O-T-S-2026-0174

Consulting Services to Develop and Implement Policies, Procedures and Workflows across Yarmouk Water Company

TENDER DOCUMENTS

2026

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1. ACRONYMS & ABBREVIATIONS

Term	Meaning
YWC	Yarmouk Water Company
Bidder	A firm or consortium that submits a proposal under this tender
Consultant	The successful Bidder, after contract signature
Key Expert	One of the ten named experts K1–K10 defined in Section 6
Process Owner	The YWC staff member named as responsible for a process
Steering Committee	The YWC committee chaired by the General Director (Section 7)
Deliverable	An output listed in Section 5 (D1–D12)
Manual	The department manual described under WS2
CIS	Customer Information System (Oracle CIS), which will replace X7
DoA	Delegation of authority
ERP	Enterprise Resource Planning system (Oracle ERP)
ESG	Environmental, social and governance
IT/OT	Information technology / operational technology
JOD	Jordanian Dinar
KPI	Key performance indicator
NCSC	National Cyber Security Center (Jordan)
NRW	Non-revenue water
P2P	Procure-to-pay
QHSE	Quality, health, safety and environment
RACI	Responsible, Accountable, Consulted, Informed (responsibility matrix)
SAMP	Strategic Asset Management Plan
SCADA	Supervisory control and data acquisition
SLA	Service-level agreement
SOP	Standard operating procedure
TD	Technical Department
WAJ	Water Authority of Jordan
WS	Workstream
X7	YWC’s current (legacy) billing system

2. FORM OF INVITATION TO BID

Invitation for Bids

Consulting Services to Develop and Implement Policies, Procedures and Workflows across Yarmouk Water Company

CONTRACT NO. O-T-S-2026-174

(YWC Enterprise Transformation Programme)

1- Yarmouk Water Company (YWC) invites proposals from qualified consulting firms, either alone or as a consortium, to provide consulting services to develop, test and put into use approved policies, procedures and workflows across all eleven YWC departments, in accordance with the terms, requirements and scope of services set out in these Terms of Reference

The programme will last 9 to 12 months. It addresses the process and control gaps that YWC has identified (Section 1.2) by putting in place working processes, controls and key performance indicators (KPIs) across the company, and redesigns customer and billing workflows for the move from the legacy X7 billing system to Oracle CIS.

The updated processes and controls must align with the following standards and requirements:

- ISO 9001 – Quality management systems
- ISO 14001 – Environmental management systems
- ISO 45001 – Occupational health and safety management systems
- ISO 50001 – Energy management systems
- ISO 55001 – Asset management systems
- ISO/IEC 27001 – Information security management systems (cybersecurity)
- Environmental, social and governance (ESG) requirements that apply to YWC, including those of its funders and donors.

“Align” means that processes, controls and records are designed to meet the requirements of each standard, so that YWC can seek certification later if it decides to do so. For each standard, the Consultant carries out a readiness review; for ISO 55001, the Consultant also sets up a working asset management system (Section 3.3). Certification audits are outside this assignment (Section 3.8).

2- Requirements for local (Jordanian) eligible bidders:

- **local (Jordanian) eligible bidders:**
  a- The eligible local bidders shall specialize in developing and implementing policies, preparing SOPs, and Governance.
  b- Provide the company registration certificate and related legal and government documents that illustrate the company's legal form and situation with similar experience.

3- The proposals submitted by the bidders shall comprise of Three sealed envelopes marked as envelope No. 1 "Tender Security"," envelope No.2 ""Technical Proposal"," and envelope No.3 "Financial Proposal"," as the following:

   a- **Envelope (1)** - Tender Guarantee (Bid Security), with the value of (**3%) of submitted offer value valid for 120 days** after the deadline for bid submission, issued by a Jordanian bank or by a foreign bank through a correspondent bank located in Jordan and shall be acceptable to the Employer.

   b- . **Envelope (2)** - Technical Proposal.

   c- **Envelope (3)** - Financial Offer.

4- Interested eligible Bidders may obtain further information and inspect the bidding documents at the address noted below:

YWC Water Company,
King Hussein Street (formerly Baghdad Street)
P.O. Box 378
Irbid, Tel Fax: 00962-2-7246859

5- The document should be obtained by an authorized representative.

6- The Employer has the right to cancel the Tenders without bearing any financial or legal obligations.

7- The Employer will not be responsible for lost and/or undelivered documents sent by mail, Fax, or similar means.

8- The Employer reserves the right to accept or reject any offer and to annul the bid and cancel the procurement process at any time without incurring any liability to Bidders.

9- All information provided/submitted by the tenderers shall be accurate, correct, and duly certified.

10- Schedule of events

Event	Date and time	Notes
1. Purchasing start date	4/11/2026 (9:00 a.m. - 3:00 p.m.)	A complete set of the Bidding Documents can be purchased at the same address for the non-refundable fee of (200) JOD.
2. Last date to submit Inquiries	18/11/2026	Inquiries related to the tender documents shall be sent to YWC Water Company, Tenders, and Procurement Director (Eng. Bassam Jarboo) via Fax, preferably by email mentioned below or to the address mentioned above : bassam_jarboo@yw.com.jo
3. Replies to inquiries	23/11/2026	
4. Purchasing End date	25/11/2026	
5. Deadline for submitting bids	30/11/2026 At 12:00 p.m.	

YW General Manager
Mr.. Ghislain Juvanon

3. INSTRUCTIONS TO BIDDERS

This section provides the information necessary for bidders to prepare responsive bids in accordance with the requirements of YWC. It also gives information on bid submission, opening, and evaluation, and on the award of Contract.

3.1 INTRODUCTION

Yarmouk Water Company (YWC) is a government-owned water and wastewater utility. It serves Irbid, Mafraq, Jerash, Ajloun, and Northern Badia governorates with about 1,450 staff. Since May 2026, YWC has operated under a management contract (No. 20/SUPPLY/2024) between the Water Authority of Jordan (WAJ) and Veolia. The management contract sets KPIs for non-revenue water (NRW) reduction, billed-volume increase, and energy efficiency by:

- **Documented ways of working.** Each of the eleven departments has an approved operating model, responsibility matrix (RACI), strategies, policies, standard operating procedures (SOPs), guidelines and forms, in Arabic and English, in use on live work.
- **Alignment with standards.** The operating model, processes and controls align with ISO 9001, ISO 14001, ISO 45001, ISO 50001, ISO 55001, ISO/IEC 27001 and the applicable ESG requirements.
- **Clear authority.** A company-wide delegation-of-authority (DoA) matrix sets out who approves what, with segregation of duties built into procedures, ensuring compliance with applicable government laws, bylaws, regulations and official instructions.
- **Redesigned customer and billing workflows.** Target-state customer lifecycle processes are ready for Oracle CIS, with controls on bill adjustments and a full audit trail.
- **Risk visible early.** An enterprise risk register exists, with a named owner for each risk and a regular review cycle.
- **Measured performance.** KPIs for each department cascade from the management contract KPIs and are reported monthly.
- **Less dependence on individuals.** Critical processes currently held by single individuals are documented and covered by cross-training.
- **Capability that stays.** YWC Process Owners are trained to maintain and improve their manuals after the Consultant leaves.

3.2 GENERAL

1. Throughout these tender documents:

   a. "Bid," "tender" and "proposal" and their derivatives ("bidder/tenderer," "bid / tendered / proposed," "bidding / tendering," "bidding document / request for proposal," etc.) are synonymous.

   b. The term "in writing" means communicated via email or in written form and delivered against receipt; the communication protocol is to be approved after the contract signature.

   c. Except where the context requires otherwise, words indicating the singular also include the plural and words indicating the plural also include the singular.

d. YWC requires that Consultant s observe the highest standard of ethics during the procurement and execution of such contracts. YWC will deal with any case where it was found that the consultant has, directly or through an agent, engaged in corrupt, fraudulent, collusive or/and coercive practices in competing for the Contract in question, with all the legal means available according to the Jordanian laws and YWC internal policies.

3.3 ELIGIBLE BIDDERS

This bid is open to bidders who will pass the Eligibility Conditions check. The Eligibility Conditions are as follow:

a. A bidder may be a private entity or any combination of such entities (Single or any kind of partnership such as:

Authorized and registered company and consultancy firm with similar experience

1. The bidder shall not have a conflict of interest. Any bidder found to have a conflict of interest shall be disqualified. A bidder may be considered to have a conflict of interest for the purpose of this procurement process, if the bidder:

   a. Directly or indirectly controls, is controlled by or is under common control with another consultant; or

   b. Receives or has received any direct or indirect subsidy from another bidder; or

   c. Has the same legal representative as another Bidder; or

   d. Has a relationship with another bidder, directly or through common third parties, which puts it in a position to influence the bid of another bidder, or influence the decisions of YWC regarding this bidding process; or

   e. Any of its affiliates has been hired (or is proposed to be hired) by YWC as Project Manager for the Contract implementation; or

   f. Has a close business or family relationship with a professional staff of YWC (or of the project implementing agency, or of a recipient of a part of the funds) who: (i) are directly or indirectly involved in the preparation of the bidding documents or specifications of the contract, and/or the bid evaluation process of such contract; or (ii) would be involved in the implementation or supervision of such contract unless the conflict stemming from such relationship has been resolved in a manner acceptable to YWC throughout the procurement process and execution of the contract.

2. A bidder shall provide such evidence of eligibility satisfactory to YWC, as YWC shall reasonably request.

3.4 CONTENT OF BIDDING DOCUMENTS

1. The bidding documents include the following:

    a. Section 1 – Acronyms & Abbreviations
    b. Section 2 – Form of Invitation to Bid
    c. Section 3 – Instruction to Bidders
    d. Section 4 – Technical Evaluation and Scoring
    e. Section 5 – Bidding Forms
    f. Section 6 – Terms and Conditions
    g. Section 7 – Scope of Works
    h. Section 8 – Financial Offer Form
    i. Section 9 – Standard Forms

2. Unless obtained directly from YWC, YWC is not responsible for the completeness of the document, responses to requests for clarification, the Minutes of the pre-Bid meeting (if any), or Addenda to the bidding document. In case of any contradiction, documents obtained directly from YWC shall prevail.

