



**ΥΠΟΥΡΓΕΙΟ ΕΞΩΤΕΡΙΚΩΝ**  
**Β1 Διεύθυνση**  
**Σχεδιασμού Εξωστρέφειας και**  
**Συντονισμού Φορέων Εξωστρέφειας**

**ΑΔΙΑΒΑΘΜΗΤΟ**  
**ΕΠΕΙΓΟΝ**

Αθήνα, 20 Απριλίου 2026  
Α.Π.: 21624

Τηλ.: 210 368 2767  
E-mail: [db1@mfa.gr](mailto:db1@mfa.gr)

**ΠΡΟΣ :** - ΠΙΝΑΚΑ ΑΠΟΔΕΚΤΩΝ

**ΚΟΙΝ.:** - Πρεσβεία Αμμάν  
- Enterprise Greece  
(Υπόψη Διευθύνοντος Συμβούλου, κ. Μ. Γιαννόπουλου)

**Ε.Δ.:** - Διπλ. Γραφείο κ. Πρωθυπουργού  
- Διπλ. Γραφείο κ. Υπουργού  
- Διπλ. Γραφείο Υφυπουργού κας Παπαδοπούλου  
- Διπλ. Γραφείο Υφυπουργού κ. Θεοχάρη  
- Γραφείο κ. Γεν. Γραμματέα ΔΟΣ & Εξωστρέφειας  
- Α΄ & Β΄ Γενικές Δ/νσεις  
- Α6 και Β5 Δ/νσεις

**ΘΕΜΑ: Ιορδανία: Προκήρυξη για αξιολόγηση επιχειρήσεων για έργο μείωσης μη κερδοφόρων υδάτων**

Σύμφωνα με την Πρεσβεία της Ιορδανίας στην Αθήνα, το Υπουργείο Επενδύσεων της Ιορδανίας προκηρύσσει διαγωνισμό με τίτλο «Request for Qualification (RFQ) Announcement - Non-Revenue Water (NRW) Reduction Project - Performance-Based Contract (PBC)». Για διευκόλυνσή σας επισυνάπτεται σχετικό πληροφοριακό υλικό.

Το έργο, το οποίο θα υλοποιηθεί σε συνεργασία με την Αρχή Υδάτων της Ιορδανίας (WAJ) και την κρατική επιχείρηση Miyahuna, ευθυγραμμίζεται με την Εθνική Στρατηγική Υδάτων της Ιορδανίας και στοχεύει στην μείωση των μη κερδοφόρων υδάτων και την βελτίωση των υπηρεσιών ύδρευσης και λειτουργίας των δικτύων διανομής στις νότιες και νοτιοανατολικές περιοχές του Αμμάν. Η διαδικασία αξιολόγησης και επιλογής αναδόχου θα πραγματοποιηθεί σε δύο στάδια:

A) Αίτηση για αξιολόγηση (Request for Qualification -RFQ): τα ενδιαφερόμενα μέρη προσκαλούνται να υποβάλλουν δικαιολογητικά για τη συμπερίληψή τους σε σύντομο κατάλογο (shortlist)  
B) Αίτηση για προσφορές (Request for Proposals -RFP): όσοι συμπεριληφθούν στον σύντομο κατάλογο θα προσκληθούν για να συμμετάσχουν με τεχνικές και οικονομικές προσφορές.

Για περισσότερες πληροφορίες και για τα απαραίτητα έντυπα, τυχόν ενδιαφερόμενοι μπορούν να απευθυνθούν στο Υπουργείο Επενδύσεων (MoIN) μέσω ηλ.ταχυδρομείου (email: [NRW.PPP@moin.gov.jo](mailto:NRW.PPP@moin.gov.jo)) με θέμα «**NRW PBC RFQ Documents**».

Η προθεσμία για την υποβολή αιτήσεων για την πρώτη φάση της αξιολόγησης λήγει στις **23 Απριλίου 2026 στις 12:00 μμ (τοπική ώρα Αμμάν)**. Οι αιτήσεις πρέπει να υποβληθούν αυτοπροσώπως στην Μονάδα «Public-Private Partnership Unit» του Υπουργείου Επενδύσεων στο Αμμάν (Al-Kindi Str. Building No. 36-A, 11821 Amman, Jordan).

Παρακαλούμε για ενημέρωση των μελών σας.

