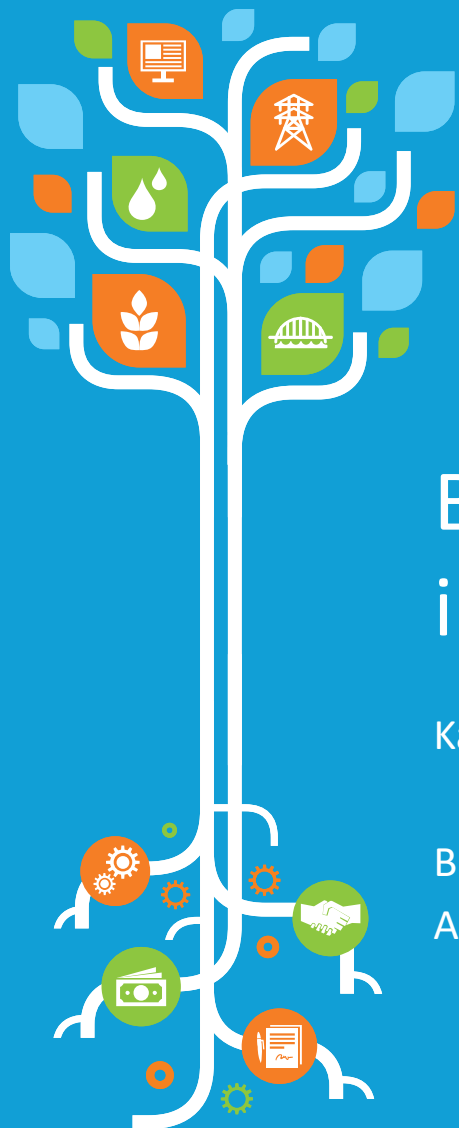


*The views expressed in this presentation are the views of the author/s and do not necessarily reflect the views or policies of the Asian Development Bank, or its Board of Governors, or the governments they represent. ADB does not guarantee the accuracy of the data included in this presentation and accepts no responsibility for any consequence of their use. The countries listed in this presentation do not imply any view on ADB's part as to sovereignty or independent status or necessarily conform to ADB's terminology.*



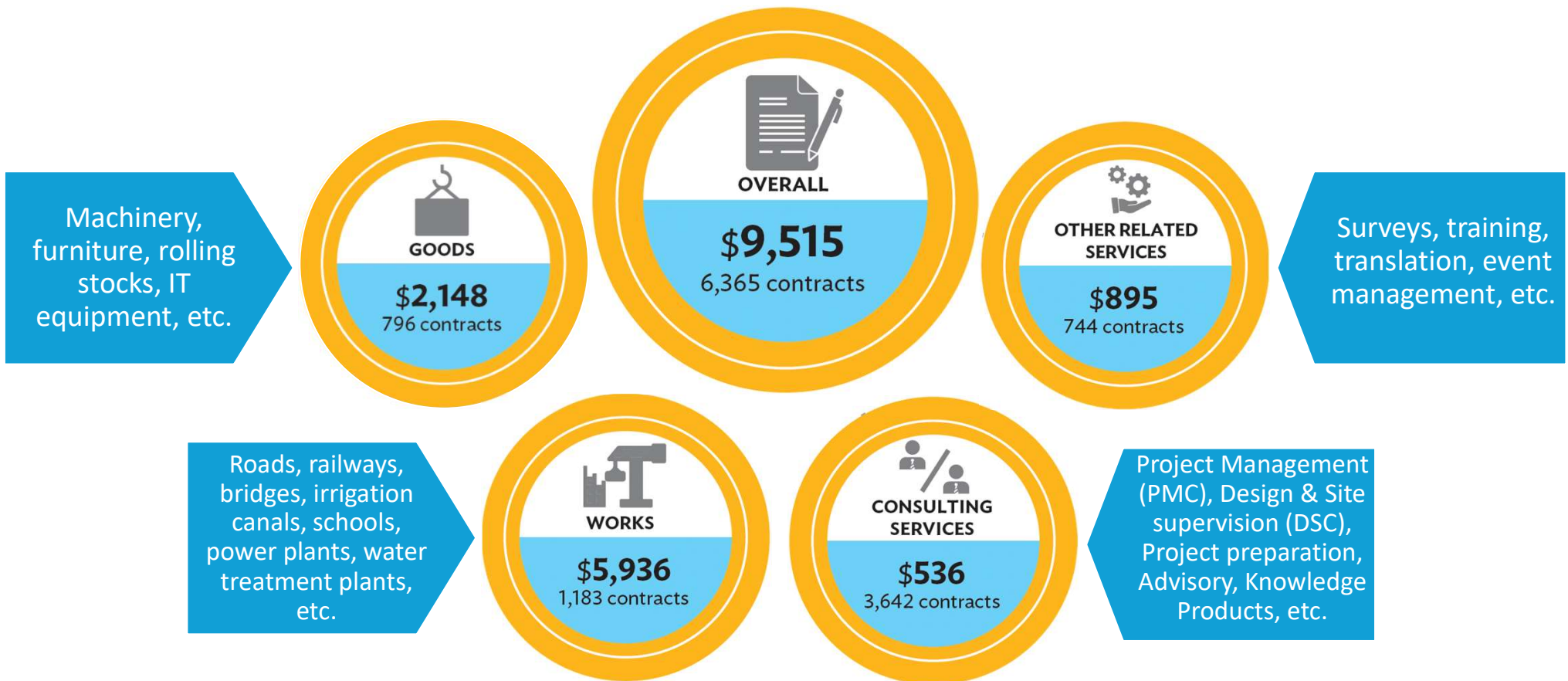
# Business Opportunities in ADB-Financed Projects