3.5 QUALIFICATION OF THE BIDDER

1. Bidders shall, as part of their bid:

    (a) submit a written power of attorney authorizing the signatory of the bid to commit the bidder; and

    (b) Any change in the structure or formation of a bidder after being qualified and eligible to bid shall be subject to the written approval of YWC. Such approval shall be denied if

    (i) as a consequence of the change, the bidder no longer substantially meets the qualification criteria; or

    (ii) in the opinion of YWC, the change may result in a substantial reduction in competition. Any such change should be submitted to YWC not later than the date of submission of the bid as stated in the bid process timetable.

    (c) Submit proposals of work methods and schedule in sufficient detail to demonstrate the adequacy of the consultant proposals to meet the Technical Specifications and the completion time.

2. As a minimum, bidder shall provide the following information:

    (a) Evidence of access to lines of credit and availability of other financial resources.

    (b) Current litigation information; and

    (c) Availability of essential equipment and nominated key personnel.

(b) The bid security, the bid, and in case of a successful bid, the Agreement, shall be signed to be legally binding on all partners.

3.6 CONFIDENTIALITY

1. All information provided in this document must remain confidential. All information received from consultant as part of the Bid Process will be treated on a confidential basis by YWC. YWC reserves the right to disclose summary information concerning Bids received.

2. Information relating to the examination, clarification, evaluation, and comparison of bids, and recommendations for the award of a contract, shall not be disclosed to bidders or any other persons not officially concerned with such process until the award to the successful bidder has been announced. Any effort by a bidder to influence YWC's processing of bids or award decisions may result in the rejection of the bidder bid.

3.7 BIDDING COST

1. The bidder shall bear all costs associated with the preparation and submission of his bid, and YWC will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the bidding process.

2. Cost for rise and fall in the cost of labour, goods, consumables, and other inputs to the works is deemed to be included in the bidder's financial offer. The prices quoted by the consultant shall be fixed and shall not subject to any adjustment during the performance of the contract regardless any reasons.

3.8 PRE-BID MEETING AND SITE VISIT

1. The bidder has the right to visit the YWC and request clarifications.

3.9 CLARIFICATION AND AMENDMENT OF BIDDING DOCUMENTS

1. A prospective bidder requiring any clarification of the bidding documents may notify YWC in writing at YWC address indicated in the Invitation for Bid. YWC will respond to any request for clarification that he receives before or at the day as stated in the Invitation for Bid. Copies of YWC's response will be forwarded to all consultants, including a description of the inquiry but without identifying its source.

2. At any time prior to the deadline for submission of bids, YWC may amend the bidding documents by issuing addenda.

3. Any addendum thus issued shall be part of the Bidding Documents and shall be communicated in writing to all consultants. Prospective bidders shall promptly acknowledge receipt of each addendum in Writing to YWC.

3.10 LANGUAGE OF BID

The Bid, as well as all correspondence and documents relating to the bid exchanged by the consultant and YWC, shall be written in English language and additional copy in Arabic language. Supporting documents and printed literature that are part of the Bid may be in another language provided they are accompanied by an accurate translation of the relevant passages in the English **and Arabic** language, in which case, for purposes of interpretation of the Bid, such translation shall govern.

3.11 DOCUMENTS COMPRISING THE BID

Proposals are submitted in three separate sealed envelopes, or as three separate files. The technical proposal is limited to 40 pages, excluding CVs and annexes. Proposals may be written in Arabic or English. Supporting documents in any other language must be accompanied by a translation into Arabic or English.

The bid submitted by the bidder shall comprise of three sealed envelopes marked as envelope No.1 "Bid security, envelope No.2 Technical Proposal, and envelope No.3 Financial Proposal", as follows:

1. **Envelope (1): – Bid security**

2. **Envelope (2): Technical Proposal which shall address and contains the following parts in the following order:**

    a. **Part I – Bid Security,** with the value as stated in the Invitation to Bid and the Bidding document.

    b. **Part II– Eligibility**

    - All the required information/documents.
    - If the Bidder does not provide these information/documents and does not comply with these requirements will lead to reject his bid immediately.

    c. **Part III- Detailed Technical Proposal:**

    - Eligibility documents (Stage 1): registration and licences, tax clearance, consortium agreement (if any), bid bond, audited financial statements, signed declarations, and the on-site presence and mobilisation commitment.
    - Firm profile: organisational structure, areas of specialisation and number of staff, for each consortium member and sub-consultant.
    - Experience: at least three references for criterion 1.1 and up to three references for each of criteria 1.2 to 1.4, with client contacts and supporting documents (completion certificates, reference letters or signed contracts).
    - Understanding of the assignment. This must not repeat the Terms of Reference.
    - Methodology and work plan, including a Gantt chart and a staffing schedule in person-days by expert and by month.
    - Information security and business continuity approach (Sections 9 and 10).
    - Signed CVs of Key Experts and analysts, each with a statement of availability.

- Mobilisation plan showing how the named team will be mobilised within 14 days of contract signature.
- Conflict-of-interest declarations from the Bidder, each consortium member and each sub-consultant. Each Key Expert signs a personal conflict-of-interest declaration, attached to their CV.

The Technical Proposal must not contain any cost/financial information. If the consultant technical proposal includes any cost/financial information or indications that may be interpreted reveals bid price, this will lead to reject the bid immediately.

3. **Envelope (3) - Financial Proposal which shall contain the following:**

a) The duly filled-in Form of Bid; and

b) The Financial Offer (Schedule of Rates) as per the form, stamped and signed as required.

c) Signed financial proposal submission letter.

d) Lump sum for WS1–WS5, broken down by deliverable (Annex D, Form F-1).

e) Monthly rates for WS6 by consultant grade (Annex D, Form F-2).

f) Breakdown by person-days and daily rate for each expert, used for evaluation and for pricing variations (Annex D, Form F-3).

g) Confirmation that all prices include general sales tax.

3.12 CURRENCIES

1. The currency of the bid and the currency of payments shall be in Jordanian Dinar (JOD) only.

3.13 BID VALIDITY

1. Bids shall remain valid for the period of **120 days** after the deadline for bid submission. A bid valid for a shorter period shall be rejected by YWC as non-responsive.

2. In exceptional circumstances, prior to expiry of the original bid validity period, YWC may request that the bidders extend the period of validity for a specified additional period. The request and the responses thereto shall be made in writing. A consultant may refuse the request without forfeiting its bid security. A bidder agreeing to the request will not be required or permitted to modify its bid but will be required to extend the validity of its bid security for the period of the extension.

3.14 BID SECURITY

1. The bid security shall be in the amount of **of (3%) of submitted offer value**, valid for **120 days** after the deadline for bid submission, i**ssued by a Jordanian bank acceptable to YWC.** The bid security shall be in the form set out in section 9 or in another form acceptable to YWC. The original security must be included with the original bid.

2. Any bid not accompanied by an acceptable bid security shall be rejected by YWC as nonresponsive.

3. The bid securities of unsuccessful bidder will be returned as promptly as possible upon the successful consultants signing the Contract and furnishing the Performance Security.

4. The bid security of the successful bidder will be returned when the bidder has signed the Agreement and furnished the required performance security.

5. The bid security may be forfeited.

    (a) If the bidder withdraws its bid; or

    (b) In the case of a successful bidder if he fails within the specified time limit to:

        (i) Sign the Agreement, or

        (ii) Furnish the required performance security.

3.15 ALTERNATIVE PROPOSALS BY BIDDERS

If more than one alternative were submitted, the alternative marked with number 1, or similar marking, will be considered as the only alternative. Other alternatives will be disregarded.

3.16 FORMAT AND SIGNING OF BID

1. The bidder shall prepare one original of the documents comprising the bid as described in sub-section 3.13 clearly marked "**original**." In addition, the bidder shall submit **one** copy of the bid and clearly marked "**copy**." One digital copy of each envelope content saved on a Microsoft Windows accessible USB and formatted in PDF format shall be inserted with the envelope content. In the event of discrepancy between them, the original hardcopy shall prevail.

2. The original and all copies of the bid shall be typed or written in indelible ink and shall be stamped and signed by a person or persons duly authorized to sign on behalf of the bidder, pursuant to paragraphs 3.6.1 (a) or 3.6.2 (c), as the case may be except for un-amended printed literature.

3. The bid shall contain no alterations, omissions, or additions, unless such corrections are signed by the person or persons signing the bid.

4. The bidder shall furnish information as described in the Form of Bid on commissions or gratuities, if any, paid or to be paid to agents relating to this Bid, and to contract execution if the bidder is awarded the Contract.

5. Failure of the bidder to comply with the requirements as per above paragraphs 1, 2, 3, and 4 of this section will result in the rejection of its Bid.

3.17 SEALING AND MARKING OF BIDS

1. The bidder shall:

    a) seal the original of the Bid Security in an envelope or package labelled, "Bid Security – Original" (the "Bid Security Envelope 1") and indicate the name and address of the bidder

    b) seal the original of the Technical Proposal in an envelope or package labelled, "Technical Proposal – Original" (the "Technical Proposal Envelope 2") and indicate the name and address of the bidder

    c) seal the original of the Financial Proposal in an envelope labelled with the name of the Bidder and the words, "Financial Proposal – Original" (the "Financial Proposal Envelope 3") and indicate the name and address of the bidder

    d) Place the sealed Technical Proposal Envelope and the sealed Financial Proposal Envelope in a fourth envelope or package (the "Outer Envelope").

2. The bidder shall:

    a) seal the copy of the Bid Security in an envelope or package labelled, "Bid Security – Copy" (the "Bid Security Copy") and indicate the name and address of the bidder

    b) seal the copies of the Technical Proposal in an envelope or package labelled, "Technical Proposal – Copy" (the "Technical Proposal Copy") and indicate the name and address of the bidder

    c) seal the copies of the Financial Proposal in an envelope labelled with the name of the Bidder and the words, "Financial Proposal – Copy" (the "Financial Proposal Copy") and indicate the name and address of the bidder

    d) with respect to each copy of the Proposal, place one sealed envelope or package containing one of the copies of the Technical Section and one sealed envelope containing one of the copies of the Financial Section in an outer envelope or package labelled, "Copy " Proposal Documents –name and identification number of the Contract."

3. All outer envelopes mentioned above must

    a. be addressed to YWC at the address as indicated in this RFP;

    b. bear the name and identification number of the Contract; and

    c. Provide a warning not to open before the time and date for bid opening.

