

A guide · The $500 trillion PPP infrastructure opportunity

Launch a PPP program for Professional Bodies and Chambers in Jordan

WHAT THIS GUIDE IS FOR

Your association or chamber launches a public-private partnership (PPP) program for its members, with training and certification, a small-PPP tier that prepares smaller firms to prequalify, standard templates and consortium matchmaking, starting with Jordan's $86 billion and Aqaba's $46 billion of projects.

PREPARED FOR
Professional Bodies and Chambers in 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. Each of the three changes the daily work of engineers, contractors, suppliers and traders, and professional bodies and chambers are where whole professions learn new ways of working.

Many of the firms that will design, build, supply and maintain Jordan's next generation of infrastructure belong to a professional body or a chamber, and most of them are small. A large PPP tender asks for a decade of comparable projects that few small firms can show on their own. A member body can train its members, give them standard tools and bring them together into consortiums that qualify. This guide invites professional bodies and chambers in Jordan to launch a PPP program for their members, starting with the projects at home.

THE GUIDE

Open the $500 trillion PPP infrastructure opportunity to every member

Your association or chamber launches a dedicated PPP program, with a PPP desk, training and certification, a small-PPP tier, standard templates and consortium matchmaking that prepare its members to bid, build and operate, starting with Jordan's $86 billion of projects and the $46 billion anchored in Aqaba.

01 **Training and certification.** A PPP curriculum for members covers how projects are prepared, procured, financed and supervised, from the first market sounding to handback, with a certificate that tells a contracting authority or a sponsor that a member firm knows the process.

02 **A small-PPP tier.** 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 under simpler procedures. A member tier for small PPPs prepares smaller firms to prequalify for these projects, with the records, bonds and partners they will be asked for.

03 **Standard templates.** Model teaming agreements, joint venture terms, bid documents and cost templates give every member a tested starting point and let firms that have never worked together form a consortium quickly.

04 **Consortium matchmaking.** The body keeps a register of members by skill, size and sector and introduces them to each other and to developers, lenders and operators as projects come to market, so a small engineering firm, a local contractor and a supplier can bid together.

05 **A PPP desk and lab.** A small desk follows Jordan's pipeline, convenes government and industry on each project and publishes what members learn, and a lab runs small PPP pilots in which members test new methods and technology before the large projects adopt them.

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. Each of them will need engineers, contractors, suppliers and service firms, and many of those firms belong to a professional body or a chamber.

$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

A member firm that delivers one PPP at home can carry the same model to the next project across the region, and its professional body can pass the lessons to every other member. 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 professional bodies and chambers

Manufacturing	Jordan Chamber of Industry represents 10 industrial sectors, from engineering to packaging. 38 projects, $2.4bn of forward investment. www.JordanPPP.com/sectors/manufacturing
Urban Development	Jordan Engineers Association licenses engineering offices and shapes building-permit rules; JCCA classifies contractors. 30 projects, $12.8bn of forward investment. www.JordanPPP.com/sectors/urban
Health	Jordan Medical Association is the physicians' professional body. 20 projects, $986m of forward investment. www.JordanPPP.com/sectors/health
Digital and AI	Int@j is the association of Jordan's IT and ICT sector. 19 projects, $243m of forward investment. www.JordanPPP.com/sectors/digital
Tourism	Jordan Hotels Association represents the hotel sector. 56 projects, $13.8bn of forward investment. www.JordanPPP.com/sectors/tourism

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 professional bodies and chambers

AI lowers the cost of a bid to a level that smaller member firms can afford. A small firm can read a tender, draft its technical offer, price its scope against real rates and check a contract in days, work that once needed a large bid team. A member body can offer these tools to all its members at once and teach them to use the tools well.

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 professional bodies and chambers

Robotics changes what a small member firm can take on. Drones survey sites and inspect roads, bridges and power lines, modular methods and on-site automation cut the crew a project needs, and crawlers inspect pipes and tanks, so a firm with a small team and the right machines can deliver work that once needed a far larger one. Member bodies can set the training and safety standards for this work and certify the people who do it.

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 professional bodies and chambers

Tokenization lets members and their clients invest in the projects their firms build. A small PPP can raise its capital from a few hundred investors and pay them from the asset's own revenue, so a consortium of member firms can fund a pilot without waiting for a large lender, and a member body can teach its members how tokenized projects are structured, disclosed and run.