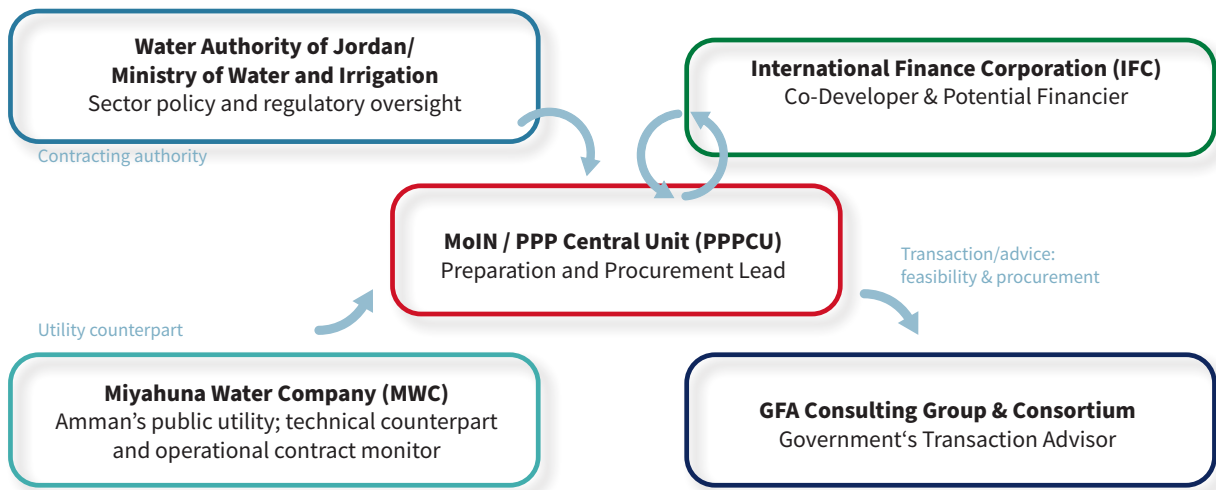
Ο Διευθυντής

Γεώργιος Επ. Τσοούνης  
Σύμβουλος Ο.Ε.Υ. Α΄

# FROM LEAKS TO SERVICE: A KPI-DRIVEN PARTNERSHIP FOR AMMAN

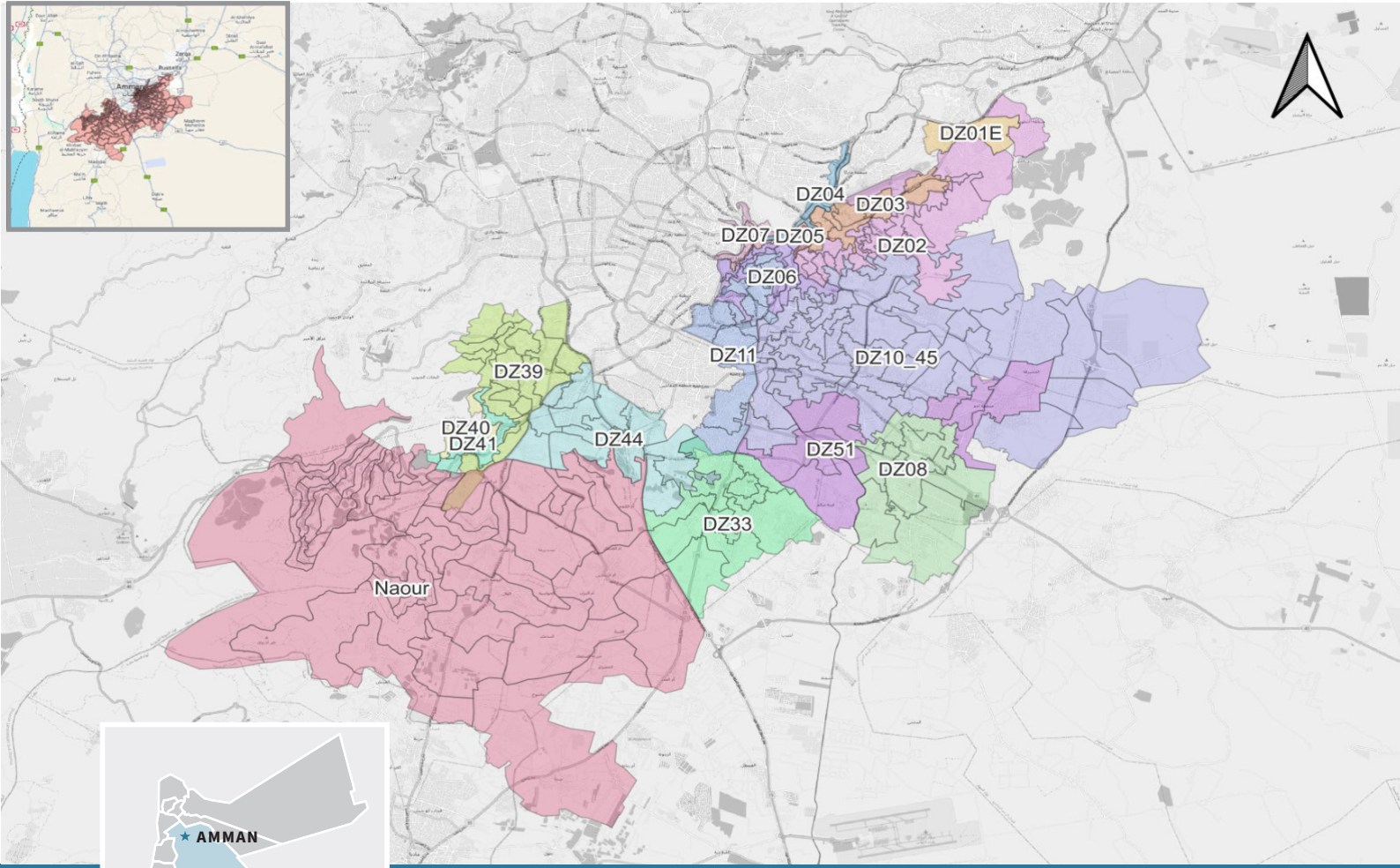
Amman’s water distribution network loses a significant share of supplied water, while the country faces critical levels of water scarcity. The distribution network is being operated under intermittent water supply resulting in suboptimal operational performance and service quality to customers. This PPP targets: (i) preparing the distribution network for an increased bulk water supply with the Aqaba-Amman Water Desalination and Conveyance Project (National Conveyor) under development, (ii) reducing the commercial and physical