Karachi, 23 November 2023

Bisma Husen, Principal Procurement Specialist  
Asian Development Bank

BUSINESS  
OPPORTUNITIES 

# ADB Procurement in 2022



# Share of Contracts Awarded to Companies from Pakistan



Item	Goods, Works, and Related Services	
	Amount (\$ million)	% of Total
2021	547.84	3.60
2022	2,219.24	13.71
<b>Cumulative (as of 31 Dec 2022)</b>	<b>22,104.82</b>	<b>8.95</b>

Item	Consulting Services	
	Amount (\$ million)	% of Total
2021	13.36	1.89
2022	9.15	1.71
<b>Cumulative (as of 31 Dec 2022)</b>	<b>381.94</b>	<b>2.47</b>

Item	Total Procurement	
	Amount (\$ million)	% of Total
2021	561.20	3.52
2022	2,228.39	13.33
<b>Cumulative (as of 31 Dec 2022)</b>	<b>22,486.76</b>	<b>8.57</b>

# ADB Procurement 2017-2022

## Goods

Rank	2017	2018	2019	2020	2021	2022
1	PRC	PRC	IND	IND	PRC	IND
2	IND	BAN	PRC	PRC	BAN	PRC
3	SWE	IND	USA	INO	PHI	HKG
4	INO	SWE	BAN	TUR	IND	BAN
5	BAN	VIE	VIE	HKG	DEN	SIN

## Works

Rank	2017	2018	2019	2020	2021	2022
1	PRC	PRC	PRC	IND	IND	PRC
2	IND	IND	IND	PRC	PRC	KOR
3	KOR	BAN	BAN	PHI	VIE	IND
4	BAN	GER	INO	BAN	PAK	SPA
5	VIE	PAK	PAK	PAK	INO	PAK

## Consultants

Rank	2017	2018	2019	2020	2021	2022
1	AUS	KOR	IND	USA	IND	IND
2	KOR	IND	AUS	KOR	INO	AUS
3	IND	FRA	USA	IND	JPN	BAN
4	USA	UKG	GER	INO	FRA	KOR
5	PHI	AUS	FRA	AUS	AUS	UKG

## Top Contractors, Suppliers, Consultants from Pakistan (2018-2022)



Contractor/Supplier	Sector	Contract Amount (\$ million)
Zahir Khan and Brothers	TRA, WUS	306.34
National Logistics Cell	TRA	181.62
Ghulam Rasool and Co. Pvt. Ltd.	ANR, TRA	96.66
National Power Construction Pvt. Ltd.	ENE	77.96
Siemens (Pakistan) Engineering Co. Ltd.	ENE	51.38
Others		6,172.10
<b>Total</b>		<b>6,886.06</b>

Consultant	Sector	Contract Amount (\$ million)
National Engineering Services Pakistan Pvt. Ltd.	ANR, FIN, PSM, TRA, WUS	20.93
Umar Munshi Associates	EDU, MUL	11.68
Engineering Consultants International Pvt. Ltd.	EDU, PSM, TRA	8.10
Associated Consulting Engineer Ltd.	WUS	7.75
National Development Consultants Pvt. Ltd. - National Engineering Services Pakistan Pvt. Ltd. (JV)	ANR	3.81
Individual Consultants		28.13
Others		14.03
<b>Total</b>		<b>94.42</b>

ANR = agriculture, natural resources, and rural development; EDU = education; FIN = finance; JV = joint venture; MUL = multisector; PSM = public sector management; TRA = transport; WUS = water and other urban infrastructure and services.