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 professional bodies and chambers

Small PPPs are where most member firms can enter the market, because the projects are sized to the firms. A professional body or chamber can run a lab of small pilots with its members, test new methods, AI tools and robotics on live projects, publish every result, including the failures, and carry what works into its training and templates.

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 professional bodies and chambers

Members see where a public service falls short every day, on the sites, in the plants and in the streets where they work. A direct proposal lets a member firm, or a consortium formed through the body, turn that knowledge into a project of its own design and keep the right to match the best offer if the project goes to tender. A member body can teach its members how to prepare a proposal and bring the strongest ideas to government.

WHY PROFESSIONAL BODIES AND CHAMBERS

Professional bodies and chambers reach the firms that will build the pipeline

Engineers, contractors, suppliers, traders and industrialists meet through their associations and chambers, which train them, set their standards and speak for them to government. A PPP program inside a member body reaches every member firm at once and prepares them to join the projects in Jordan's pipeline.

Where professional bodies and chambers fit in a PPP

Training	Courses and certificates that teach members how PPPs are prepared, procured, financed and run.
Standards	Codes of practice, model documents and quality rules that contracting authorities and lenders can rely on.
Registers	Lists of member firms by skill, size and sector that sponsors use to find partners and subcontractors.
Dialogue	A standing channel between government and industry on new laws, procurement rules and the projects coming to market.
Local content	Suppliers, contractors and service firms that bring local jobs and local spending into every consortium.

What changes for professional bodies and chambers

AI, robotics and tokenization change the skills members need and the size of firm that can compete. AI cuts the cost of a bid and robotics cuts the crew a project needs, so smaller firms can take on work that once went only to the largest. Tokenization lets a few hundred investors fund a pilot, and a member body that trains, certifies and connects its members turns these changes into contracts for them.

Why a program, and why now

Without a program, each member firm learns PPPs alone, one tender at a time, and a small firm on its own can seldom show the decade of comparable projects that a large tender asks for. A program gives the body a desk, a curriculum, standard templates and a register that turn its membership into consortiums ready to bid. Jordan's pipeline is large and early, and the bodies that prepare their members now will see those members inside the projects as they are built.

THE PROGRAM

How the program could work

The program can sit inside the association or chamber, with a PPP desk at its center, its training and committees beside it and the membership the body already serves behind it.

PPP desk	A small team that follows Jordan's pipeline, answers member questions and convenes government and industry on each project as it comes to market.
Training	A PPP curriculum and certificate for engineers, contractors, suppliers and managers, taught with contracting authorities, lenders and universities.
Small-PPP tier	A member tier that prepares smaller firms for small-scale PPPs below $14.1 million, with the records, bonds and partners that prequalification asks for.
Templates	Model teaming agreements, joint venture terms, bid documents and cost templates that members can use and adapt.
Matchmaking	A register of members by skill, size and sector, and introductions between members, developers, lenders and operators for each project.
PPP lab	Small PPP pilots in which members test new methods, AI tools and robotics, with every result published, including the failures.
Publishing	Regular reports on what members have bid, won and learned, shared with every member and with the contracting authorities.

What the body and its members gain

Members gain the knowledge, tools and partners to bid for PPPs, and smaller firms gain a route into projects that once went only to the largest. Each project a member joins adds a reference, a team that knows the process and lessons the body can pass to every other member.

The body gains a place at the front of how the region builds. The first professional bodies and chambers in the region to train, certify and match their members for PPPs will become the first place that sponsors, lenders and contracting authorities look when they need local partners.

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 a professional body or chamber can start

Any professional body or chamber in Jordan can take this guide forward. The first steps use the members, committees and training the body already has.

Mandate	A decision by the council or board to launch a PPP program for members, with its sectors, its member services and its first-year goals.
Team	A named program lead, with a small PPP desk drawn from the body's staff, committees and experienced members.
Pipeline	A map of Jordan's $86 billion of projects by sector and stage, matched to the member firms that can design, build, supply or run each one.
Small-PPP tier	A first curriculum, certificate and member tier for small-scale PPPs, with standard templates members can use on their first bids.
Partners	Contracting authorities, developers, lenders, operators and universities that will teach, sponsor and join member consortiums.
Pilot	A first member consortium, formed through the desk and taken from idea to a small-scale PPP bid or direct proposal.

Jordan has the projects, rules that make small PPPs simpler to tender and a law that accepts unsolicited proposals. A PPP program gives your association or chamber the desk, the training and the consortiums to bring its members into those projects and into the superintelligent infrastructure future.

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