

A guide · The $500 trillion PPP infrastructure opportunity

Launch a PPP program for Embassies and Bilateral Agencies in Jordan

WHAT THIS GUIDE IS FOR

Your embassy launches a Jordan PPP desk that brings your country's companies, development funding and export credit to public-private partnership (PPP) projects, from the first feasibility study to the signed concession, starting with Jordan's $86 billion and Aqaba's $46 billion of projects.

PREPARED FOR
Embassies and bilateral agencies in Jordan

PREPARED BY
Saad I. Sahawneh

DATE
November 10, 2026

CONTENTS

Inside this guide

01	Introduction	3
02	The guide	5
03	Jordan’s $86 billion and Aqaba’s $46 billion	6
04	Jordan’s $86 billion, sector by sector	7
05	Artificial intelligence	8
06	Robotics	9
07	Tokenization	10
08	Small PPPs in parallel	11
09	PPP research labs	12
10	Unsolicited proposals	13
11	Why embassies and bilateral agencies	14
12	How the program could work	15
13	About Jordan PPP	16
14	Next steps	17

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. Each of the three is being built by companies in many countries at once, and the embassies that connect those companies to real projects decide where the technology is first put to work.

For most of history, governments helped their companies abroad with trade fairs, delegations and the occasional loan. The projects of the next fifty years will be won by consortiums that combine engineering, technology and finance from several countries, and the embassies that build those consortiums early will see their companies run the assets for decades. This guide invites embassies and bilateral agencies in Jordan to launch a PPP program, starting with the projects in Jordan.

THE GUIDE

Bring your country's companies to the $500 trillion PPP infrastructure opportunity

Your embassy opens a dedicated Jordan PPP desk, a small team that joins the commercial section, your country's development agency and its export credit agency, so your companies, grants and finance reach Jordan's $86 billion of projects and the $46 billion anchored in Aqaba as one offer.

01 **A Jordan PPP desk.** A dedicated team that knows how PPPs are prepared, procured and financed in Jordan follows every project in the pipeline from the first market sounding and tells your companies which ones fit them, long before a tender is published.

02 **Consortium building.** The desk matches your contractors, operators and technology companies with Jordanian partners, banks and developers, so each consortium arrives with local knowledge, local capital and the capabilities a contracting authority asks for.

03 **Preparation grants and technical assistance.** Your development agency funds feasibility studies, transaction advice and training for the contracting authorities, which turns public needs into bankable projects and lets your country's standards shape them from the start.

04 **Export credit and risk cover.** Your export credit agency backs the equipment, services and loans your companies bring, so their bids carry long-tenor finance and insurance that strengthen the whole consortium.

05 **Direct proposals and small pilots.** Jordan's PPP Law No. 19 of 2023 accepts direct private proposals under Article 15, and PPP Regulation No. 9 of 2024 defines small-scale PPPs below $14.1 million. The desk helps your companies propose their own projects and can co-fund small pilots that show your country's technology working in Jordan.

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. Many of them will need foreign technology, preparation funding and export finance to reach the market.

$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 embassy that brings its companies into one Jordanian concession gives them a reference they can carry to the next project across 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 embassies and bilateral agencies

Water	France/AFD: over 50% of activity on water and sanitation; Germany GIZ water; Italy AICS water. 29 projects, $6.7bn of forward investment. www.JordanPPP.com/sectors/water
Wastewater and Reuse	US grant for As-Samra wastewater plant expansion; AFD reuse in Balqa and Ramtha. 20 projects, $946m of forward investment. www.JordanPPP.com/sectors/wastewater
Education and Skills	Germany EUR 34m school construction grant; GIZ vocational training. 12 projects, $7m of forward investment. www.JordanPPP.com/sectors/education
Transport	AFD loan for the Amman Bus Rapid Transit. 32 projects, $8.1bn of forward investment. www.JordanPPP.com/sectors/transport
Circular Economy	EU-funded EUR 40m Al Ekaider landfill upgrade. 22 projects, $189m of forward investment. www.JordanPPP.com/sectors/circular

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 embassies and bilateral agencies

AI lets an embassy see the whole pipeline at once. It can read tender notices, feasibility studies and ministry plans as they appear, match each project to the companies at home that can deliver it and draft the briefings that send the right firm to the right meeting. A development agency can fund AI tools that help Jordan's contracting authorities prepare projects faster.

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 embassies and bilateral agencies

Robotic construction, inspection and maintenance are built by companies in a handful of countries today. An embassy can put its country's robotics companies into Jordanian consortiums, fund the first pilots that prove their machines on Jordanian roads, pipes and buildings and pair them with Jordanian engineers who will run 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 embassies and bilateral agencies

Tokenization lets investors in many countries hold a share of the same project. An embassy can bring its country's banks, funds and platforms to the first tokenized PPP notes in Jordan, and its development agency can fund the legal and technical work that makes those notes safe for investors at home to buy.