# Why pursue ADB-financed Contract?



Gateway to new opportunities in fast growing emerging economies across multiple sectors



Availability of funds is assured



Internationally accepted procurement procedures



Risks related to transparency, fairness and integrity of procurement processes mitigated through ADB supports and review process

# Planning for Business Opportunities in ADB-Financed Projects



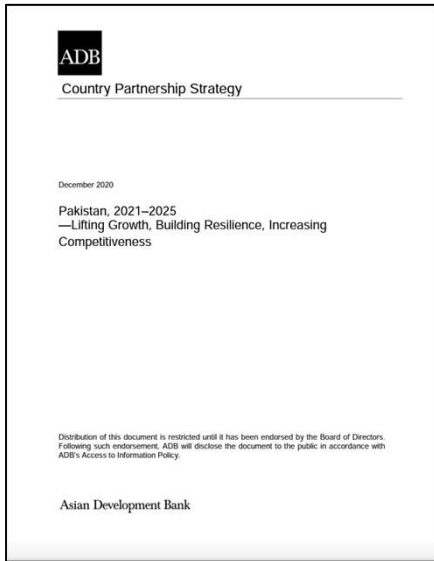
## Long-term planning

- Country
  - Country Partnership Strategy (CPS)
  - Country Operations Business Plan (COBP)
- Sectors
  - Projects
  - Procurement Plans

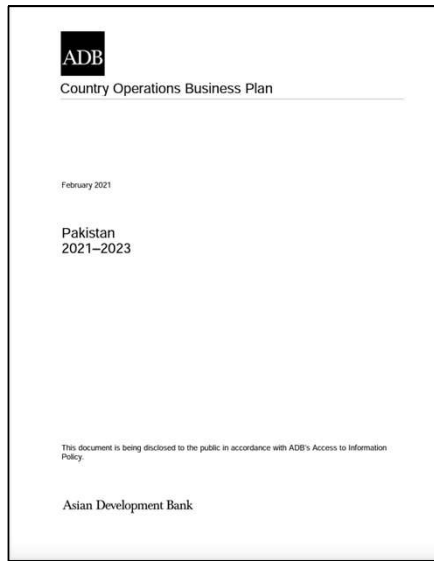
## Short-term planning

- Specific Procurement Notices
  - Invitation for Prequalification
  - Invitation for Bids
- Hop-on Opportunities
  - Prequalified Contractors
  - Contracts Awarded