4. If any of the outer envelopes is not sealed and marked as above, YWC will assume no responsibility for the misplacement or premature opening of the bid. If the outer envelopes disclose the bidder's identity, YWC will not guarantee the anonymity of the bid submission, and this may constitute grounds for rejection of the bid.

3.18 DEADLINE FOR BID SUBMISSION

1. Bids must be received by YWC at the address specified in the Invitation for Bid.

2. The bidder shall not have the option of submitting their bids via email or any other electronic communication way other than that specified in this RFP.

3. YWC may, in exceptional circumstances and at its discretion, extend the deadline for submission of bids by issuing an addendum in accordance with sub-section 3.11 in which case all rights and obligations of YWC and the bidders previously subject to the original deadline will thereafter be subject to the deadline as extended.

3.19 LATE BIDS

1. YWC shall not consider any bid that arrives after the deadline for submission of bids, in accordance with sub-section 3.18. Any bid received by YWC after the deadline for submission of bids shall be declared late, rejected, and returned unopened to the Bidder.

3.20 BID MODIFICATION AND WITHDRAWAL

1. The bidder may withdraw, substitute, or modify its bid after it has been submitted by sending a written notice of the modification or withdrawal is received by YWC prior to the deadline for submission of bids.

2. The bidder's modification or withdrawal notice shall be prepared, sealed, marked, and delivered in accordance with the provisions of sub-section 3.19, with the outer and inner envelopes additionally marked "modification" or "withdrawal," as appropriate.

3. No bid may be modified by the bidder after the deadline for submission of bids.

4. Withdrawal of a bid during the interval between the deadline for submission of bids and expiration of the period of bid validity specified in sub-section 3.15 may result in the forfeiture of the bid security pursuant to sub-section 3.16.

3.21 BID OPENING - TECHNICAL PROPOSALS

1. YWC will open the Bid Security Envelopes, in the presence of bidders' designated representatives who choose to attend at the address, date and time as indicated in the Invitation to Bid and this RFP. The Technical Proposals Envelopes including withdrawals and modifications made pursuant to sub-section 3.13 and 3.22, will be opened only for the bidders submitting accepted bid security in the same session and will be evaluated later.

2. The bidder representatives who are present shall sign a register evidencing their attendance.

3. Envelopes marked "Withdrawal" shall be opened first, and the name of the bidder shall be read out. Bids for which an acceptable notice of withdrawal has been submitted pursuant to sub-section 3.22 shall not be opened. Subsequently, all Technical Proposal Envelopes marked "Modification" shall be opened and the submissions therein read out in appropriate detail.

4. YWC shall announce the Bidders' names at the opening of the Bid Security Envelope and Technical Proposal Envelopes.

5. The financial proposal envelopes of all bidders shall remain sealed until all financial envelopes are opened in accordance with sub-section 3.24. No bid shall be rejected at bid opening except for late bids pursuant to sub-section 3.21or bids failing to comply with sub-section 3.22 or bids failing to comply with bid security requirements as per sub-section 3.16 and point 1 here above.

6. YWC shall prepare minutes of the bid opening, including the information disclosed to those present in accordance with item (3) above.

7. Bids not opened and read out at bid opening shall not be considered further for evaluation, irrespective of the circumstances.

3.22 BID OPENING - FINANCIAL PROPOSALS

1. YWC shall determine a date and time after the evaluation of the technical envelopes when YWC shall open the financial envelopes of the technically qualified Bidders and shall, notify the bidders of the date and time of the opening of the Financial Proposal Envelopes; carry out the opening of the Financial Proposal Envelopes, including any modifications thereof, of the Qualified bidders and the announcement of the Qualified consultants names and quoted prices in the presence of the bidders representatives who choose to attend the opening; and return the unopened Financial Proposal Envelopes, including any modifications thereof, of the consultant who failed to comply with the technical requirements.

2. YWC will evaluate only the financial offer's for bidders who have been submitted a bid security in accordance with the Invitation to Bid and as mentioned in section 4.

3. The bidder representatives who attend the opening of the Financial Proposal Envelopes shall sign a register to record their attendance.

4. YWC shall prepare minutes of the bid opening, including the information disclosed to those present in accordance with paragraph 2 above.

3.23 CLARIFICATION OF BIDS AND CONTACTING YWC

1. To assist in the examination, evaluation, and comparison of bids, YWC may, at its discretion, ask any bidder for clarification of its bid. The request for clarification and the response shall be in writing, but no change in the price or substance of the bid shall be sought, offered, or permitted except as required to confirm the correction of arithmetic errors discovered by YWC in the evaluation of the bids in accordance with sub-section 3.27. If a consultant does not provide clarifications of its bid by the date and time set in YWC's request for clarification, its bid may be rejected.

2. From the time of bid opening to the time of Contract award, if any bidder wishes to contact YWC on any matter related to the bid, it should do so in writing.

3. Any effort by the bidder to influence YWC in the bid evaluation, bid comparison, or Contract award decisions may result in the rejection of the bidder bid.

3.24 CORRECTION OF ERRORS

1. YWC shall open the Financial Proposals of the Substantially Responsive bidders in accordance with sub-section 3.24 and 3.26. YWC shall examine each such Financial Proposal to determine whether it is complete and responsive to this document.

2. Bids determined to be substantially responsive will be checked by YWC for any arithmetic errors. Errors will be corrected by YWC as follows:

   (a) Where there is a discrepancy between the amounts in figures and in words, the amount in words will govern; and

   (b) where there is a discrepancy between the unit rate and the line item total resulting from multiplying the unit rate by the quantity, the unit rate as quoted will govern, unless in the opinion of YWC there is an obviously gross misplacement of the decimal point in the unit rate, in which case the line item total as quoted will govern and the unit rate will be corrected.

3. The amount stated in the bid will be adjusted by YWC in accordance with the above procedure for the correction of errors and, with the concurrence of the bidder, shall be considered as binding upon the bidder. If the bidder does not accept the corrected amount of bid, its bid will be rejected, and the bid security may be forfeited in accordance with sub-section 3.16.

3.25 EVALUATION AND COMPARISON OF BIDS

1. YWC will evaluate and compare only the bids determined to be substantially responsive in accordance with sub-section 4.

2. In evaluating the bids, YWC will adjust the bid price of each bid as follows:

a. Making any correction for errors pursuant to sub-section 3.24

b. Applying any discounts offered by the bidder for the award of the contract, and

c. The prices quoted by the Bidder are not subject to any adjustment during the performance of the Contract regardless any reasons.

3. If YWC find any serious, unbalanced prices in any financial offers of the bidder, it may require the consultant to produce detailed price analyses for any or all items of the financial offer, to demonstrate the internal consistency of those prices with the schedule proposed. After evaluation of the price analyses, taking into consideration the schedule of estimated Contract payments, YWC may require that the amount of the performance security may be increased at the expense of the bidder to a level sufficient to protect YWC against financial loss in the event of default of the successful bidder under the Contract.

4. The bidder has to bid for all items in the Financial Offer Form (Schedule of Rates), noncompliance with this requirement will result in bid rejection.

5. After application of the established in sections (1 to 4) above, the Evaluated Bid Price for comparison of bids will be the total price of the fixed fee for all tender.

3.26 AWARD

Subject to sub-section 3.30, YWC shall award the Contract to the successful consultant whose bid has been achieved all the requirements in accordance with this tender and in accordance with the total score of each responsive offer that will be calculated according to section 4.4.

3.27 YWC'S RIGHT TO ACCEPT ANY BID AND TO REJECT ANY OR ALL BIDS

YWC reserves the right to accept or reject any bid, and to annul the bidding process and reject all bids, at any time prior to award of Contract, without thereby incurring any liability to the affected bidder or any obligation to inform the affected bidder or bidders of the grounds for YWC's action.

3.28 PURCHASE'S RIGHT TO VARY QUANTITIES AT TIME OF AWARD

YWC reserves the right at the time of contract award to increase or decrease, by the percentage does not exceed twenty percent (25%), the quantity of goods and services originally specified in the Financial Offer Form (Schedule of Rates) without any change in unit price or other terms and conditions.

3.29 NOTIFICATION OF AWARD

1. Prior to expiration of the period of bid validity prescribed by YWC, YWC will notify the successful bidder in writing that its bid has been accepted. This letter (hereinafter and in the Conditions called the

"Letter of Acceptance") shall specify the sum that YWC will pay the bidder in consideration of the execution and completion of the Works and Service and the remedying of any defects therein by the bidder as prescribed by the Contract (hereinafter and in the Conditions called "the Accepted Contract Amount").

2. The notification of award will not constitute the formation of the Contract, which only becomes effective upon signature by both parties.

3. Upon the successful bidder furnishing of the performance security, signing the Contract Agreement and start performing and commence the contract as per the active date. YWC will promptly notify the name of the winning bidder to each unsuccessful bidder and will discharge the bid security of the unsuccessful bidder, pursuant to sub-section 3.16.

3.30 SIGNING OF AGREEMENT

1. At the same time as YWC notifies the successful bidder that its bid has been accepted, YWC will send the bidder the Contract Agreement Form, incorporating all agreements between the parties.
2. Within days as stated in the Terms and Conditions, the successful bidder shall sign the Contract Agreement and return it to YWC, together with the required performance security. After confirmation that the performance security is acceptable, YWC will sign the Contract Agreement.
3. Upon fulfilment of sub-section 3.32, YWC will promptly notify the other bidders that their bids have been unsuccessful, and their bid security will be returned as promptly as possible, in accordance with sub-section 3.16.
4. The performance security shall be in the amount of 10% of the Accepted Contract Price and in the same currency of the Accepted Contract Price.
5. The performance security is to be provided by the successful bidder in the form set out in section 8 or in another form acceptable to YWC and it shall be issued by a bank located in Jordan or by a foreign bank through a correspondent bank located in Jordan and shall be accepted to YWC.

6. Failure of the successful bidder to comply with the requirements of sub-sections 3.32 and 3.33 shall constitute a breach of Contract, cause for annulment of the award, forfeiture of the bid security, and any such other remedy YWC may take under the Contract, and YWC may make awarding the Contract to the next ranked bidder or call for new bids.