losses (NRW) to meet the targets defined in the National Water Strategy of Jordan (2023-2040), and (iii) improving operational efficiency and service quality, while increasing the duration of water supply. The project contemplates a hybrid public and private sector funding structure and will mobilize operational expertise of the private sector, targeting major network restructuring and rehabilitation, efficiency improvements, and measurable NRW reduction.



Arrows indicate primary direction of role or influence. Double arrows denote collaborative co-development.





**4,083 km**

of water network  
as per Masterplan

**84,897**

household  
connections  
as per 2024

**1,456,366**

people served  
as per 2024

**17**

Distribution  
Zones (DZs)

## SCOPE FOR THE PRIVATE DEVELOPER

The selected private partner will establish a Project Company (SPV) responsible for design, construction, financing, and longterm operation of the network representing one third of Amman city under a Performance-Based Contract, to achieve

NRW and service KPIs. The below scope is representing the primary responsibilities expected from the SPV. The final scope will be detailed in the RfP document.



**Network preparation & increasing supply duration (optimally continuous water supply):** Primary and secondary networks restructuring and resizing to repair for transition to longer supply duration and NRW reduction post National Conveyor integration in the distribution network.



**NRW Reduction:** Establish baselines, deploy active leakage detection, pressure management, and illegal connection control.



**Network Operation & Maintenance:** Operate DZs under defined standards, manage network performance, maintain distribution assets in the project area, meter management, GIS and IT systems update and maintenance, Hydraulic modelling customer grievance and site visits.

## SPLIT OF RESPONSIBILITIES

The tables below illustrate the split of responsibilities between the Water Authority of Jordan (WAJ)/Miyahuna and the Private Operator across three key areas: CAPEX, Technical Operation, and Commercial Management. The Private Operator is tasked with core NRW reduction efforts, network rehabilitation, and

comprehensive technical operations, and maintenance, while WAJ/Miyahuna retains control over bulk water supply, strategic extensions, and critical commercial functions like revenue collection and certain customer relations.