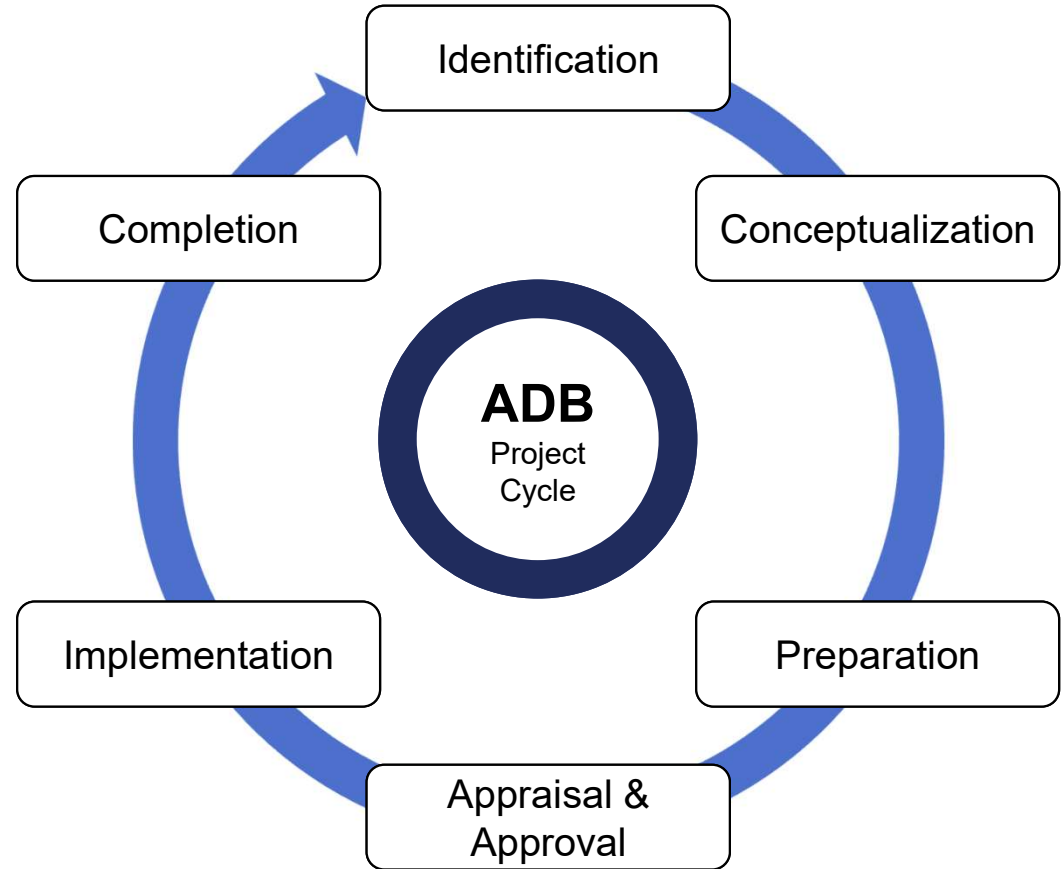
# ADB Project Cycle



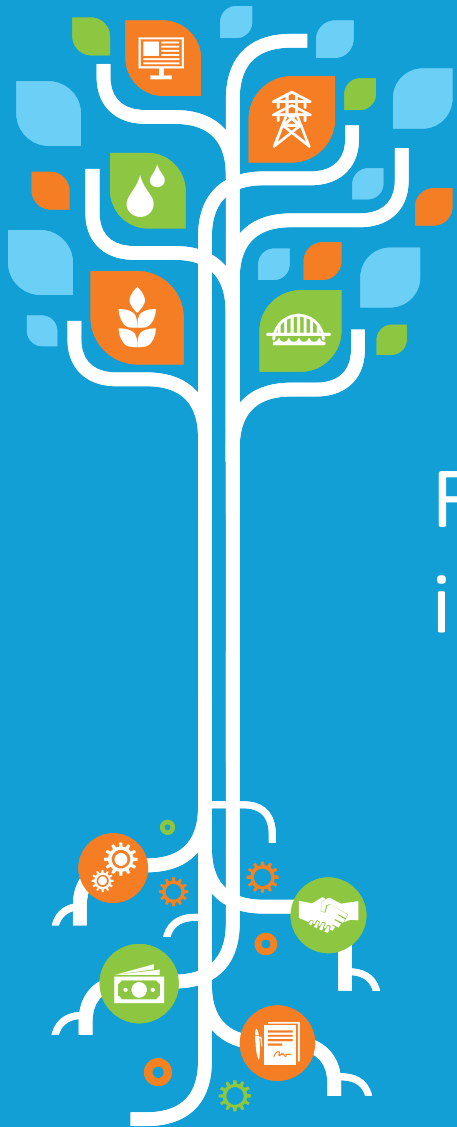
Country Partnership Strategy (CPS)



Country Operations Business Plan (COBP)







# Finding Procurement Opportunities in ADB Financed Projects

# Finding Business Opportunities - Current



News and Events ADB Institute Contact English ▾

WHO WE ARE WHAT WE DO WHERE WE WORK WORK WITH US Search 🔍

**Projects & Tenders** Projects Documents **Tenders**

Filter results [CLEAR ALL](#)

Country/Economy (1) [\[CLEAR\]](#) ▾

- Regional
- Armenia
- Azerbaijan
- Bangladesh
- Bhutan
- Cambodia
- China, People's Republic of
- Cook Islands

Sectors ▾

- Agriculture, natural resources and rural development
- Education
- Energy
- Transport
- Water and other urban infrastructure and services