4. TECHNICAL EVALUATION AND SCORING

This section elaborates the mechanism, and criteria will be used by YWC bidding's committee who will conduct the process from bids' envelopes opening until the final selection of winning bidder. Next steps reaching to the contract signature will be processed per the procurement policy of YWC.

The bidder shall provide all the information requested in accordance with this section. All forms required to complete the information requested in the following tables are provided in sections 5 of these documents.

4.1 STAGE 1: SCREENING

The procurement committee will start screening of proposals received and opened as per sub-section 3.26 and will disqualified any proposal found incomplete, deviating from the tender conditions, lack supporting documents, does not include bidding security guarantee, or is in breach of any legislation or tender conditions.

YWC will inform the bidder of the disqualified proposal in writing, and he will be required to return his proposal and be handed the Bid Security.

4.2 STAGE 2: TECHNICAL EVALUATION

The bidding committee will start the technical evaluation for those proposals that passed the screening stage in accordance with section 4.1 above.

The evaluation of the Bidders' Technical Proposal will be solely and absolutely based on the content of the technical proposals of consultants and the presentation made by them. Though, YWC has the right to ask for clarifications, evidence, reference checks during the evaluation.

The technical evaluation marking and thus the technical evaluation score of each bidder will be based on the following criteria and details:

4.3 ELIGIBILITY (PASS OR FAIL)

- Registered legal entity with valid commercial registration. Jordanian Bidders submit their professional licence and tax clearance certificate. Foreign Bidders submit equivalent registration documents from their country of incorporation and must meet Jordanian registration requirements before contract signature, where applicable.
- For consortia: a signed consortium agreement or letter of intent that names the lead member and confirms joint and several liability.
- Minimum relevant experience: at least three comparable assignments in the last seven years, at least two of them in Jordan, preferably in the water sector. Each assignment must have included the assessment, design and improvement of processes, SOPs, operating models and organisational structures for public-sector bodies, utilities or other large organisations, and must be supported by client completion certificates, reference letters or signed contracts. "Comparable assignments" are assignments similar in scale and complexity to these services,

considering the scope of work, estimated contract value, and estimated level of staffing and professional resources. For consortia, the experience of all members counts together.

- Bid bond submitted in the required form.
- Signed declarations on conflict of interest (disclosing any actual, potential or perceived conflict of interest), integrity and non-debarment, from the Bidder and from each consortium member and sub-consultant.
- Separate, sealed technical and financial envelopes.
- Commitment to deliver in Arabic and English.
- Signed commitment to provide at least the minimum on-site presence for each expert (Section 6) and to mobilise the named team within 14 days of contract signature.
- Audited financial statements for the last three completed financial years (2023, 2024 and 2025), showing satisfactory financial performance and sufficient financial capacity to carry out the contract, with an average annual turnover of at least JOD 500,000 over the three years.
- A declaration of any ongoing legal or insolvency proceedings or other legal matters, and confirmation that the Bidder is not subject to any debarment, suspension or legal restriction that prevents it from taking part in the tender or performing the contract.

A bid that fails any Stage 1 requirement is rejected. YWC may ask for clarification of documents submitted, but will not accept new documents that change the substance of a bid. Previous work for YWC does not in itself make a Bidder ineligible (Section 14).

4.4 TECHNICAL EVALUATION (100 POINT)

Criterion	Points
1. Firm experience	**25**
1.1 Comparable assignments completed in the last seven years (at least three references)	12
1.2 Assignments with public-sector bodies in Jordan or the region	6
1.3 Customer or billing process redesign linked to a system implementation	4
1.4 Implementation of, or readiness work for, ISO management systems (ISO 9001, 14001, 45001, 50001, 55001 or ISO/IEC 27001) or ESG frameworks	3
2. Understanding, methodology and work plan	**30**
2.1 Understanding of YWC's context, the key issues in Section 1.2 and the management contract	6
2.2 Methodology: co-design, live-case testing, controls design, standards alignment and readiness reviews (including the ISO 55001 asset management system), Arabic-first documents	11
2.3 Work plan: realistic sequencing, waves, alignment with the Oracle CIS timeline, resourcing	7
2.4 Adoption and capability transfer: training of trainers, adoption measures, handover	6
3. Key Expert competences	**45**
3.1 K1 Team Leader	9
3.2 K3 Customer and Billing Process Specialist	6
3.3 K2 Finance and Controls Specialist	5

Criterion	Points
3.4 K7 Asset Management Specialist	5
3.5 K10 Operations and Maintenance Specialist	4
3.6 K8 Enterprise Architecture and IT Governance Specialist	4
3.7 K6 Risk and Governance Specialist	3
3.8 K5 Organisation and HR Specialist	3
3.9 K4 Legal Specialist	3
3.10 K9 Technical Works Project Management Specialist	3
Total	**100**

How Key Experts are scored. Each CV is scored on qualifications (30%), relevant assignments (50%), and language and familiarity with the Jordanian public sector (20%). A Key Expert who does not meet the minimum profile in Section 6 scores zero for that criterion. Items marked "preferred" in Section 6 are not required, but earn additional credit under qualifications.

Presentation. Bidders that score 70 or more are invited to a 60-minute presentation by K1, K2 and K3. The evaluation committee uses the presentation to confirm the scores under criteria 2 and 3. The proposed experts must attend in person.

4.5 FINANCIAL EVALUATION (100 POINTS)

The evaluated price is the lump sum for WS1–WS5, plus the WS6 monthly rates applied to a standard quantity of 24 consultant-months (Grade 1: 6 months; Grade 2: 8 months; Grade 3: 10 months), including general sales tax. The lowest evaluated price scores 100. Other bids score in proportion:

Financial score (Sf) = 100 × lowest evaluated price ÷ evaluated price of the bid

Bids more than 30% below the average of the compliant bids are asked to justify their price in writing. If the justification is not adequate, the bid may be rejected.

4.6 COMBINED SCORE AND NEGOTIATION

Combined score = 0.70 × technical score + 0.30 × financial score

The Bidder with the highest combined score is invited to negotiate. Negotiation may cover the work plan, staffing schedule and contract terms, but not the Key Experts or unit rates, unless the Bidder offers a reduction.

5. BIDDING FORMS

5.1 LETTER OF BID FORM

Project: ---------- Tender No: ----------

To: Messer's (The Employer): ----------

We have visited the Site and become acquainted with its surrounding conditions, and we have examined the tender documents, the appendixes the other Schedules and Addenda Nos.……for the execution of the above-named Works. We, the undersigned, offer to execute, complete, hand-over and remedy any defects therein in conformity with this bid which include all the above-mentioned documents, for a total sum ---------- of Or such other sum as may be determined in accordance with these documents.

We agree to abide by this Tender for a period of (180) days starting from bids submission date and it shall remain binding upon us and may be accepted at any time before the expiration of this period.

If this offer is accepted, we will provide the specified Performance Security in accordance with section 6.9 of these tender documents, start performing and commence the contract as per the active date stated, and complete the Works, hand it over and remedy any defects therein in conformity with requirements of the tender Documents within the Time for Completion.

Unless and until a formal Agreement is prepared and executed this "Letter of Bid" together with the "Letter of Acceptance or Decision of award" shall constitute a binding contact between us.

We also understand that you are not bound to accept the lowest or any bid you may receive.

This offer is edited on day ---------- month ---------- year----------

Bidder's signature: ---------- witness: ----------

5.2 FORM OF BID SECURITY

Form of Bid Security

(Bank Guarantee)

Project Name: ---------- Tender No: ----------

To Messrs. (The Employer): ----------

We have been informed that the Bidder: (Company's Name) ---------- is submitting an offer for the above-mentioned project in response to the Invitation to Tender, and whereas, the tender conditions require that the Bidder shall submit a tender guarantee with his offer, and upon his request, our Bank: ---------- hereby irrevocably undertakes to pay you the sum of ---------- upon receipt by us of your first demand in writing and your written statement (in the demand) stating that:

a The Bidder, without your agreement, withdrew his offer after the latest time specified for its submission or before the expiry of its period of validity specified to be (180) days, or

b. You awarded the Tender to him, but he failed to sign the Contract Agreement in accordance with the Conditions and requirements set forth in the tender, or

c. You awarded him the Tender, but he failed to submit the Performance Guarantee in accordance with the Conditions and requirements set forth in the tender.

Your demand must be received by us before the expiry of the guaranteed validity period determined to be (120) days, after which, it shall be returned to us. This Guarantee is subject to the laws in force in Jordan.

Guarantor’s signature / Bank: ----------

Authorized to sign: ----------

Date: ----------

5.3 AVERAGE ANNUAL TURNOVER

Annual Turnover Data for the years (2023,2024 &2025) Not less than 500,000JOD		
Year	**Amount Currency**	**JOD**
2023		
2024		
2025		
	Average Annual Turnover	

5.4 PERSONNEL

Form PER-1: Proposed Personnel

Bidders should provide the names of suitably qualified personnel to meet the specified requirements, Evaluation and Qualification Criteria. The data on their experience should be supplied using the Form below for each candidate.

1.	Title of position*
	Name
2.	Title of position*
	Name
3.	Title of position*
	Name

*As listed in Section 4, Evaluation and Qualification Criteria.

Form PER-2: Resume of Proposed Personnel

Name of Bidder		
Position		
Personnel information	Name	Date of birth
	Professional qualifications	
Present employment	Name of employer	
	Address of employer	
	Telephone	Contact (manager / personnel officer)
	Fax	E-mail
	Job title	Years with present employer

Summarize professional experience over the last 5 years, in reverse chronological order. Indicate particular technical and managerial experience relevant to the project.

From	To	Company / Project / Position / Relevant technical and management experience

6. TERMS AND CONDITIONS

6.1 DEFINITIONS

1. In this Contract, the following terms shall be interpreted as indicated:

   A. "The Employer" means the YWC Company.

   B. "Country" is the Hashemite Kingdome of Jordan.

   C. "The bidder" means the individual or firm appointed by YWC based on the Technical and Financial proposal to execute and perform the Work and Service under this Contract.

   D. "The Project Site," where applicable, means the place or places named in under this Contract.

   E. "The Contract" means the agreement entered into between YWC and the bidder, as recorded in the Contract Agreement Form signed by the parties, including all attachments and appendices thereto and all documents incorporated by reference therein.