## SPLIT OF TASKS FOR CAPEX

Water Distribution related CAPEX		Waj / Miyahuna	Private operator
CAPEX	Restructuring and resizing of primary and secondary network (Preparatory works as in the Master Plan)		✓
	Mains replacement for NRW reduction (at discretion of the operator)		✓
	Replacement of service connections for NRW reduction (at the discretion of the operator)		✓
	New connections (the Contractor will act as a civil company for Miyahuna)	✓	
	Network extension (works could be performed by the Contractor if Miyahuna decides so)	✓	
	Mains replacement as part of Capital Maintenance (PRP program)		✓:within the length fixed in the contract
	New facilities (reservoirs, pumping stations, etc)	✓	
	Additional mains replacement (works could be performed by the Contractor if Miyahuna decides so)	✓	
	Water management IT and software		✓
Commercial management IT and software	✓	✓:additional tools	

## SPLIT OF TASKS FOR TECHNICAL OPERATION

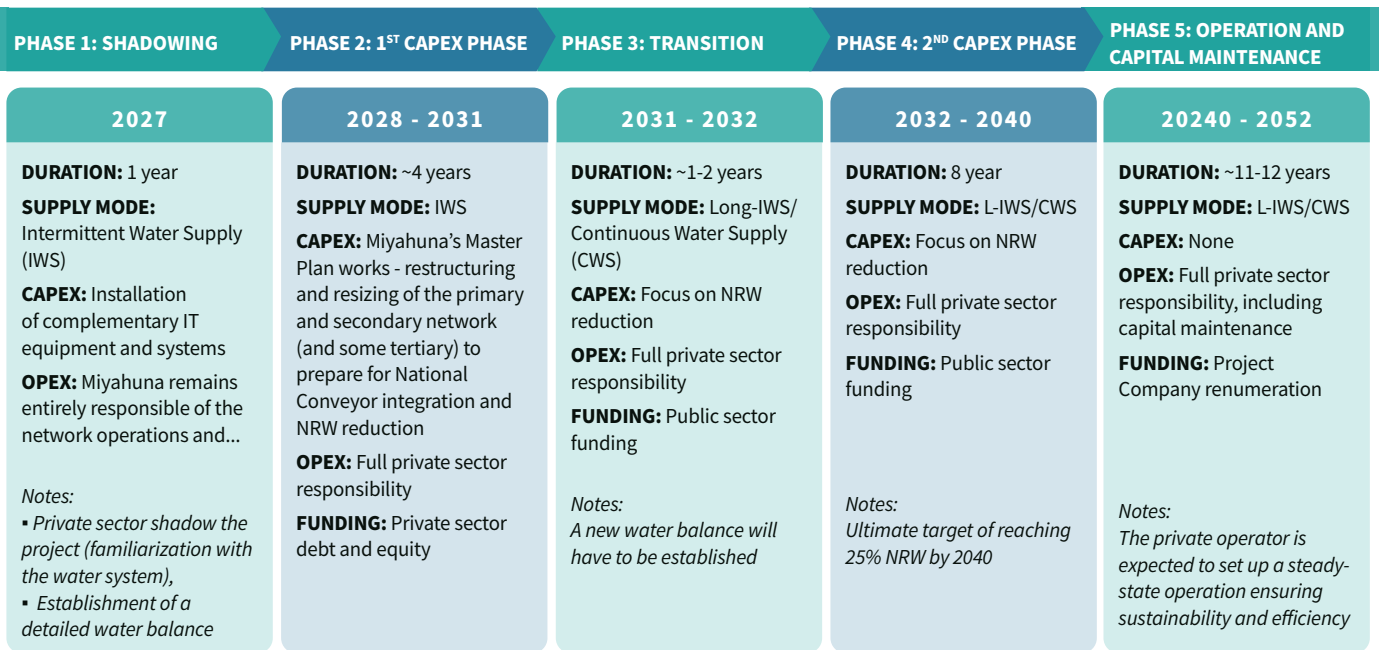
Tasks for water distribution (secondary and tertiary network)	Waj / Miyahuna	Private operator
Distribution / secondary chlorination		✓
Distribution technical management / operation, service reservoirs		✓
Pressure regulation management + new equipment + maintenance		✓
Equipment on network (valves, pressure regulation, ...). New and maintenance		✓
NRW management : physical losses AND commercial losses		✓
GIS update and maintenance		✓
Hydraulic modelling		✓
Water management IT and software		✓
Meter management- New and replacement		✓
Connections shut off / reactivation on request of the Utility		✓
Pipe maintenance (leak detection and repair, local pipe renewal)		✓
PRP development and full pipe renewal program		✓

## SPLIT OF TASKS FOR COMMERCIAL MANAGEMENT

CUSTOMER MANAGEMENT	Tasks for water distribution (secondary and tertiary network)	Waj / Miyahuna	Private operator
	Meter reading & billing		✓
	Bill collection	✓	
	Collection of overdue payments	✓	
	Decision to shut off a connection or stopping an illegal connection	✓	
	Customer database management and update + analysis software		✓
	Call center (Calls received by Miyahuna concerning the project area will be redirected to the Contractor)	✓	✓
	Customer grievance		✓
	Network intervention scheduling software		✓