Type (1) [\[CLEAR\]](#) ▾

- Advance Notice
- Contracts Awarded

Procurement of goods, works, and consulting services

Search tenders 🔍

Results 1-20 of 149 [RSS](#) [Sort by ▾](#)

Pakistan × Invitation for Bids ×

**4278-PAK: Improving Workforce Readiness in Punjab Project (IWRPP) [IWRPP/WORKS/CW01]** Status: Active Deadline: 29 Dec 2023  
 52069-001; Pakistan; Education; Posting date: 15 Nov 2023  
 Notice Type: Invitation for Bids  
 Approval Number: 4278

**ADB Loan No. 3845-PAK: Sindh Secondary Education Improvement Project [Package-CW03, LOT- 01 and LOT-02]** Status: Active Deadline: 28 Nov 2023  
 51126-002; Pakistan; Education; Posting date: 26 Oct 2023  
 Notice Type: Invitation for Bids  
 Approval Number: 3845

**3562-PAK: Punjab Intermediate Cities Improvement Investment Project (PICIIP) [ICB-Works/PICIIP-o8A] - Rebidding** Status: Active Deadline: 01 Dec 2023  
 46526-007; Pakistan; Water and other urban infrastructure and services; Posting date: 27 Sep 2023  
 Notice Type: Invitation for Bids  
 Approval Number: 3562

**Key Documents**

- Procurement Plans
- Procurement Policy
- Procurement Regulations

**Shortlisted Firms - Consulting Services**  
[See the list →](#)

**Archive: Contracts Awarded - Goods, Works, and Services**  
[See the list →](#)

**Business Center**  
 All you need to work with us -- in one place. →

# Finding Business Opportunities - Current



## Invitation for Bids

<b>Date:</b>	26 October 2023
<b>Loan No. and Title:</b>	ADB Loan No. 3845-PAK: Sindh Secondary Education Improvement Project
<b>Contract No. and Title:</b>	Package-CW03, LOT- 01: Construction of 20 new secondary level school blocks including solar panels in District Umerkot - 16 schools, District Tharparkar - 04 schools  Package-CW03, LOT- 02: Construction of 17 new secondary level school blocks including solar panels in District Tando Allahyar - 08 schools, District Tharparkar - 04 schools, District Sanghar - 03 schools, District Sujawal - 02 schools
<b>Deadline for Submission of Bids:</b>	28 November 2023, 11:00 hours (Pakistan Standard Time)

1. The Government of Sindh has received financing from the Asian Development Bank (ADB) toward the cost of **Sindh Secondary Education Improvement Project - SSEIP**, and it intends to apply part of the proceeds of this financing to payments under the contract named above. Bidding is open to bidders from eligible source countries of ADB.

# Finding Business Opportunities - Current



## PROCUREMENT PLAN

### Basic Data

<b>Project Name:</b> Sindh Secondary Education Improvement Project	
<b>Project Number:</b> 51126-002	<b>Approval Number:</b> 3845
<b>Country:</b> Pakistan	<b>Executing Agency:</b> School Education and Literacy Department, Government of Sindh
<b>Project Financing Amount:</b> US\$ 82,500,000 <b>ADB Financing:</b> US\$ 75,000,000 <b>Cofinancing (ADB Administered):</b> <b>Non-ADB Financing:</b> US\$ 7,500,000	<b>Implementing Agency:</b> N/A
	<b>Project Closing Date:</b> 30 June 2026
<b>Date of First Procurement Plan:</b> 25 October 2019	<b>Date of this Procurement Plan:</b> 3 September 2023, Version 7
<b>Procurement Plan Duration:</b> 18 months	<b>Related to COVID-19 response efforts:</b> No
<b>Advance Contracting:</b> No	<b>Use of e-procurement (e-GP):</b> Yes <a href="https://sseip.gos.pk/">https://sseip.gos.pk/</a>

CW03	Construction of about 37 new secondary level school blocks incl installation of solar panels	13,750,000.00	OCB	Prior	1S2E	Q3 / 2023	Non-Consulting Services: No  Advertising: National No. Of Contracts: 2 Prequalification of Bidders: No Domestic Preference Applicable: No  Bidding Document: Small Works  e-GP: No  Covid-19 Response? No  Comments: bid securing declaration may be used
	Lot 1: 20 schools in multiple districts	7,000,000.00					
	Lot 2: 17 schools in multiple districts	6,750,000.00					