   F. "Notification of Award" means the letter of formal acceptance, signed by YWC, of the Letter of Bid, including any annexed memoranda comprising agreements between and signed by both Parties. If there is no such notification of award, the expression "Notification of Award" means the Contract Agreement and the date of issuing or receiving the Notification of Award means the date of signing the Contract Agreement.

   G. "Letter of Bid" means the document entitled letter of tender or letter of bid, which was completed by the bidder and includes the signed offer to YWC for the servises.

   H. "Specification" means the document entitled specification, as included in the Contract, and any additions and modifications to the specification in accordance with the Contract. Such document specifies the services.

   I. "The Contract Price" means the price payable to the bidder under the Contract for the full and proper performance of its contractual obligations.

   J. "The services" means all of the required works, and services, which the bidder is required to provide to YWC under the Contract.

   K. "Party" means YWC or the bidder, as the context requires.

   L. "Currency" means Jordanian Dinar (JOD) only.

   M. "Day" means calendar day and "year" means 365 days.

6.2 PRIORITY OF DOCUMENTS

1. Priority of Documents: the documents forming the Contract are to be taken as mutually explanatory of one another. Unless otherwise stated or agreed between both parties, the priority of the documents shall be in accordance with the following sequence:

   A. The Contract Agreement
   B. Notification of Award (The Letter of Acceptance)
   C. Presentation Session
   D. Letter of Bid
   E. bidder 's Technical and Financial Offer
   F. The Addenda No.s ……..;
   G. Request for Proposal Documents (Invitation to Bid, and Terms and Conditions, Scope of Work)
   H. Invitation to Bid
   I. Any other documents forming part of the contract.

If an ambiguity or discrepancy is found in the documents, YWC shall issue any necessary clarification or instruction.

6.3 NOTICE

All notices, demands or other communications shall be given or made in writing, and shall be delivered personally, or sent by certified or registered mail, with return receipt requested, addressed to the other Party at the address set out in the signed Contract agreement.

6.4 LAW AND LANGUAGE

1. The tender documents are issued in English. If the two versions differ, the Arabic version prevails.

2. The bidders, as an assignee of the responsibilities and activities described in this tender by YWC, will be entitled per the Contract signed for this project to perform needed works and activities on behalf of YWC inside the project places agreed upon with YWC, for the lifetime of the contract.

3. All Jordanian laws, bylaws, standards, codes and instructions adopted or issued by the government of Jordan which has relation with the Contract activities and are under YWC responsibility to apply or abide with or be ruled by, are binding and is the bidders responsibility to apply, abide with and be ruled by.

4. Subscription agreement signed or will be signed with new customers after the active date between YWC and each of the customers inside the project area is still applied to rule the relation, the rights, and responsibilities of the bidder (as a representative of YWC) with the customer.

5. The bidder is not entitled to issue any certificate, send communication, receive communication, publish media material or press releases, give testimonials, promise commitment, procure or sell, share data or reports related to this contract, act as a representative or speak on behalf of YWC in any place, time, incident or case in any way, unless explicitly entitled to do so via clear text in this RFP, the contract to be signed or written official approval prior to the act.

6. The bidder is obliged to abide with YWC's codes, specifications, policies, and regulations in all the activities conducted for the implementation of this contract.

6.5 CONTRACT AGREEMENT

1. These tender documents shall be part of the Contract Agreement.

2. The Parties shall enter into a Contract Agreement, which shall be prepared by YWC, within 10 days of receiving the award of the Contract form, unless they agree otherwise.

3. The Contract Agreement shall be signed in two originals. The bidder will receive a mutually signed original copy.

6.6 PAYMENT TERMS

The core scope (WS1–WS5) is a fixed lump sum in Jordanian dinars (JOD), paid against approved deliverables. WS6 is paid monthly against approved task orders and timesheets.

Advance payment. YWC will pay an advance of 10% of the lump sum against an advance-payment guarantee of equal value. The advance is recovered by deducting 10% from each deliverable payment until it is fully recovered.

Payment event	**% of lump sum**
D1 Inception report approved	5%
D2 X7 interim controls approved	5%
D3 Delegation-of-authority matrix and KPI framework approved	7.5%
D4 Enterprise risk management framework approved	5%
D5 Management systems readiness reviews, asset management policy and SAMP framework approved	7.5%
D6 Wave 1 manuals approved	17.5%
D7 Reconciliation procedures and data governance SOP approved	7.5%
D8 Key-person documentation approved	5%
D9 Oracle CIS processes and business requirements approved	10%
D10 Wave 2 manuals approved (including Asset Management)	15%
D11 Oracle CIS testing and go-live support completed	5%
D12 Adoption and handover report approved	10%
Total	**100%**

- Payments fall due 30 days after an approved invoice.

6.7 CONFIDENTIAL DETAILS

1. The bidder will have access to customer, billing, financial and personnel data. The Consultant must comply with the following requirements throughout the contract:

2. Confidentiality and restricted use. Use YWC data only to perform the contract. The Consultant, each consortium member (if any) and every team member sign a confidentiality undertaking before receiving access.

3. Access control. Use named user accounts approved by YWC, on a need-to-know and least-privilege basis, read-only wherever possible. Access is removed when a team member leaves the assignment and at contract end.

4. Data residency. Customer, billing and personnel data stay in Jordan. They must not be stored or processed outside Jordan, in public cloud services or in generative artificial intelligence (AI) tools without YWC's prior written approval.

5. Secure information exchange. Exchange documents and data only through YWC-approved channels and the YWC document repository. Personal e-mail, messaging applications and unencrypted removable media must not be used.

6. Device security. Devices used on the assignment must be encrypted, kept up to date and protected by current anti-malware software.

7. Incident reporting. Report any actual or suspected security incident or data breach to YWC within 24 hours, and cooperate fully in its investigation.

8. Legal and regulatory compliance. Comply with the Personal Data Protection Law No. 24 of 2023, the Cybersecurity Law No. 16 of 2019, NCSC instructions, and YWC information security policies.

9. Third-party disclosure. Do not disclose, transfer or share YWC data with any third party without YWC's prior written consent, unless required by law.

10. Return and deletion. At contract end, or earlier on YWC's request, return or securely delete all YWC data, as YWC instructs, and confirm this in writing, except where retention is required by law.

11. Business continuity

12. Continuity plan. The technical proposal must explain how the services will continue if a Key Expert becomes unavailable, during emergencies, or if access to YWC sites is restricted.

13. Cover for Key Experts. The Bidder names an alternate for the Team Leader (K1) and describes cover arrangements for the other Key Experts. Any replacement is proposed within 15 days, subject to YWC's prior written approval (Section 6).

14. No loss of work. All working documents are stored in the YWC document repository as they are produced, not only on the Consultant's devices.

15. Remote working. Remote working is allowed only with YWC's approval and does not reduce committed on-site days unless the Steering Committee agrees.

16. Exit and handover. The exit and handover plan (D12) covers the transfer of all files, templates, trackers and tools, and knowledge-transfer sessions with Process Owners, so that YWC can continue without the Consultant.

6.8 ADJUSTMENTS

1. This tender is not subject to any price adjustment due to changes in cost of specified services during the Contract period and any approved extension of the duration.

6.9 PERFORMANCE SECURITY

1. The bidder shall obtain (at his cost) an un-conditional Performance Security for proper performance, in an amount of equal to 10% of the Accepted Contract Amount valid and enforceable until the Consultant has executed and completed the Works and remedied any defects.

2. The performance security shall be issued by a bank located in Jordan or by a foreign bank through a correspondent bank located in Jordan and acceptable to YWC.

3. The bidder shall deliver the Performance Security to YWC in the same day of signing the Contract Agreement.

6.10 BIDDER'S KEY EXPERTS

Bidders must name ten Key Experts (K1–K10), a QHSE management systems specialist (non-key expert) and at least two full-time on-site process analysts. Key Expert CVs are scored under Section 12. One person may cover two Key Expert roles only if they meet both profiles; the Bidder must then show that the combined time input is realistic.

Role	Minimum profile	Minimum on-site presence
K1 Team Leader	15+ years' experience; has led at least three process or organisational transformation programmes for public-sector bodies or utilities; fluent in Arabic and English	8 days/month
K2 Finance and Controls Specialist	10+ years' experience, including at least three similar transformation projects for public entities; CPA, ACCA or JCPA; public-sector financial controls; Oracle ERP experience; fluent in Arabic and English	6 days/month
K3 Customer and Billing Process Specialist	8+ years in utility or other high-volume billing operations; process design for a CIS or billing system implementation; Oracle CIS experience preferred; fluent in Arabic and English	8 days/month
K4 Legal Specialist	Licensed with the Jordan Bar Association; 8+ years in contracts and public-sector legal work; fluent in Arabic and English	3 days/month
K5 Organisation and HR Specialist	8+ years in operating models, RACI, job design and workforce planning; fluent in Arabic and English	4 days/month
K6 Risk and Governance Specialist	8+ years in enterprise risk management and internal control; ESG reporting experience preferred; fluent in Arabic and English	3 days/month
K7 Asset Management Specialist	10+ years in asset management for water utilities; has implemented an asset management system; ISO 55001 lead implementer or auditor certification preferred; fluent in Arabic and English	6 days/month
K8 Enterprise Architecture and IT Governance Specialist	8+ years in IT service management (ITIL) and enterprise architecture; experience designing IT controls for ERP or CIS environments; Oracle experience and ISO/IEC 27001 implementer or auditor certification preferred; fluent in Arabic and English	4 days/month
K9 Technical Works Project Management Specialist	8+ years in project management of technical works for water utilities; fluent in Arabic and English	4 days/month

Role	Minimum profile	Minimum on-site presence
K10 Operations and Maintenance Specialist	8+ years in operations and maintenance for water utilities; energy management (ISO 50001) experience preferred; fluent in Arabic and English	8 days/month
QHSE management systems specialist (non-key expert)	8+ years implementing ISO 9001, ISO 14001 or ISO 45001 management systems; lead auditor or implementer certification preferred; fluent in Arabic and English	4 days/month
Process analysts (at least 2)	3+ years in process documentation; fluent in Arabic and English; available full time	Full time on site

Rules for the team:

- Key Experts cannot be replaced without YWC's prior written approval. A replacement must have equal or better qualifications.
- If a Key Expert is not available within 30 days of contract signature, YWC may terminate the contract.
- The minimum on-site presence in the table above, and mobilisation of the named team within 14 days of contract signature, are mandatory for all Bidders. They are checked at Stage 1 (Section 12.1) and are not scored.
- On-site work covers YWC headquarters in Irbid and the governorate offices. Travel within the service area is included in the price.
- The Bidder must disclose any role it holds, or has held, with the Oracle CIS implementer, and any other conflict of interest (Section 3.3).