## PROJECT PHASING

THE PROJECT IS STRUCTURED IN FIVE PHASES



## PROJECT TIMELINE

### Feasibility & market consultations

Studies and meetings with potential investors

2024-2025



December 2025

Pre-qualification phase

### Request for proposals

Tender document issued to qualified bidders

March 2026



2026

Contract award & signing  
Winning bidder selected

### Contract implementation phase

Long-term management and maintenance of the network with NRW reduction to 25%

2027-2052





## AMMAN, JORDAN

### TRANSACTION AND FINANCING STRUCTURE

The transaction structure envisions a PPP in the form of a DBO&F, having Water Authority of Jordan as the Contracting Authority & Amman's water utility, Miyahuna, as a contractual counterpart. and working under the following assumptions:

#### **Bulk Water Supply & Customer interface**

Remains with Miyahuna, which retains revenue collection responsibilities.

#### **Remuneration**

Paid by the Water Authority of Jordan through a transparent fee system (fixed, capacity, and performance-linked component).

#### **Government**

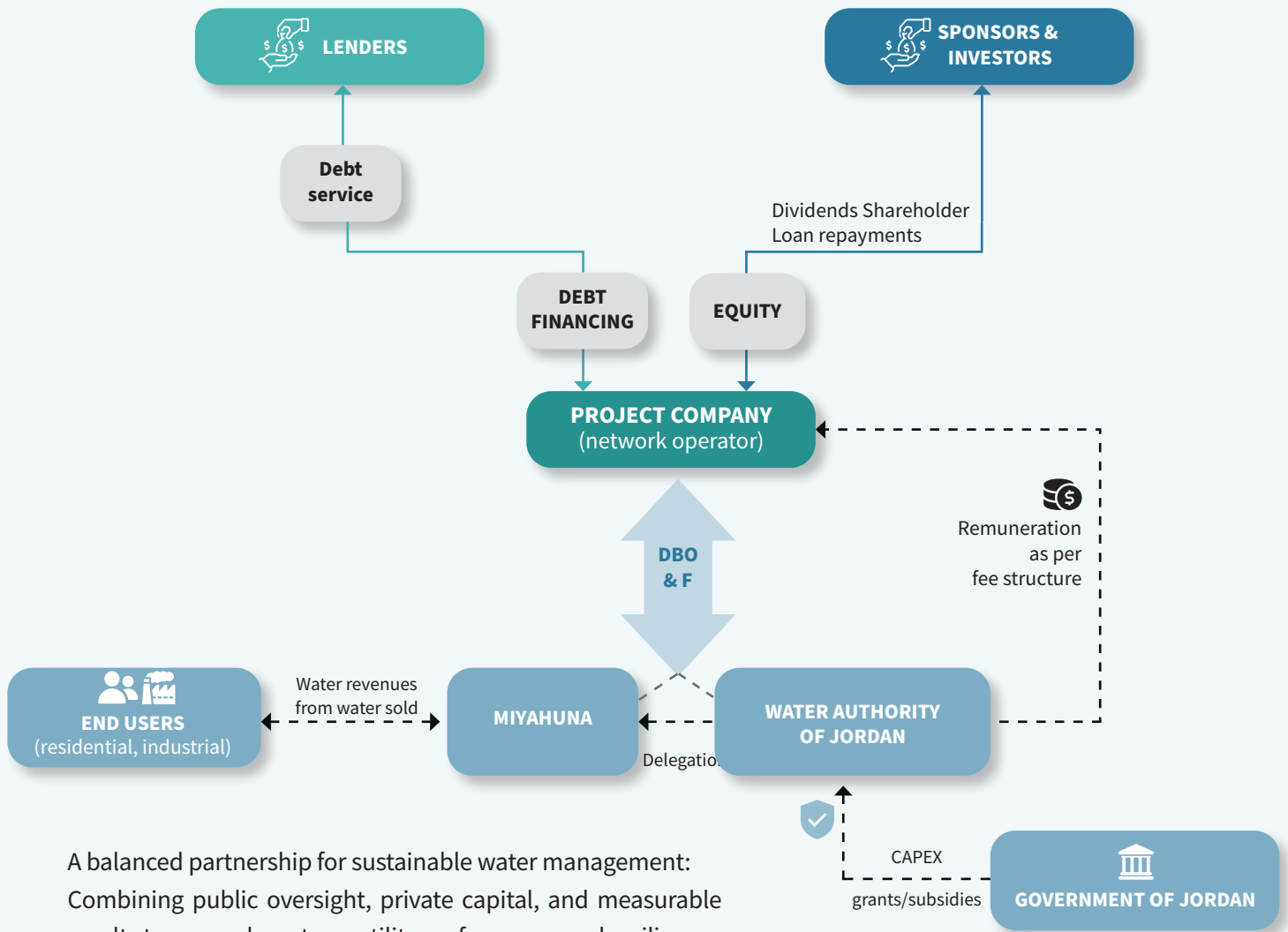
Capital expenditure subsidies via public funding and credit enhancement covering the financial obligations towards the project company.