## Tips for Preparing A Competitive Bid

- Gather business intelligence.
- Establish a good track record and reputation for successful works.
- Familiarize yourself with the country, project, and client requirements.
- Monitor bidding opportunities – *subscribe to alert services*.
- Explore opportunities in countries that do not generate bidder interest.
- Access availability of key inputs: materials, labor, equipment.
- Review the bidding documents, understanding the procurement method and evaluation criteria. Request clarifications in writing.
- Explore collaboration with firms:
  - ✓ that can enhance qualifications, or
  - ✓ that offer subcontracting opportunities

## Bidding Do's

- Check your bid:
  - Amount, validity and text of Bid Security.
  - Signatures and Power of Attorney.
  - Joint venture agreement enclosed
  - References enclosed.
  - State the discounts on the letter of bid.
  - Mark the envelopes as appropriate.
- Submit bid before the deadline.
- Ensure that the Bidding Committee do the following during bid opening:
  - Read out:
  - All relevant bid prices.
  - All discounts.
  - Presence and amount of bid security.
  - No envelope remains unopened.
  - The record is signed by all bidders present and by the Employer.

## Bidding Don'ts

- Failure to disclose conflict of interest (e.g., the firms involved as design consultant for the tendered package).
- Firm or JV partners not from an ADB member country.
- Submitting late bid.
- Failure to respond to client requirements.
- Conditional bids.
- Incomplete/noncompliant bids, e.g., missing bid security, letter of bid not signed, JV agreement missing, bid envelopes not properly marked, etc.
- Integrity violations in the bidding process.

*When in doubt, always seek written clarification*

## Debriefing and Complaints

### Debriefing:

- Unsuccessful bidders may request debriefing from the procuring entity (the EA or ADB). If they are not satisfied with the explanation given, they may submit a complaint.
- Debriefings are an excellent learning opportunity for future bids!

### Complaints:

- Bidders may file complaint directly with ADB and may copy ADB on correspondence with EAs.
- Complaints to ADB should be submitted through online form:  
<https://www.adb.org/forms/complaints>
- How to report fraud:  
[www.adb.org/site/integrity/how-to-report-fraud](http://www.adb.org/site/integrity/how-to-report-fraud)



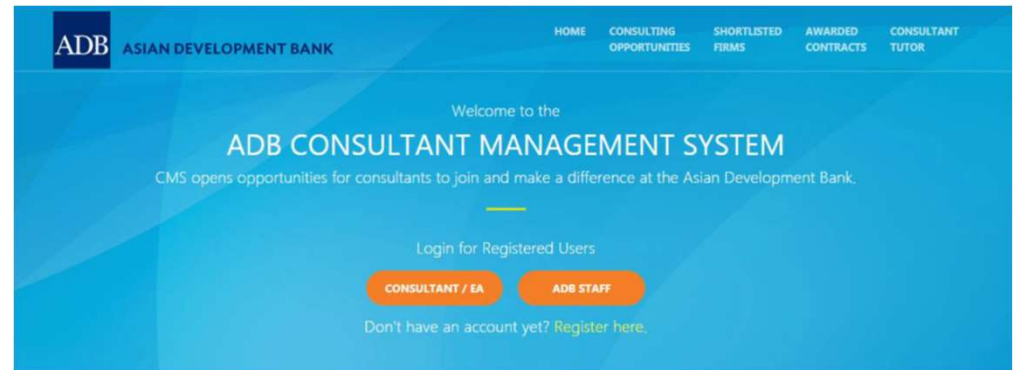


# Finding Consulting Opportunities

# Consultant Management System (CMS) Website

- Consulting opportunities are visible through ADB’s Consultant Management System (CMS) (<http://cms.adb.org>)
- Firms need to register for alerts to receive notices of all consulting opportunities
- Advertisement of Consulting opportunities (both EA and ADB) are through CMS.
- The RFP process for ADB Administered Contracts is through CMS(\*)

*(\*) EA’s use their own country systems when tendering for Consulting services; still need to meet ADB requirements*



### Search Consulting Opportunities

Get detailed information on consulting services requirements and send expression of interests (EOIs) for ADB-financed or administered projects.



### View Shortlisted Firms

ADB publishes the names and contact details of firms invited to submit proposals. This is for the information of consultants who wish to associate with them. Interested consultants should contact the firms directly.



