

A guide · The $500 trillion PPP infrastructure opportunity

Launch a PPP program for UN Agencies and International NGOs in Jordan

WHAT THIS GUIDE IS FOR

Your agency launches a public-private partnership (PPP) program that brings private partners into the water, energy, schools and health services that refugees and host communities rely on, with your teams as delivery and monitoring partners in small PPPs, alongside Jordan's $86 billion and Aqaba's $46 billion of projects.

PREPARED FOR
UN agencies and international NGOs 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 reaches people first in the services that agencies already run every day: the water point, the power supply, the classroom and the clinic.

Jordan hosts one of the largest refugee populations in the world relative to its size, and UN agencies and international NGOs run much of the water, energy, education and health infrastructure that refugees and host communities use. Grants pay for most of it, year by year. Small PPPs let an agency bring in a private partner that invests, builds and operates a service for years, paid for the results it delivers. This guide invites UN agencies and international NGOs in Jordan to launch a PPP program, starting with the services they run today.

THE GUIDE

Bring the $500 trillion PPP infrastructure opportunity to Jordan's humanitarian services

Your agency launches a dedicated PPP program, with a small team, a list of services that suit private partners and a set of contracts that pay for results, so the infrastructure behind humanitarian services is financed, built and run for the long term, beside Jordan's $86 billion of projects and the $46 billion anchored in Aqaba.

01 **A humanitarian PPP team.** A small team that knows how PPPs are prepared, procured and supervised turns the agency's service needs in camps and host communities into projects that private partners can finance, build and operate, and it works with the contracting authorities that own each asset.

02 **Small PPPs for essential services.** Water networks, solar power, waste collection, school buildings and clinic operations can each be delivered as a small PPP, with a partner paid for water delivered, power supplied or classrooms kept open, measured on live data.

03 **Delivery and monitoring partner.** The agency brings what private partners lack: knowledge of the people served, community trust, safeguarding standards and independent monitoring. It can sit inside each project as the partner that checks service levels and reports results.

04 **Bundled projects.** 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. Water points across several host towns or solar roofs across many schools can go to market as one project.

05 **A humanitarian lab.** The agency backs a PPP research lab with a one-line brief to run ten small PPP projects a year at up to $100,000 each, such as metered water kiosks, solar clinics or robotic waste sorting, and it publishes every result, including the failures.

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 serve the same towns and regions where refugees and host communities live, and they will rely on the services agencies help run.

$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 service model proven in one camp or host town can be repeated across the country, and other agencies can adopt the same contract. 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 UN agencies and international NGOs

Agriculture and Food	WFP is the largest humanitarian recipient ($72m in 2025) and works with smallholders and pastoralists; FAO agriculture programs. 28 projects, $400m of forward investment. www.JordanPPP.com/sectors/agriculture
Water	UNOPS rebuilt about 250km of Irbid water network for 90,000 people; UNICEF WASH about $15m in 2024-25. 29 projects, $6.7bn of forward investment. www.JordanPPP.com/sectors/water
Education and Skills	UNOPS maintains 430+ public schools; UNICEF education; NRC vocational education. 12 projects, $7m of forward investment. www.JordanPPP.com/sectors/education
Health	UNOPS supplied 130+ pieces of medical equipment to 10 hospitals and 3 clinics. 20 projects, $986m of forward investment. www.JordanPPP.com/sectors/health
Urban Development	UN-Habitat urban planning, affordable housing and public spaces with GAM. 30 projects, $12.8bn of forward investment. www.JordanPPP.com/sectors/urban

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 UN agencies and international NGOs

AI lets an agency plan and supervise services with far better information. It can forecast water and power demand by household, draft the feasibility report for a solar plant or a water network, compare bids on whole-life cost and read every contract in plain language. Once a service is running, sensors and AI show where water is lost, which systems are failing and who is not being reached.

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 UN agencies and international NGOs

Robotics keeps essential systems running with small local teams. Pipe-inspection robots find leaks, drones survey water and power networks, and automated waste-sorting lines turn camp waste into materials and jobs. Their records give donors and residents an independent account of what was delivered.