#### **Private sector**

Private Sector capital in the form of debt and equity.

The project envisages a hybrid financing model, combining the following public and private funding sources.

## THE JORDAN WATER PARTNERSHIP MODEL: FINANCING AND OPERATIONAL STRUCTURE



A balanced partnership for sustainable water management: Combining public oversight, private capital, and measurable results to ensure long-term utility performance and resilience.

## WHY PARTICIPATE?

- ✔ Strategic entry into one of the most significant water PPPs in MENA, backed by IFC and GoJ.
- ✔ Performance-based framework with transparent remuneration and clear KPIs.
- ✔ Backed by a strong MoIN-WAJ governance frame and IFC's co-development support.
- ✔ This PBC is the critical downstream component of the landmark National Conveyor Project, ensuring its operational success and maximizing its impact for Amman.
- ✔ Contribution to SDG 6: Clean Water & Sanitation and Jordan's water security strategy.



### CONTACT INFORMATION

For more information and updates on the procurement process, please contact:

PPP Central Unit (PPPCU) – Ministry of Investment,  
Hashemite Kingdom of Jordan



GFA GROUP  
Your purpose  
Our expertise



## DISCLAIMER

**GFA Consulting Group (the “Transaction Advisor”)** is acting as an advisor to provide consultancy and advisory services for the **Non-Revenue Water Project (“NRW Project”)**, acting on behalf of the **Government of the Hashemite Kingdom of Jordan (“GOJ”)**, represented by **PPP Central Unit (“PPP Unit”)** of the **Ministry of Investment (“MoIn”)**. The NRW Project is being developed in collaboration with the **International Finance Corporation (“IFC”)**.

The Document has been prepared by the Transaction Advisor based on information supplied by the PPP Unit, MoIn, Miyahuna, the Ministry of Water and Irrigation („MWI“), and other entities and stakeholders affiliated with the GOJ and involved in the NRW Project (the “Public Partners”), as well as IFC and from open sources.

This teaser (the “Document”) has been developed with the aim to provide a brief overview of the NRW Project. The market sounding process aims to assess the viability of the NRW Project. The market sounding will be used solely to inform PPP unit and MoIn planning and does not imply that the proposed package will be tendered. The Document does not constitute legal, financial, or investment advice. Interested parties should conduct their own due diligence, investigation and analysis of any information contained or referred to in the Document or related discussions and communications. Interested parties should seek appropriate professional advice before making any decisions.

The Document is for informational purposes only and is not an offer, solicitation, or recommendation to enter into any transaction or agreement. The Document contains selective information and may be updated, revised or amended. It does not contain all the information recipients may require, and there is no obligation to provide access to any additional information or correct any inaccuracies. The Document is confidential, and its circulation and use are restricted. It should not be copied or sent to others without the express consent of the Transaction Advisor, the Public Partners and IFC. Neither the Transaction Advisor, the Public Partners nor IFC accept any responsibility to notify any recipient if any information or data set out in this Document changes or is found to be inaccurate or incomplete nor to update the Document to reflect any changes, inaccuracies or incompleteness. The Public Partners, IFC, any member of the World Bank Group and the Transaction Advisor or any of their officers, employees, or agents accept no responsibility or liability for any loss or damage arising directly or indirectly from the use of the Document or its contents.

Participation in the NRW Project is subject to the terms and conditions set forth in the official project procurement documents. By attending or reviewing this presentation, you agree to be bound by the terms of this disclaimer.

Nothing in the Document in any way constitutes or implies a waiver, renunciation, termination or modification by IFC of any of its privileges, immunities or exemptions granted in the Articles of Agreement establishing IFC, international conventions or applicable law, including, without limitation, the immunity of its property and assets from seizure, attachment or execution before delivery of final judgment against it; and the archives of IFC remain inviolable and IFC expressly reserves all of its privileges, immunities and exemptions thereunder.