### View Awarded Contracts

ADB Project contracts that are awarded to consulting firms are disclosed to the public. Visit the page to view the list of contracts awarded to consulting firms, along with associated contract details.

# ADB CMS Tutor –How to use CMS

- <http://consultanttutor.adb.org>
- Provides guides, FAQs and other advice on using the System.
- Step-by-step instructions to take you through each step of the process.
- Contact Details for CMS support

The screenshot shows the ADB Consultant Tutor website. At the top right, there is a 'Log In' link. The main header features the ADB logo and the title 'Consultant Tutor'. Below the header is a navigation bar with 'HOME', 'INDIVIDUALS', and 'FIRMS' tabs, and a search box labeled 'Search this place'. The main content area has a large banner with the text 'CONSULTING FIRM ACCESS' and a list of steps: 'Submit Expressions of Interest', 'Prepare and submit proposals online', and 'Negotiate contract details'. Below the banner are three columns: 'support' with a headset icon and contact info (Email: cms.help@adb.org, Support Hours: 08:00 - 17:00 (GMT+8)), 'About CMS' with a CMS icon and a list of supported processes (Consultant Information Management, Consulting Opportunities Advertisement, Consulting Services Recruitment, Contract Administration), and 'Training Materials' with a book icon and links to materials for individual consultants and consulting firms, plus a note about 'New Business Opportunities Fair 2018'.

## Typical Issues Faced by Consultant

### Short-list

- Unknown to the Client.
- Lack of information (Ads & EOI) to allow informed decision.
- Not qualified.
- Conflict of Interest.
- Partner with firms from non-member countries.

### Proposal

- Experts: freelance (availability, qualification, performance).
- Generic, lack of innovation, unrealistic
- Inconsistencies between the Financial and Technical Proposals.
- Mistakes: proposal type (FTP, STP, BTP), financial information included in TP (not allowed in QCBS).

## Collect Relevant Information

- Identify Sectors of Interest and where maximum potential for success is likely.
- Know your competition.
- Look at past similar projects.
- Study CPS and COBP to identify future opportunities.
- Review procurement plans (and project documents).
- Check ADB website for opportunities.  
Register for alerts\*

*(\* Alerts for consulting opportunities are available only at <http://cms.adb.org>*



# Build Your Brand



## Visit Events Organized by ADB and the EAs

- Business Opportunities Fairs (HQ)
- Business Opportunities Seminars (Countries)
- Project's roadshow

## Build up your Portfolio

- Look at Individual as well as Firm opportunities.
- Target standalone as well as associate & JV opportunities.
- Try smaller /low risk assignments (loss leaders) to build understanding and profile.
- Target area of specific expertise; reach out to ADB staff/borrower in advance of RFP to develop understanding of needs.
- If engaged, ensure professionalism, responsiveness and value-add during engagement.
- Use links developed to build profile.



## Understand the projects you wish to undertake



- Recognize the broader project objectives.
- Establish the operating context and any constraints it presents.
- Get to know the Executing Agency.
- Obtain all available information on the services to be provided.
- Field assessment.
- Identify local partner(s), if required.
- Estimate the local costs of doing business (e.g., local taxes for EA administered consulting services).



## Prepare a Robust Proposal

- Follow the instructions in the RFP documents.
- Associate or JV with other firms to meet requirements.
- Understand the basis on which the proposal will be evaluated.
- Study the Terms of Reference (TOR)/Employer's requirements.
- Demonstrate understanding of objectives; detail your methodology.
- Provide tailored submission; avoid generic templates.
- Ensure staff have relevant experience.
- Do not add conditions to your offer.
- Where possible, utilize employees from your firm (not freelance consultants).



## Avoid Common Mistakes

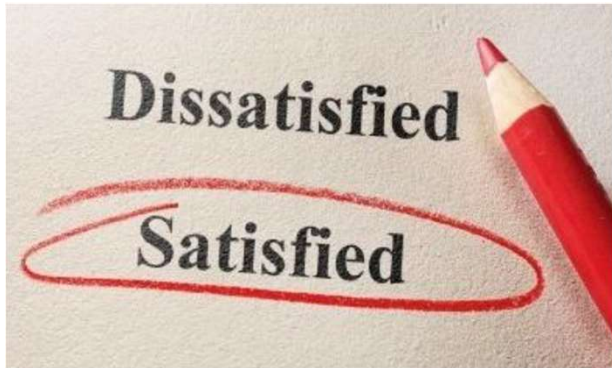
- Firm or associates not from ADB member countries\*.
- Proposal received late: lack of time allocated to enter a proposal into CMS.
- Non-compliant proposal (e.g., number of person-months or inclusion of non-nationals for national expert positions).
- Failure to specifically respond to Client requirements.
- Failure to disclose conflicts of interest, e.g., EA' employees in a proposal.
- Exceeding budget where RFP indicated a Maximum Budget amount.
- Inclusion of conditions in proposal.