6.11 YWC INPUTS AND GOVERNANCE

The General Director chairs a monthly Steering Committee. It approves deliverables, resolves escalations and approves any change to scope.

YWC will provide:

- a YWC project manager as the single point of contact;
- a named Process Owner and backup in each department;
- access to staff, documents, systems (read-only where needed) and sites;
- office space and meeting rooms at headquarters;
- a controlled document repository;
- Coordination with the Oracle CIS implementer.

Working arrangements:

- A weekly progress meeting with the YWC project manager.
- A defined escalation route for issues that cannot wait for the monthly Steering Committee.
- Any change to scope requires a written change order approved by the Steering Committee before the work starts.

Reporting and tracking:

- The monthly progress report covers progress against the work plan, deliverable status, process inventory status (drafted, piloted, approved), adoption measures, results against the Consultant KPIs (Section 8), risks and issues, and on-site days by expert.
- The Consultant maintains an electronic process tracker, accessible to YWC at all times, that records each process with its Process Owner, backup, version, pilot results and approval status.

Ownership: all deliverables, working files, templates and tools produced under the contract become YWC property on payment, with no restriction on internal use or modification.

8. Performance indicators for the Consultant

YWC will use the following KPIs to monitor the Consultant's performance. Targets are confirmed in the inception report (D1), and results are reported in each monthly progress report.

KPI	Measure	Target
1. On-time delivery	Percentage of deliverables submitted by the due date in the approved work plan	100%
2. First-time quality	Percentage of deliverables accepted after no more than one round of comments	At least 80%
3. Key Expert presence	Actual on-site days against committed on-site days, for each Key Expert, each month	At least 100%
4. Process coverage	Number of priority processes approved against the agreed process inventory	As per work plan
5. Live-case testing	Percentage of SOPs piloted on live transactions in at least two governorates before approval	100%
6. Adoption	Percentage of sampled live cases handled in line with the approved SOP	Set in D1
7. Capability transfer	Percentage of named Process Owners and backups trained; number of internal trainers qualified	100% of Process Owners trained
8. Control exceptions	Percentage of X7 adjustment exceptions and reconciliation breaks reviewed within the agreed time (WS3, WS4)	Set in D1

The Steering Committee reviews KPI results monthly. Persistent under-performance may lead to corrective action under the contract, including replacement of personnel.

6.12 DELAY PENALTIES

1. If the bidder fails to perform the Services and Works within the period(s) specified in the Contract, YWC shall, without prejudice to its other remedies under the Contract, deduct from the Contract Price, as liquidated damages, 100 JDs/day (One hundred fifty Jordanian Dinars per day), up to a maximum deduction of the percentage not exceed Fifteen (15%) percent of the Contract Price. Once the maximum is reached, YWC may consider termination of the Contract.

6.13 TERMINATION FOR DEFAULT

1. YWC, without prejudice to any other remedy for breach of Contract, by written notice of default sent to the bidder , may terminate this Contract in whole or in part:

    a. if the bidder fails to Perform the Services and Works within the period(s) specified in the Contract, or within any extension thereof granted by YWC

    b. if the bidder fails to perform any other obligation(s) under the Contract.

    c. if the bidder , in the judgment of YWC, has engaged in corrupt or fraudulent practices in competing for or in executing the Contract.

6.14 TERMINATION FOR BANKRUPTCY

1. YWC may at any time terminate the Contract by giving written notice to the bidder if the bidder becomes bankrupt or otherwise insolvent. In this event, termination will be without compensation to the bidder, provided that such termination will not prejudice or affect any right of action or remedy, which has accrued or will accrue thereafter to YWC.

7. SCOPE OF WORKS

7.1 INTRODUCTION

Yarmouk Water Company (YWC) is a government-owned water and wastewater utility. It serves Irbid, Mafraq, Jerash, Ajloun and Northern Badia governorates with about 1,450 staff. Since May 2026, YWC has operated under a management contract (No. 20/SUPPLY/2024) between the Water Authority of Jordan (WAJ) and Veolia. The management contract sets KPIs for non-revenue water (NRW) reduction, billed-volume increase and energy efficiency.

1. Key issues to address

Previous reviews of YWC's departments have identified the following key issues:

• Low process maturity. Most processes are informal and undocumented, and few are standardised or applied consistently across the company.

• Three gaps in every department. Strategy and planning, performance management, and risk and internal controls are largely informal in every department.

• Three critical risks:

- billing cannot be audited on the legacy X7 system;
- too much depends on a few individuals in Operations, IT and the Technical Department (TD);
- there is no enterprise risk management.

• Two cross-department control gaps. Billing data passes between Customer Service, IT and Finance without controls, and spend cannot be reconciled to stock across Procurement, Inventory and Finance.

These issues are indicative. The Consultant validates them during inception (Section 4).

2. Asset Management

YWC is setting up an Asset Management department over the coming months. The department is new and is included in this assignment as one of the eleven departments. YWC intends to align its asset management system with ISO 55001, which is recognised good practice for water utilities.

3. System change

YWC will replace X7 with Oracle CIS. Implementation is planned to start in 2027. Customer and billing workflows must therefore be redesigned for the new system, not just documented, and must comply with Jordanian legislation in force. Oracle ERP is already in place for Finance and Human Resources but is under-used. System configuration and integration are delivered under a separate contract and are outside this assignment.

Departments in scope

YWC is implementing a new target organisation structure (Annex A). The eleven departments in scope are:

- Customer Service
- Finance
- Operations
- Human Resources (HR)
- Procurement

- Digital (IT/OT)
- Technical Department (TD)
- Corporate Affairs Directorate, comprising Legal; Communication and Stakeholder Engagement; and Strategy, Performance and Compliance
- Quality, Health, Safety and Environment (QHSE)
- Inventory and Logistics
- Asset Management

The bidder establishes a short current-state baseline for each department during inception (Section 4).

7.2 PROJECT MAIN OBJECTIVE

By the end of the assignment, every YWC department works to approved, current and usable processes that its staff own and can maintain themselves. Specifically:

1. Documented ways of working. Each of the eleven departments has an approved operating model, responsibility matrix (RACI), strategies, policies, standard operating procedures (SOPs), guidelines and forms, in Arabic and English, in use on live work.
2. Alignment with standards. The operating model, processes and controls align with ISO 9001, ISO 14001, ISO 45001, ISO 50001, ISO 55001, ISO/IEC 27001 and the applicable ESG requirements.
3. Clear authority. A company-wide delegation-of-authority (DoA) matrix sets out who approves what, with segregation of duties built into procedures, ensuring compliance with applicable government laws, bylaws, regulations and official instructions.
4. Redesigned customer and billing workflows. Target-state customer lifecycle processes are ready for Oracle CIS, with controls on bill adjustments and a full audit trail.
5. Risk visible early. An enterprise risk register exists, with a named owner for each risk and a regular review cycle.
6. Measured performance. KPIs for each department cascade from the management contract KPIs and are reported monthly.
7. Less dependence on individuals. Critical processes currently held by single individuals are documented and covered by cross-training.
8. Capability that stays. YWC Process Owners are trained to maintain and improve their manuals after the Consultant leaves.

7.3 SCOPE OF SERVICES

Structure of the services

The services are organized in six work streams under one contract. Work streams 1 to 5 (WS1–WS5), described in Sections 3.2 to 3.6, form the core scope and are priced as a lump sum. Work stream 6 (WS6), described in Section 3.7, is an optional call-off, priced at monthly rates.

Bidders may submit as a single firm or as a consortium, and may use specialist sub-consultants, provided that:

- all consortium members and sub-consultants are named in the technical proposal, with their roles;
- the lead member is the single point of contact and is responsible for the whole contract, and all consortium members are jointly and severally liable;
- after submission, no consortium member, sub-consultant or subcontracted input may be added or changed without YWC's prior written approval.

Key Experts may be staff of the Bidder, of a consortium member or of a sub-consultant, or individual consultants engaged by the Bidder.

WS1- Enterprise governance layer

- A company-wide delegation-of-authority matrix covering financial and non-financial approvals, aligned with the management contract and the target organisation structure.
- An enterprise risk management framework, a risk register with named owners, and a quarterly review routine.
- A KPI framework: management contract KPIs cascaded to department KPIs, with a monthly reporting pack and defined data sources.
- A single standard template, numbering system, version control and review cycle for all documents produced.

WS2 – Department manuals (all eleven departments)

Each department receives one manual containing its operating model, RACI, strategies, policies, procedures (SOPs), guidelines, forms and templates, control matrix and KPIs. Each manual is tested on live cases before approval. Priority processes are listed below. The lists are indicative; the final list is agreed at inception (D1).

