and one that falls short is rejected. |
| **Tender** | If the project goes to tender, the proposer can match the best offer, and if another bidder wins, the winner repays the proposer's direct study costs. |
| **Small projects** | Projects with a capital cost below $14.1 million are small-scale PPPs, and similar ones can be bundled into one feasibility report and one tender under simpler procedures. |

## Limitless ideas

This is the Swiss Challenge approach: the proposer brings the idea, the market competes on it and the proposer keeps the right to match the best offer. Many of the projects in Jordan's $86 billion pipeline are still early enough for a partner to shape the deal or bring its own idea, and a direct proposal can be as large as a mini city built and operated under one contract or as small as a $100,000 pilot. The PPP research labs can be proposed the same way, and every company with an idea for a public service becomes a possible project sponsor.

## What it means for organizations in Amman

A direct proposal lets an organization in Amman bring a project built around a need it knows better than anyone, from a waste sorting plant to a park-and-ride site. It can propose the project as its own, protect the ideas behind it and keep the right to match the best offer at tender.

WHY ORGANIZATIONS IN AMMAN

# Amman's organizations can build the capital they work in

Amman is Jordan's capital, home to about four in ten Jordanians and to most ministries, banks, universities and company headquarters. Each new project depends on the organizations already working there, and each one can make them partners in what is built.

## Where organizations in Amman fit in a PPP

| | |
|---|---|
| **Preparation** | Local data, land and needs that shape projects the capital can use and investors can finance. |
| **Tender** | Places in consortiums beside international developers, contractors and operators. |
| **Financial close** | Equity, land contributions and local investors beside the banks and funds. |
| **Operation** | Operators, service firms and a workforce that run the asset in the capital for decades. |
| **Exit** | Stakes that local and regional investors can buy, including tokenized notes. |

## One capital, many linked projects

Buses and roads, water and wastewater networks, waste plants, housing, schools, hospitals and the power that feeds them all serve the same districts in Amman, and the city's needs in transport, waste, water and housing are the largest in the country. A project in one of them changes the demand for the others, which gives organizations that see the whole city an advantage in shaping the next one.

## Why a program, and why now

The consortiums for Jordan's next projects are forming now. A program gives an organization in Amman a team, a pipeline and the partners to act on it, and the organizations that join the first projects will help set the standards the rest of the country follows.

THE PROGRAM

# How the program could work

The program can sit inside the organization's strategy or business development team, with a PPP lead at its center and offers built from what the organization already owns and runs in Amman.

| | |
|---|---|
| **PPP team** | A small team of business, technical, legal and finance people that covers every PPP in Amman from the first market sounding. |
| **Pipeline** | A map of Amman's projects by sector and stage, and the ones that fit the organization's land, assets and skills. |
| **Consortia** | Partnerships with developers, contractors, operators and banks bidding for Amman's projects. |
| **Local supply** | Services, staff, land and equipment the organization can offer every concession in the city. |
| **Direct proposals** | Projects proposed under Article 15 around needs the organization sees in Amman every day. |
| **Pilots** | Small-scale PPPs below $14.1 million that build a track record on live assets in Amman. |
| **Partners** | Agreements with the capital's public bodies, municipal services, banks, investors and other organizations in the city. |

## What the organization gains

The organization gains contracts and revenue that last as long as the concessions it joins, a bigger role in the capital it already works in and a reference it can carry to every other project in Jordan.

It also gains a voice in how Amman grows. The organizations that help prepare, build and run the capital's first AI, robotics and tokenized PPPs will shape its streets, networks and neighborhoods for the next fifty years.

ABOUT

# Jordan PPP

Accelerate Jordan
Accelerate the infrastructure singularity
Accelerate the Jordan PPP singularity

AMMAN, JORDAN WWW.JORDANPPP.COM

Jordan PPP helps every kind of organization in Jordan launch a public-private partnership (PPP) program of its own. It publishes 96 guides, one for each kind of organization, from the Royal Hashemite Court and Parliament to banks, contractors, universities, humanitarian organizations, companies in twenty-one sectors and organizations in twelve governorates.

Its vision is the infrastructure singularity, when roads, grids, ports and water networks become one globally connected, superintelligent computer, built by robotics, run by artificial intelligence and financed by tokenization. Rebuilding and running the world's infrastructure will take about $500 trillion over the next fifty years.

Its method starts small: a PPP program for every organization, small PPPs run in parallel, a research lab in each sector and direct proposals under Article 15 of PPP Law No. 19 of 2023, starting with Jordan's $86 billion and Aqaba's $46 billion of projects.

JORDAN PPP

## What Jordan PPP offers

### The guides

One for every organization

96 guides, each with the case, the program and six first steps.

www.jordanppp.com/guides →

### The summary

All guides in one document

Every guide, its organization and its ask, in one place.

www.jordanppp.com/summary →

### Futureproofing

AI, robotics, tokenization

What the three technologies change for every organization.

www.jordanppp.com/futureproofing →

### The opportunity

$500 trillion

The $500 trillion PPP infrastructure opportunity, from the crisis to the exchanges.

www.jordanppp.com/opportunity →

NEXT STEPS

# How an organization in Amman can start

Any organization in Amman can take this guide forward. The first steps use the land, assets, people and partners the organization already has.

| | |
|---|---|
| **Mandate** | Board or management approval for an Amman PPP program, with its sectors, its role and its first-year goals. |
| **Team** | A named program lead, with business, technical, legal and finance people drawn from the organization's existing teams. |
| **Pipeline** | A map of Amman's projects within Jordan's $86 billion by sector and stage, and early meetings with the authorities and developers behind them. |
| **Offer** | The land, assets, services and local workforce the organization can bring to a consortium, packaged into one offer. |
| **Partners** | Developers, contractors, operators, banks and other organizations in Amman ready to bid together. |
| **Pilot** | A first consortium bid, small concession or direct proposal in Amman, taken from idea to submission. |

Amman has the ministries, the banks, the universities and the largest needs in the country, and Jordan has a law that lets an organization propose its own projects. A PPP program puts your organization at the center of how the superintelligent infrastructure future arrives in Amman.

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