

A guide · The $500 trillion PPP infrastructure opportunity

# Launch a PPP program for Circular Economy Companies in Jordan

WHAT THIS GUIDE IS FOR

Your company launches a PPP program to develop waste collection, sorting, recycling, composting, waste-to-energy and landfill gas projects as public-private partnerships (PPPs) and to turn the waste of the rebuild into materials and power, starting with Jordan's $86 billion and Aqaba's $46 billion of projects.

PREPARED FOR
Circular Economy Companies in Jordan

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CONTENTS

# Inside this guide


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

INTRODUCTION

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

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

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

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

## How the $500 trillion adds up

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

INTRODUCTION

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

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

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

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

The point where the built world starts improving itself faster than anyone can direct it is the infrastructure singularity. Three technologies bring it closer: artificial intelligence designs and runs the assets, robotics builds and maintains them, and tokenization finances them and opens their ownership to everyone. All three change what happens to waste: AI tracks materials from the building site to the sorting line, robots sort mixed waste at speed, and tokenization lets many investors fund a plant and share in what it recovers.

The rebuild will demolish and replace much of what stands today, and every ton of concrete, steel and asphalt it removes is material that can be used again. The projects of the next fifty years will reuse their materials and recover energy from the rest under long-term contracts. Circular economy companies that build a PPP program now will run those systems for decades. This guide invites circular economy companies in Jordan to launch that program, starting with the projects at home.

THE GUIDE

# Close the loop on the $500 trillion PPP infrastructure opportunity

Your company launches a dedicated PPP program, a team and a set of offers that develop waste, recycling and recovery projects as PPPs and return materials, compost and power to the projects around them, starting with Jordan's $86 billion of projects and the $46 billion anchored in Aqaba.

01 **A PPP circular economy team.** A dedicated team that knows how PPPs are prepared, procured and financed follows every waste, municipal, industrial and construction project in the pipeline from the first market sounding and joins consortiums early, while sponsors are still choosing their partners.

02 **Collection, sorting and recycling.** Much of Jordan's waste still ends up in landfill. The company develops collection, transfer, sorting and recycling facilities as PPPs with municipalities, so plastics, metals, paper and glass return to industry as raw materials.

03 **Energy and compost from waste.** Waste that cannot be recycled can still produce power, heat and compost. The company develops waste-to-energy, biogas, composting and landfill gas projects as PPPs and sells what they produce to the grid, farms and industry around them.

04 **Construction and demolition waste.** The rebuild will break up concrete, asphalt and steel on site after site. The company crushes, grades and certifies that material for reuse in new roads and buildings and offers it to the contractors inside each consortium.

05 **Small-scale PPPs and direct proposals.** Jordan's 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, and PPP Law No. 19 of 2023 accepts direct private proposals under Article 15. Your company can propose sorting lines for neighboring municipalities, composting for a central market or recycling of solar panels and electronic waste and bundle them into one tender.

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. Every one of them will produce waste during construction and operation, and the municipal, industrial and port projects among them will produce it every day.

**$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 Jordanian circular economy company that recovers the waste of one project at home can carry the same model to the next one across the region. Aqaba concentrates ports and terminals, logistics, rail to the port, industry, energy, water and tourism inside the Aqaba Special Economic Zone, which makes it a single place to test port automation, logistics software, desalination and energy technology on assets that connect Jordan to the world.

SECTOR GUIDES

# Jordan's $86 billion, sector by sector

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

## The sectors closest to circular economy companies

| | |
|---|---|
| **Circular Economy** | Ministry tender for medical and hazardous waste units at the Swaqa landfill. 22 projects, $189m of forward investment. www.JordanPPP.com/sectors/circular |
| **Wastewater and Reuse** | As-Samra turns sludge biogas into power with five generator sets. 20 projects, $946m of forward investment. www.JordanPPP.com/sectors/wastewater |
| **Health** | Medical waste of 10-15 t/day; UNDP and GEF supply autoclaves to hospitals. 20 projects, $986m of forward investment. www.JordanPPP.com/sectors/health |
| **Agriculture and Food** | Treated effluent from As-Samra irrigates about 4,000 farms. 28 projects, $400m of forward investment. www.JordanPPP.com/sectors/agriculture |
| **Creative Industries** | Ajloun women's cooperative makes products from recycled wood and clothes. 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 circular economy companies

AI lets a circular economy company see what is in its waste before it arrives. Models track materials from the building site and the household bin to the sorting line, forecast volumes and prices for recycled materials and plan collection routes so trucks run full. A small team can also read a concession contract and test a financial model in days, which lowers the cost of every bid.

## 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 circular economy companies

Robotics changes the economics of sorting. Vision-guided robots pick plastics, metals, paper and glass from mixed waste at high speed, sensors grade each stream and automated crushers turn demolition waste into reusable aggregate, so a plant recovers more material at a lower cost and keeps its people away from the most hazardous work.