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.

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 embassies and bilateral agencies

Small PPPs give an embassy a low-cost way to show its country's technology working in Jordan. A development agency can fund a PPP research lab or a set of pilots, pair each one with a company from home and a Jordanian partner and publish every result, so the companies that prove themselves in a pilot move first when the larger projects come to market.

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 embassies and bilateral agencies

A direct proposal lets a company from your country bring its own solution to a Jordanian ministry or municipality as a project of its own. The embassy can introduce the company to the right authority, the development agency can co-fund the pre-feasibility study the proposal needs and the export credit agency can show early support for its finance, while the proposer keeps the right to match the best offer at tender.

WHY EMBASSIES AND BILATERAL AGENCIES

Embassies turn bilateral relations into projects that last for decades

A PPP runs for twenty or thirty years, and the companies inside it stay in the country for all of that time. An embassy that places its companies in Jordan's first concessions builds a commercial relationship that outlasts every posting.

Where embassies and bilateral agencies fit in a PPP

Preparation	Grants for feasibility studies, transaction advice and technical assistance for the contracting authorities.
Tender	Market soundings, introductions and consortiums that bring qualified bidders from your country to each tender.
Financial close	Export credit, insurance and concessional co-finance beside the commercial lenders.
Operation	Technology, training and maintenance partnerships that keep your companies working on the asset for its whole life.
Exit	Investors from your country who buy stakes and notes in operating Jordanian infrastructure.

Three arms, one offer

Most embassies can already draw on the three tools a PPP needs: a commercial section that knows the companies, a development agency that funds preparation and an export credit agency that finances equipment and services. When the three act on the same projects at the same time, a contracting authority sees a complete offer, and your companies compete with finance and preparation already behind them.

Why a desk, and why now

Jordan's pipeline is large and early, and the consortiums for its first projects are forming now. A desk gives the embassy a team, a pipeline and the partners to act on it, and the countries whose companies win the first concessions will set the standards the next projects follow.

THE PROGRAM

How the program could work

The desk can sit inside the embassy's commercial section, with a PPP lead at its center and named contacts at the development agency and the export credit agency.

PPP desk	A small team of commercial, development and finance people that covers every PPP in Jordan's pipeline from the first market sounding.
Pipeline briefings	Regular briefings for companies at home on the projects that match their capabilities, by sector and stage.
Consortia	Introductions between your companies and Jordanian developers, contractors, banks and operators.
Preparation	Grants and technical assistance for feasibility studies and for the contracting authorities that run the tenders.
Export finance	Export credit, insurance and guarantees that back your companies' bids and equipment.
Pilots	Co-funded small-scale PPPs below $14.1 million and direct proposals under Article 15 that show your technology at work.
Partners	Agreements with Jordanian ministries, chambers, banks and other embassies working on the same projects.

What the embassy gains

The embassy gains contracts for its companies that run for decades, a steady flow of exports in equipment and services and a lasting place in the infrastructure of a country it already supports. Every concession its companies win becomes a reference for the next one in Jordan and across the region.

It also gains influence over how Jordan's infrastructure is designed. The countries whose companies, standards and finance shape the first AI, robotics and tokenized PPPs in Jordan will see those choices repeated in every project that follows.

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 embassy can start

Any embassy or bilateral agency in Jordan can take this guide forward. The first steps use the commercial section, development funding and export finance the embassy already has.

Mandate	Approval from the ambassador and the capital for a Jordan PPP desk, with its sectors, its tools and its first-year goals.
Team	A named desk lead in the commercial section, with contacts at the development agency and the export credit agency.
Pipeline	A map of Jordan's $86 billion of projects by sector and stage, matched to the companies at home that can deliver them.
Companies	A first group of contractors, operators, technology firms and investors from your country briefed on the projects that fit them.
Partners	Jordanian ministries, contracting authorities, chambers, banks and developers, and other embassies with companies in the same consortiums.
Pilot	A first co-funded pilot or company-led direct proposal, taken from idea to submission.

Jordan has the projects, a law that lets a company propose its own and a pipeline open to partners from every country. A Jordan PPP desk puts your country's companies at the center of how the superintelligent infrastructure future is built in Jordan.

PREPARED BY
Saad I. Sahawneh

LINKEDIN
linkedin.com/in/saadsahawneh



The $500 trillion PPP infrastructure opportunity

A guide for embassies and bilateral agencies in Jordan

November 10, 2026