Department	Priority processes	Specific outputs
Customer Service	Customer lifecycle (see WS3), branch operations, collections and instalment plans, inspections, records management	Service standards and service-level agreements (SLAs); billing, instalment and complaint escalation matrices; records digitisation plan
Finance	Budgeting, procure-to-pay, receivables and billing adjustments, cash and bank, reconciliations, month-end and year-end close, fixed assets, reporting	Control matrix, close checklist, reconciliation templates, Oracle ERP usage map
Operations	Production, distribution, maintenance, SCADA use, incident response, NRW field activities, energy management	Critical-process SOPs; NRW activity procedures aligned with the NRW action plan; energy management procedures aligned with ISO 50001 and the management contract energy-efficiency KPI

Department	Priority processes	Specific outputs
Human Resources	Workforce planning, recruitment, performance management, training needs analysis, succession	Competency framework outline, role-based evaluation templates
Procurement	Procurement planning, sourcing in line with YWC procurement regulations and applicable Jordanian legislation, contract award, supplier management	Procurement plan template, supplier register, procure-to-pay (P2P) interface with Finance and Inventory
Digital (IT/OT)	Service desk, access management, change control, backup and recovery, licensing, cybersecurity incident response	Access and change procedures; backup and continuity SOP; IT risk register Incident response playbooks, data sovereignty compliance SOPs, and reporting workflows aligned with National Cyber Security Center (NCSC) requirements and ISO/IEC 27001
Technical Department (TD)	Project delivery, project supervision, commissioning and handover, engineering design, contract management, project scheduling and cost control, quality and health and safety on project sites	Project lifecycle and stage gates, document management rules, project reporting pack
Corporate Affairs Directorate	**Legal:** contract review and register, obligations and notices, claims, litigation coordination **Communication and Stakeholder Engagement:** stakeholder mapping and engagement, media and public communication, public notices (including service interruptions), internal communication **Strategy, Performance and Compliance:** strategic and annual business planning, performance reporting, compliance monitoring, ESG reporting	Contract register, legal review triggers, legal risk register Stakeholder engagement plan and communication protocols Planning and performance-review calendar, compliance register, ESG reporting framework
QHSE	Quality management (document control, internal audit, non-conformity and corrective action, management review); environmental aspects and legal compliance; occupational health and safety (hazard identification and risk assessment, permit to work, incident reporting and investigation, contractor safety); emergency preparedness	QHSE department manual structured as an integrated management system aligned with ISO 9001, ISO 14001 and ISO 45001; hazard and environmental-aspects registers; incident reporting and investigation procedure; internal audit programme
Inventory and Logistics	Receiving, issuing, stock counts, fleet and equipment allocation, warehouse safety	Stock-count procedure, asset register method, warehouse safety SOP
Asset Management	Asset register and data standards; criticality and condition assessment; maintenance planning (planned versus reactive); asset lifecycle and renewal planning; capital investment prioritisation; asset performance and risk; asset decommissioning and disposal; engagement with Government, the Ministry, funds and donors on asset investment	ISO 55001-aligned asset management system (see below), work-order workflow, asset hierarchy and data standard, criticality matrix

Management systems and ISO standards (all standards). The manuals must work together as one integrated management system, so that YWC can seek certification against each standard later if it decides to do so. For all standards, the Consultant must:

- **Readiness review:** carry out a gap (readiness) review against each standard in the table below, and provide a roadmap to certification readiness with priorities, owners and estimated effort.

- **Common elements, designed once:** policy and objectives; document control and records; roles, responsibilities and competence; risks and opportunities; operational control; monitoring, measurement and KPIs; internal audit; non-conformity and corrective action; and management review. These are designed once for all standards, not repeated for each one.
- **Fit to departments:** build the requirements of each standard into the manual of its lead department, and show the coverage in the standards alignment matrix (D1).

Standard	Lead department(s)	Depth of work	Specific outputs
ISO 9001 – Quality	QHSE, with all departments	Readiness review and alignment	Quality policy and objectives; document control procedure; internal audit programme; management review routine
ISO 14001 – Environment	QHSE, Operations	Readiness review and alignment	Environmental aspects register; legal compliance register; operational controls for significant environmental aspects
ISO 45001 – Occupational health and safety	QHSE, Operations, TD	Readiness review and alignment	Hazard register and risk assessment method; permit to work; incident reporting and investigation; contractor safety
ISO 50001 – Energy	Operations	Readiness review and alignment	Energy review and baseline method; significant energy uses; energy performance indicators linked to the management contract energy-efficiency KPI
ISO 55001 – Asset management	Asset Management	Full system set-up, in daily use	Asset management system as described below
ISO/IEC 27001 – Information security	Digital (IT/OT)	Readiness review and alignment	Information security policy; risk assessment method and statement-of-applicability outline; access, change and incident procedures; NCSC reporting workflow
ESG requirements	Corporate Affairs Directorate (Strategy, Performance and Compliance), QHSE	Readiness review and alignment	ESG indicator set and reporting framework aligned with funder and donor requirements

WS3 – Oracle CIS customer and billing workflow redesign

- Target-state processes for the full customer lifecycle: application, new connection, metering and meter reading, billing, bill adjustments, collections and instalment plans, complaints, disconnection and reconnection, and account closure.
- Controls: adjustment authority levels, segregation of duties, audit-trail requirements, exception reports and role-based access definitions.
- Business requirements handed over to the Oracle CIS implementer, plus process input to the design of the Oracle ERP interface.
- Process-side support during user acceptance testing, SOP updates at go-live, and training of trainers.
- Interim controls on X7 until go-live: access review, rules for adjustment approval, and exception monitoring.
- Work is sequenced to the Oracle CIS implementation plan and coordinated with the implementer, without duplicating the implementer’s work.

- All redesigned customer and billing workflows must be reviewed for technical feasibility by YWC's Digital (IT/OT) department and the external systems integrator before final approval.

WS4 – Cross-functional control chains

- **Revenue chain** (Customer Service, IT, Finance): reconciliation of billed volume, billed revenue and collections, and monthly revenue assurance reporting.
- **Supply chain** (Procurement, Inventory, Finance): reconciliation of spend to stock, a physical stock verification method, and the structure of an asset register.
- **Data governance:** a data governance and master data management SOP that defines who owns the "single source of truth" for customer and asset data, and prevents unauthorised manual changes outside the core ERP and CIS systems.

WS5 – Key-person risk and knowledge transfer

- Identify critical single-person processes in Operations, Digital (IT/OT) and TD.
- Document those processes and set up cross-training and backup plans with HR.

WS6 – Implementation support (optional call-off)

- Additional on-site consultants, called off by written task order. Each task order states the task, duration and expected output. The Consultant submits monthly timesheets.
- Priced as a monthly rate per consultant grade (Annex D, Form F-2): Grade 1 – Senior specialist (10+ years' relevant experience); Grade 2 – Specialist (5+ years); Grade 3 – Process analyst (3+ years). One consultant-month means 22 working days on site.

YWC is not obliged to call off any WS6 services.

Out of scope

- System configuration, software development or data migration.
- Statutory audit, legal representation and formal legal opinions.
- Certification audits against any ISO standard. The assignment prepares YWC for certification readiness; it does not include the certification audit itself.
- Recruitment of YWC staff.
- Changes to legislation or tariffs

7.4 APPROACH AND METHODOLOGY REQUIREMENTS

The bidder must work alongside YWC staff on site and test each process on real cases. A desk-based documentation exercise will not meet these requirements. The proposed methodology must show how it meets each requirement below.

- **Build on existing work.** Use the issues in Section 1.2, existing YWC documents and approved SOPs as the starting point. Limit new diagnosis to a short current-state baseline for each department during inception, to validate current processes and fill data gaps.

- **Co-design with Process Owners.** Every SOP is drafted with its named YWC Process Owner and a backup, and approved by them.

- **Test before approval.** Each manual is piloted on live transactions in at least two governorates before final approval.

- **Standards alignment.** For each manual, show which requirements of the applicable standards it addresses, in a standards alignment matrix. Use the readiness reviews (Deliverable D5) to set priorities. Asset management processes must align with ISO 55001, using ISO 55002 guidance.

- **Jordanian compliance.** Align with applicable Jordanian law and regulation, including: the public procurement bylaw and regulations, and applicable government procurement legislation; the Labour Law; the Water Authority framework; tax and financial reporting rules; the Personal Data Protection Law No. 24 of 2023; and the Cybersecurity Law No. 16 of 2019 and NCSC instructions.

- **Contract alignment.** Align with the management contract's obligations and KPIs, the target organisation structure, the NRW action plan and existing approved YWC SOPs.

- **Role-based design.** Write manuals by role, not by named person, so that they survive organisational change. Keep a change log.

- **Usable formats.** Produce documents in Arabic first, with English versions. Documents include strategies, policies, manuals, procedures (SOPs), guidelines and forms, and are published in a controlled document repository provided by YWC.

- **Adoption tracking.** Measure adoption monthly, for example SOP use sampled on live cases and training completed.

- **Build YWC's own capability.** Train Process Owners as internal trainers and hand over manual maintenance before exit.

7.5 DELIVERABLES, TIMELINE AND ACCEPTANCE

Programme waves

The assignment runs for up to 12 months from contract signature, in two waves. Bidders may propose a shorter programme if they can justify it.

- **Wave 1** covers the departments carrying the critical revenue and supply-chain risks: Customer Service, Finance, Digital (IT/OT), Procurement, and Inventory and Logistics.

- **Wave 2** covers the other departments: Operations, HR, TD, Corporate Affairs Directorate, QHSE and Asset Management.

No.	Deliverable	Workstream	Due (month)
D1	Inception report: validated process inventory; detailed work plan; document standard (template, numbering, version control, review cycle); standards alignment matrix; stakeholder and pilot plan; current-state baseline for each department; confirmed targets for the Consultant KPIs (Section 8)	All	1
D2	X7 interim controls: access review, adjustment approval rules, exception report	WS3	2
D3	Delegation-of-authority matrix and KPI framework (department KPIs cascaded from the management contract KPIs, with the monthly reporting pack)	WS1	3
D4	Enterprise risk management framework and first risk register	WS1	4
D5	Management systems readiness: readiness reviews and roadmaps for ISO 9001, ISO 14001, ISO 45001, ISO 50001, ISO 55001, ISO/IEC 27001 and ESG requirements; asset management policy and objectives; SAMP framework	WS2	4
D6	Wave 1 manuals, piloted and approved: Customer Service, Finance, Digital (IT/OT), Procurement, Inventory and Logistics	WS2	Drafts 4, final 6
D7	Revenue-chain and supply-chain reconciliation procedures, asset register structure, and data governance and master data management SOP	WS4	6
D8	Key-person process documentation and cross-training plans	WS5	6
D9	Oracle CIS target-state processes and business requirements	WS3	Per Oracle CIS plan (Annex B)
D10	Wave 2 manuals, piloted and approved: Operations, HR, TD, Corporate Affairs Directorate, QHSE, Asset Management	WS2	Drafts 8, final 10
D11	Oracle CIS testing support, go-live SOP updates and training of trainers	WS3	Per Oracle CIS plan (Annex B)
D12	Adoption and handover report: adoption measures, trained Process Owners, manual maintenance plan, exit and handover plan	All	12

Monthly progress reports and a monthly Steering Committee pack are also required throughout the assignment (Section 7).