## 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 circular economy companies

A recycling, biogas or waste-to-energy plant with long-term supply and offtake agreements earns contracted, measurable revenue, which suits tokenization. A circular economy company can tokenize stakes in the plants it runs, pay holders from gate fees and material and power sales as they arrive and publish each plant's tonnage and recovery rates to a shared registry, so investors see what the asset recovers.

## 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 circular economy companies

Small PPPs suit the circular economy well, because a sorting line for one municipality, a composting site at a market or a crusher on a demolition site can be built quickly and measured in tons from the first day. A circular economy company can run lab pilots across many sites at once, test new sorting, recovery and tracking technology on live waste streams and carry the best results into its large bids.

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 circular economy companies

A circular economy company can see where waste with value goes to landfill, where a municipality pays too much to move it or where demolition material could feed a new project. A direct proposal lets it turn that knowledge into a project of its own design, such as a sorting plant or a biogas unit, and keep the right to match the best offer if the project goes to tender.

WHY CIRCULAR ECONOMY COMPANIES

# Circular economy companies turn waste into materials and power

Every asset the rebuild replaces leaves concrete, steel and asphalt behind, and every city it serves produces waste every day. Circular economy companies already collect, sort, recover and sell that material under contracts with municipalities and industry, which is the model every PPP follows.

## Where circular economy companies fit in a PPP

| | |
|---|---|
| **Collection** | Collection, transfer and street cleaning contracts with municipalities, paid on service levels. |
| **Recycling** | Sorting plants and recycling lines that return plastics, metals, paper and glass to industry as raw materials. |
| **Recovery** | Waste-to-energy, biogas and composting plants that sell power, heat and compost under long-term agreements. |
| **Construction waste** | Crushing and certification of concrete, asphalt and steel from demolition for reuse on new projects. |
| **Landfills** | Rehabilitation and operation of landfills under concession, with landfill gas captured and sold as power. |

## What changes for circular economy companies

AI, robotics and tokenization change how waste is collected, sorted and financed. AI forecasts volumes, plans routes and tracks each material from site to sorting line, which raises the value of every ton a plant recovers. Robots sort mixed waste at speed and at a steady cost, and tokenized stakes let regional investors own part of a plant and receive their share of its sales as they arrive.

## Why a program, and why now

A circular economy company that waits for the next municipal tender competes on price for one contract at a time. A program lets your company bring sorting, recovery and demolition waste projects to government as its own proposals and join construction, municipal and industrial consortiums as their waste partner. Jordan's pipeline is large and early, and the companies that join those consortiums now will handle their waste for decades.

THE PROGRAM

# How the program could work

The program can sit inside the company's development and operations teams, with a PPP lead at its center and the plants, fleets and buyers the company already has behind it.

| | |
|---|---|
| **PPP team** | A small team of engineering, operations, finance and legal people that covers every PPP in Jordan's pipeline from the first market sounding. |
| **Collection** | Collection, transfer and sorting contracts with municipalities, paid on service levels and the material recovered. |
| **Recovery** | Recycling, composting, biogas, waste-to-energy and landfill gas plants developed as PPPs with long-term offtake. |
| **Construction waste** | Crushing, grading and certification of demolition material for reuse on the projects of the rebuild. |
| **Direct proposals** | Circular economy projects brought to government under Article 15, including small-scale PPPs below $14.1 million. |
| **Technology** | Sorting robots, material tracking and route planning deployed as standard on every site. |
| **Partners** | Standing agreements with contractors, energy developers, manufacturers, banks and infrastructure funds that complete each consortium. |

## What the company gains

The company gains long-term contracts with municipalities, project companies and industry, revenue from gate fees and recovered materials, and equity in the plants it runs. Each project becomes a reference for lenders and a route into the next consortium, in Jordan and across the region.

It also gains a position in the materials system the rebuild will need. The first circular economy company in the region to pair robotic sorting, material tracking and energy recovery inside PPPs will set the terms that later projects are priced against.

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 circular economy company can start

Any circular economy company in Jordan can take this guide forward. The first steps use the plants, fleets and buyers the company already has.

| | |
|---|---|
| **Mandate** | Board approval for a PPP circular economy program, with its waste streams, the equity it can commit and its first-year goals. |
| **Team** | A named program lead, with engineering, operations, finance and legal people drawn from the company's existing teams. |
| **Pipeline** | A map of Jordan's $86 billion of projects by sector and stage, and early meetings with the municipalities and contracting authorities that manage waste. |
| **Offers** | Collection, sorting, recovery and demolition waste offers packaged for municipal, industrial and construction PPPs and priced for whole-life contracts. |
| **Partners** | Contractors, energy developers, manufacturers, lenders and technology companies to complete each consortium. |
| **Pilot** | A first sorting, composting or demolition waste project as a small-scale PPP or direct proposal, taken from idea to submission. |

Jordan has the projects, municipalities that need better waste services and a law that lets a company propose its own projects. A PPP program puts your company at the center of how the superintelligent infrastructure future reuses what it builds.

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