

A guide · The $500 trillion PPP infrastructure opportunity

Launch a PPP program for the Royal Hashemite Court

WHAT THIS GUIDE IS FOR

The Royal Hashemite Court champions a national initiative, in step with the Economic Modernisation Vision, in which young Jordanian engineers and founders accelerate Jordan's PPPs with AI, robotics and tokenization through small parallel PPPs, research labs, direct proposals and the first tokenized PPP.

PREPARED FOR
the Royal Hashemite Court

PREPARED BY
Saad I. Sahawneh

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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. The rules for using all three in public infrastructure are still being written, which gives a country with a clear national direction the chance to shape them.

Every country will rebuild its infrastructure over the coming decades, and the countries that learn fastest will build at the lowest cost and attract the most capital. Jordan has a pipeline of projects, a PPP law that accepts direct proposals and a generation of young engineers and founders who can build the tools these projects need. This guide respectfully invites the Royal Hashemite Court to champion a national initiative that brings these together, starting with the projects at home.

THE GUIDE

An early place for Jordan in the $500 trillion PPP infrastructure opportunity

The Royal Hashemite Court champions a national initiative that brings AI, robotics and tokenization into Jordan's PPP projects, in step with the Economic Modernisation Vision and its 2033 horizon, starting with Jordan's $86 billion of projects and the $46 billion anchored in Aqaba.

01 **Small PPPs in parallel.** Jordan can run many small PPPs at the same time, each testing a different legal structure, financing model, construction method or technology, so the country learns in months what a single large project teaches over years. Every result can be published, the models that work repeated and the weak ones retired early.

02 **PPP research labs.** Each ministry and public authority that runs a sector can host a PPP research lab, tendered as a PPP itself, with a one-line brief to run ten small PPP projects a year at up to $100,000 each and to publish every result, including the failures.

03 **An open door for direct proposals.** Article 15 of PPP Law No. 19 of 2023 lets a company bring its own PPP idea to government, and PPP Regulation No. 9 of 2024 sets out how it is assessed. A national initiative can make that route widely known, so that companies with ideas for public services bring them forward.

04 **The first tokenized PPP.** Jordan adopted a national Blockchain Technology Policy in December 2024. A small PPP with contracted revenue can become the first tokenized PPP on the public record, funded by a few hundred investors and paying them from the asset's own revenue.

05 **Young Jordanians building it.** Young Jordanian engineers and founders can design the software, run the robots and structure the finance for these projects, so the skills and companies the initiative creates stay in Jordan and can serve the wider region.

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. Together they reach across energy, water, transport, tourism, industry and urban development, and the way they are prepared, financed and built will shape the economy for decades.

$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

Jordan can set a model the region can follow, testing new ideas on small projects at home, publishing what it learns and carrying the results into its largest PPPs. 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 the Royal Hashemite Court

Urban Development	Royal Initiatives housing for low-income families, 1,300 units across governorates and Badia (Royal Court follow-up directorate). 30 projects, $12.8bn of forward investment. www.JordanPPP.com/sectors/urban
Education and Skills	Royal Initiatives: new school buildings and King Abdullah II Schools for Excellence. 12 projects, $7m of forward investment. www.JordanPPP.com/sectors/education
Health	Royal Initiatives health centers built in Badia and governorates (e.g. Ar-Ruwaished). 20 projects, $986m of forward investment. www.JordanPPP.com/sectors/health
Agriculture and Food	Royal Initiatives Agricultural Projects Initiative (Roots). 28 projects, $400m of forward investment. www.JordanPPP.com/sectors/agriculture
Creative Industries	Royal Film Commission, board chaired by HRH Prince Ali; Jordan Film Fund. 14 projects, $47m of forward investment. www.JordanPPP.com/sectors/creative

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 the Royal Hashemite Court

A national initiative can treat AI as shared public capacity. Open tools for preparing feasibility studies, comparing bids and reading contracts can serve every ministry at once, and young Jordanian engineers can build them on local data and local rates. The same tools let the public follow each project from preparation to operation in plain language.

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 the Royal Hashemite Court

Robotics gives young Jordanian engineers and founders a direct way into infrastructure. A national initiative can open small PPP pilots to companies that build, inspect and maintain assets with machines, such as leak-detection robots for water networks or drones that survey roads, so a new company can prove its method on a real asset and grow with Jordan's pipeline.

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 the Royal Hashemite Court

Tokenization can let Jordanians at home and abroad own part of what is built in the country. A national initiative can bring the first tokenized PPP to market on a small project with contracted revenue, building on Jordan's national Blockchain Technology Policy of December 2024, with returns paid from the asset's own revenue and every milestone recorded on a public registry.