Dependency on the Oracle CIS plan. D9 and D11 follow the Oracle CIS implementation plan (Annex B). If the Oracle CIS go-live moves beyond the contract period, YWC may either extend the contract period for D11 by up to six months at no additional cost, or remove D11 from the scope

and deduct its payment share. Any additional on-site support needed because of such a delay may be called off under WS6.

7.6 ACCEPTANCE

- YWC reviews each deliverable within 10 working days and gives consolidated written comments.
- The Consultant resubmits within 5 working days.
- A deliverable is accepted only by written approval of the Steering Committee or its delegate. There is no deemed approval.

Acceptance criteria for manuals: approved by the Process Owner, tested on live cases, delivered in Arabic and English, and registered in the document repository

7.7 ANNEXES

Annex D – Financial proposal forms
Form F-1 – Lump sum for WS1–WS5, by deliverable (JOD, including sales tax)

No.	Deliverable	Price (JOD)
D1	Inception report	
D2	X7 interim controls	
D3	Delegation-of-authority matrix and KPI framework	
D4	Enterprise risk management framework and first risk register	
D5	Management systems readiness reviews, asset management policy and SAMP framework	
D6	Wave 1 manuals	
D7	Reconciliation procedures, asset register structure and data governance SOP	
D8	Key-person process documentation and cross-training plans	
D9	Oracle CIS target-state processes and business requirements	
D10	Wave 2 manuals	
D11	Oracle CIS testing support, go-live SOP updates and training of trainers	
D12	Adoption and handover report	
	Total lump sum (WS1–WS5)	

Note: this breakdown is used for evaluation and for pricing variations. Payments follow the percentages in Section 11.1.
Form F-2 – WS6 monthly rates (JOD, including sales tax)

Grade	Profile	Monthly rate (JOD)	Standard quantity (months)	Evaluated amount (JOD)
Grade 1 – Senior specialist	10+ years' relevant experience		6	
Grade 2 – Specialist	5+ years' relevant experience		8	
Grade 3 – Process analyst	3+ years' relevant experience		10	
Total			24	

Form F-3 – Person-days and daily rates by expert (JOD, including sales tax)

Role	Name	Person-days on site	Person-days off site	Daily rate (JOD)	Total (JOD)
K1 Team Leader					
K2 Finance and Controls					
K3 Customer and Billing					
K4 Legal					
K5 Organisation and HR					
K6 Risk and Governance					
K7 Asset Management					
K8 Enterprise Architecture and IT Governance					
K9 Technical Works Project Management					
K10 Operations and Maintenance					
Process analyst 1					
Process analyst 2					
Other staff (specify)					
Total					

Summary of financial proposal

Item	Amount (JOD)
A. Lump sum for WS1–WS5 (Form F-1)	
B. Evaluated amount for WS6 (Form F-2)	
Evaluated price (A + B), including sales tax	

Signature of authorized representative:

_____

Name and position: _____

Date: _____

Stamp:

8. CONTRACT FORMS

8.1 NOTIFICATION OF AWARD

Letter of Acceptance

[date]

To: [name and address of the Consultant]

This is to notify you that your Bid dated [date] for execution of the [name of the Contract and identification number, as given in the Contract Data] for the Contract Price [amount in numbers and words] [name of currency], as corrected and modified in accordance with the Instructions to Bidders, is hereby accepted by our institution.

You are requested to furnish the Performance Security within 10 days in accordance with the Conditions of Contract, using for that purpose the Performance Security Form included in Section X, Contract Forms, of the Bidding Documents.

Authorized Signature:

Name and Title of Signatory:

Name of institution:

Attachment: Contract Agreement

8.2 CONTRACT AGREEMENT

Contract Agreement

THIS AGREEMENT made the . . . . . .day of . . . ., ..., between . . .... ***[name of the*** Employer***]*** . . .. (hereinafter "the Employer"), of the one part, and . . .. ***[name of the Consultant]*** . . .. . (hereinafter "the Consultant"), of the other part:

WHEREAS the Employer desires that the Works known as . . . . . ***[name of the Contract]*** . . .. .should be executed by the Consultant, and has accepted a Bid by the Consultant for the execution and completion of these Works and the remedying of any defects therein,

The Employer and the Consultant agree as follows:

1. In this Agreement words and expressions shall have the same meanings as are respectively assigned to them in the Contract documents referred to.

2. The following documents shall be deemed to form and be read and construed as part of this Agreement. This Agreement shall prevail over all other Contract documents.

(a) the Letter of Acceptance

(b) the Letter of Bid Technical and Financial Parts

(c) the addenda Nos _____ (if any)

(d) the Particular Conditions of Contract

(e) the General Conditions of Contract, including Appendices.

(f) the Specification

(g) the Drawings

(h) Bill of Quantities.

(i) Activity Schedule; and

(j) Any other document **listed in the RFP** as forming part of the Contract including, but not limited to.

i. The ES Management Strategies and Implementation Plans**;** and

ii. Code of Conduct for Consultant's Personal (ES).

3. In consideration of the payments to be made by the Employer to the Consultant as specified in this Agreement, the Consultant hereby covenants with the Employer to execute the Works and to remedy defects therein in conformity in all respects with the provisions of the Contract.

4. The Employer hereby covenants to pay the Consultant in consideration of the execution and completion of the Works and the remedying of defects therein, the Contract Price or such other sum as may become payable under the provisions of the Contract at the times and in the manner prescribed by the Contract.

IN WITNESS whereof the parties hereto have caused this Agreement to be executed in accordance with the laws of . . . . . [name of the borrowing country]. . . . . on the day, month and year specified above.

Signed by:	Signed by: .....
for and on behalf of the Employer	for and on behalf the Consultant
in the presence of:	in the presence of: .....
Witness, Name, Signature, Address, Date	Witness, Name, Signature, Address, Date

8.3 FORM OF PERFORMANCE SECURITY

Performance Security

Address of guarantor bank: ……...…… …… ……
Address of beneficiary (contracting agency): …… …… ……

On..... You concluded with..... ("BIDDER ") a contract for..... (Project, object of contract) at a price of.....

In accordance with the provisions of the contract the Consultant is obligated to provide a performance bond for (10 %) of the Accepted Contract Amount.

We, the undersigned …….. (Guarantor), waiving all objections and defences under the aforementioned contract, hereby irrevocably and independently guarantee to pay on your first written demand an amount up to a total of ..... (in words: ....)

Against your written declaration that the BIDDER has failed to duly perform the aforementioned contract.

In the event of any claim under this guarantee, payment shall be affected to Bank . . .. SWIFT: . . . . . ., IBAN:. . . . . .for account of . . . .(Project-executing agency/purchaser).

This guarantee shall be renewed automatically and irrevocably for another extended periods each of them (120) days unless your bank receives from YWC Company, a written request to cancel the Performance Bond.

By this date we must have received any claims for payment by letter or encoded telecommunication.

It is understood that you will return this guarantee to us on expiry or after payment of the total amount to be claimed hereunder.

This guarantee shall be governed by the laws of Jordan and shall be subject to the Uniform Rules for Demand Guarantees, published as number 458 by the International Chamber of Commerce, except as stated above.

Place, Date

Guarantor

[Bank's Name, and Address of Issuing Branch or Office]

(نموذج كفالة حسن التنفيذ)
PERFORMANCE GUARANTEE

إلى السادة : شركة مياه اليرموك

يسرنا إعلامكم بأن مصرفنا (اسم المصرف ....)
قد كفل بكفالة مالية ، المقاول / شركة ..... **بتعهد لا رجعة عنة غير قابل للنقض**.
بخصوص العطاء رقم (/)

المتعلق بمشروع : " Comprehensive Subscribers Survey (CSS) for "Irbid ROUs Irbid Governorate

بمبلغ ( ) ديناراً اردنيا ، فقط .....دينارا" أردنيا".

وذلك لضمان حسن تنفيذ العطاء المحال عليه حسب الشروط الواردة في وثائق عقد المقاولة / و /او/ العقد ، وإننا نتعهد **بتعهد لا رجعة عنة غير قابل للنقض** ، بأن ندفع لكم بمجرد ورود أول طلب خطي منكم المبلغ المذكور أو أي جزء منه بدون أي تحفظ أو شرط - مع ذكر الأسباب الداعية لهذا الطلب بأن المقاول / المورد قد رفض أو أخفق في تنفيذ أي من التزاماته بموجب العقد و/او عدم قيام المورد بالتوريد - وذلك بصـــرف النظر عن أي اعتراض أو مقاضـــاة من جانب المقاول/ المورد على إجراء الدفع.

وتبقى هذه الكفالة سارية المفعول من تاريخ إصدارها ولحين تسلم الأشغال المنجزة تسلما" أوليا" /و/ او/ توريد المواد بموجب العقد المحدد مبدئيا" بتاريخ ..... شهر ..... من عام .....**وعلى ان يتم تجديدها تلقائيا لمدد اخرى مدة كل منها (120) يوما ما لم يردكم من شركة مياة اليرموك طلباً خطيا بالغاء الكفالة .**

توقيع الكفيل/مصرف .....
المفوض بالتوقيـع .....

8.4 DECLARATION OF UNDERTAKING

Consulting Services to Develop and Implement Policies, Procedures and Workflows across Yarmouk Water Company

We underscore the importance of a free, fair and competitive procurement process that precludes fraudulent use. In this respect we have neither offered nor granted, directly or indirectly, any inadmissible advantages to any public servants or other persons in connection with our bid, nor will we offer or grant any such incentives or conditions in the present tender process or, in the event that we are awarded the contract, in the subsequent execution of the contract. We also underscore the importance of adhering to minimum social standards ("Core Labour Standards") in the implementation of the project. We undertake to comply with the Core Labour Standards ratified by the Hashemite Kingdom of Jordan. We will inform our staff about their respective obligations and about their obligation to fulfil this declaration of undertaking and to obey the laws of the Hashemite Kingdom of Jordan.

…….
Place, Date

…….
Tenderer's Signature and Stamp

8.5 POWER OF ATTORNEY

Please attach here the power of attorney empowering the signatory of the tender and all related documentation. The Power of Attorney shall be certified by an Authorized Agency such as a Notary and by the Jordanian embassy in the country of origin of the bidder.

Signature: .....STAMP

(Person or persons authorized to sign on behalf of the Tenderer)

Date: .....