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 UN agencies and international NGOs

Tokenization can bring new funders into humanitarian infrastructure. A solar plant or a water network that earns a steady payment can raise its capital from many investors, including the Jordanian diaspora, and pay them from its own revenue, while a public registry shows everyone what was built, what it cost and how it performs.

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 UN agencies and international NGOs

Humanitarian services already come in small pieces: a water point, a solar roof, a clinic, a classroom. A humanitarian lab can test metered water, solar power or new waste contracts in a few locations, publish every result and carry what works across camps and host towns, funded by moving part of a grant budget from short-term spending into long-term partnerships.

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 UN agencies and international NGOs

Direct proposals let private companies bring ideas for humanitarian services to government, prepared at their own cost. An agency can publish the needs it sees and partner with companies that propose, so proposals point at the services people need most. A qualifying proposal is listed in the national registry of public investment projects, the proposer can match the best offer at tender and the winning bidder pays the proposer's direct study costs.

WHY UN AGENCIES AND INTERNATIONAL NGOS

Agencies run the services that millions of people rely on every day

In Jordan, UN agencies and international NGOs plan, fund and run much of the water, energy, education and health infrastructure in camps and host communities. They know the needs, hold the trust and carry the standards that any private partner would have to meet.

Where agencies fit in a PPP

Needs	Data on the people served, the services that fall short and where demand is growing.
Funding	Grants and service payments that can become long-term contracts paid for results.
Standards	Safeguarding, protection and quality standards written into each contract.
Delivery	Teams on the ground that work alongside the private partner and the community.
Monitoring	Independent measurement of service levels and the results each project delivers.

What changes for agencies

AI, robotics and tokenization make small projects worth doing in humanitarian settings. Preparation that once cost too much for a water network or a solar clinic can be done by a small team with the right tools. Sensors and robots measure each service as it is delivered, so payments can follow performance, and tokenization lets new investors fund a project and share in its revenue.

Why a program, and why now

Without a program, an agency funds each service grant by grant and rarely leaves behind an asset that lasts. A program gives it a team, standard contracts and a list of services that can move to long-term partnerships one after another, and the agencies that start now will learn fastest and attract the strongest partners.

THE PROGRAM

How the program could work

The program can sit inside the agency's country office, with a PPP team at its center and the agency's programs, data and partnerships with the government behind it.

PPP team	A small team of engineering, legal, finance and program staff that prepares and supervises the agency's PPPs with the contracting authorities.
Service list	Water, energy, waste, schools and health facilities in camps and host communities, ranked by need and readiness.
Results contracts	Model contracts that pay partners for water delivered, power supplied and services kept open, with data written in.
Bundling	Similar projects below $14.1 million bundled into one feasibility report and one tender.
Humanitarian lab	A PPP research lab that runs ten small pilots a year at up to $100,000 each and publishes every result.
Safeguards	Protection, safeguarding and community feedback built into every project from the first design.
Partners	Contracting authorities, municipalities, donors, lenders, operators and technology companies.

What the agency gains

The agency gains services that last beyond each funding cycle, private investment in assets it could not fund alone and partners paid for the results they deliver. Each project adds contracts, data and trained staff that make the next one faster, and each one creates local jobs.

It also gains a place at the front of how humanitarian infrastructure is delivered. The first agencies to run water, energy and schools through small PPPs with AI, robotics and new finance will set the model that other countries hosting refugees follow.

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 agency can start

Any UN agency or international NGO in Jordan can take this guide forward. The first steps use the teams, programs and government partnerships the agency already has.

Mandate	Approval from the country office and headquarters for a PPP program, with its services, its first projects and its first-year goals.
Team	A named program lead, with engineering, legal, finance and program staff drawn from the agency's existing teams.
Pipeline	A map of the services that suit small PPPs, and early meetings with the contracting authorities and municipalities that own the assets.
Own role	The agency's role in each project defined in advance: needs data, standards, delivery support, monitoring or service payments.
Partners	Donors, lenders, operators, technology companies and other agencies that will finance, build, measure and share results.
Pilot	A first small-scale PPP or lab pilot, taken from idea to tender.

Jordan has the projects, a law that accepts unsolicited proposals and rules that make small PPPs simpler to tender. A PPP program gives your agency services that last, partners paid for results and a head start in building the superintelligent infrastructure future for the people it serves.

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