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 the Royal Hashemite Court

A national initiative gives small PPPs scale and visibility. Labs in many sectors can run pilots at the same time, publish their results in one place and open their work to young Jordanian engineers and founders, so the lessons from each round reach the large projects in the pipeline and the rest of the region can learn from them as well.

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 the Royal Hashemite Court

Direct proposals let any company with an idea for a public service bring it forward at its own cost, while the tender still tests the idea against the market. A national initiative can make this route widely known, especially among young founders, and publish the public services that most need new ideas, so that proposals arrive aimed at the country's priorities.

WHY THE ROYAL HASHEMITE COURT

A national initiative needs a champion that spans every sector

Small PPPs, research labs, direct proposals and tokenized finance reach across water, power, transport, health, education and every other sector, and they involve ministries, regulators, lenders, universities and young companies at once. An initiative of that reach benefits from a champion that stands above any single sector, with a horizon that runs to 2033 and beyond.

Where a national champion fits

Direction	A clear national ambition for small PPPs, research labs, direct proposals and tokenized finance, in step with the Economic Modernisation Vision.
Convening	One table for ministries, public authorities, lenders, universities, investors and the companies that bid.
Continuity	A horizon long enough for pilots to run, for results to be published and for the best models to reach the large PPPs.
Youth	A visible place for young Jordanian engineers and founders to build the tools, robots and companies the projects need.
Partners	A clear national direction for the international lenders, investors and technology partners who look for one before they commit capital.

What changes with AI, robotics and tokenization

AI, robotics and tokenization lower the cost of trying a new idea on a real asset. Preparation that took years can be done in months, machines can build and inspect small assets with small teams, and a few hundred investors can fund a pilot. A country can now learn by running many small PPPs at once, and the countries that start first will write the standards and contracts that others adopt.

Why an initiative, and why now

Jordan already has a PPP law that accepts direct proposals, rules that make small-scale PPPs simpler to tender and a national Blockchain Technology Policy. The Economic Modernisation Vision looks toward 2033, which leaves time for several rounds of pilots and for the best results to reach the large projects. The first tokenized PPP is still open to whoever builds it, and an initiative that starts now can place Jordan among the first countries to do so.

THE PROGRAM

How the program could work

The initiative could rest on the institutions that already prepare, fund and supervise PPPs, with a small team that brings them together and publishes the results in one place.

National champion	The Royal Hashemite Court as champion of the initiative, giving it a national direction and bringing its participants together.
Coordinating team	A small team that follows the labs, the pilots and the direct proposals, and reports progress over the years to 2033.
Research labs	PPP research labs in the ministries and authorities that run each sector, tendered as PPPs, each running ten small PPP projects a year at up to $100,000 each.
Direct proposals	A clear public route for companies to bring PPP ideas under Article 15, with the needs of each sector published in one place.
Tokenized PPP	A first small project with contracted revenue taken to market as a tokenized PPP, building on Jordan's national Blockchain Technology Policy.
Young builders	Places in each lab and pilot for young Jordanian engineers and founders, and small PPPs sized for new companies to win.
Open results	One public website that publishes every pilot, every cost and every failure, so each round improves the next.

What Jordan gains

Jordan gains a faster way to learn which ideas work on its own infrastructure, with evidence from many small projects before the large ones commit. Its young engineers and founders gain real projects to build on, and the companies they create can carry what they learn across the region.

It also gains a place at the front of how countries rebuild. The first countries to run small PPPs in parallel, open research labs, welcome direct proposals and issue a tokenized PPP will write the standards that others adopt, and Jordan has the law, the pipeline and the people to be among them.

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 the initiative can start

Should the Royal Hashemite Court wish to take this guide forward, the first steps can draw on institutions, laws and people that Jordan already has.

Mandate	A statement of the initiative's purpose, its themes and its first-year goals, set in step with the Economic Modernisation Vision.
Team	A small coordinating team, drawing on the ministries, public authorities and universities that already work on PPPs and technology.
Pipeline	A review of Jordan's $86 billion of projects to find where small PPPs, research labs and direct proposals can start first.
Young builders	An open call for young Jordanian engineers and founders to join the first labs and to propose the first small PPPs.
Partners	Ministries, public authorities, lenders, universities, investors and technology companies invited to take part.
Pilot	A first small-scale PPP or direct proposal taken from idea to tender, with a path toward the first tokenized PPP.

Jordan has the projects, a law that accepts unsolicited proposals, rules that make small PPPs simpler to tender and a young generation of engineers and founders. A national initiative championed by the Royal Hashemite Court can bring these together and give Jordan an early place in the superintelligent infrastructure future.

PREPARED BY
Saad I. Sahawneh

LINKEDIN
linkedin.com/in/saadsahawneh



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