## Debriefing: Lessons Learned for Future Participation

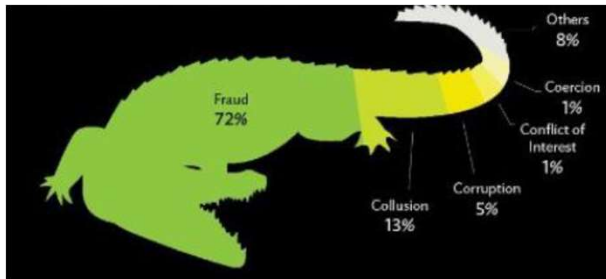


- Unsuccessful bidders may request a debriefing from Executing Agency (EA).
- Bidders can improve their participation in future tenders from feedback received during debriefing.
- Bidders may contact ADB if debriefing request is not fulfilled by the EA.

# Complaints and Integrity Concerns



- **Complaints:**  
 Bidders may file complaint with Executing Agencies (EAs) and copy ADB on [www.adb.org/forms/complaints](http://www.adb.org/forms/complaints) or file the complaint directly with ADB



- **Anticorruption and Integrity:**  
 Bidders may also report integrity related issues with supporting information/documents to [www.adb.org/site/integrity/main](http://www.adb.org/site/integrity/main)



# Resources on Procurement

# Finding Opportunities in ADB-



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## Procurement

Goods, Works, Non-Consulting and Consulting Services

[www.adb.org/about/procurement](http://www.adb.org/about/procurement)

## Operations Procurement



ADB

The Procurement, Portfolio and Financial Management Department (PPFD) provides fiduciary oversight of procurement of goods, works, non-consulting and consulting services. PPFD supports ADB staff and borrowers on procurement planning and implementation, contract management, and related risk assessment and mitigation throughout the life cycle. It also leads procurement and consulting services innovation and capacity building initiatives.



# ADB Business Center

All you need to work with us—in one place.

Home > Work with Us > Working with ADB

## Working with ADB

- Information for...
- Consultants
- Contractors and suppliers**
- Governments
- Executing and implementing agencies
- Development institutions
- Private sector partners

### How-Tos

- Can you provide a guide to all those ADB acronyms? →
- How can I become an ADB supplier? (corporate procurement) →
- How can NGOs become consultants or contractors? →
- How can we improve our chances of securing an ADB-funded contract? →
- How do I register as a payee and receive payment for non-purchase order warranted transaction? →
- How does ADB safeguard the integrity of its activities? →
- What are ADB's departments and offices? →

[www.adb.org/business/main](http://www.adb.org/business/main)



# Online Training on ADB Procurement



## FINANCE

### New Procurement Framework

The new Procurement Policy and Procurement Regulations were approved in April 2017. The Procurement Policy, Regulations and other supporting documents form the NPF within ADB, governing the procurement of goods, works and services by borrowers, Executing Agencies (EAs) and Implementing Agencies (IAs) conducting procurement on ADB-funded projects...

-  Module 1: Overview of NPF
-  Module 2: Strategic Procurement Planning
-  Module 3: Risk Management
-  Module 4: Analysis
-  Module 5: Procurement Strategy Development
-  Module 6: Bidding Procedures
-  Module 7: Consulting Services
-  Module 8: Bid Evaluation
-  Module 9: Contract Management
-  Module 10: Fragile, Conflict Affected and Emergency Situations

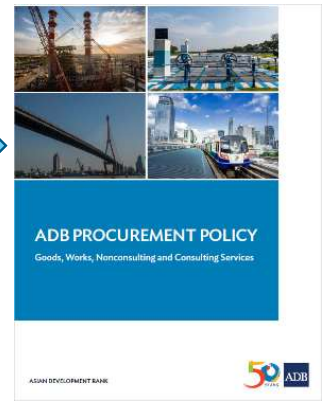
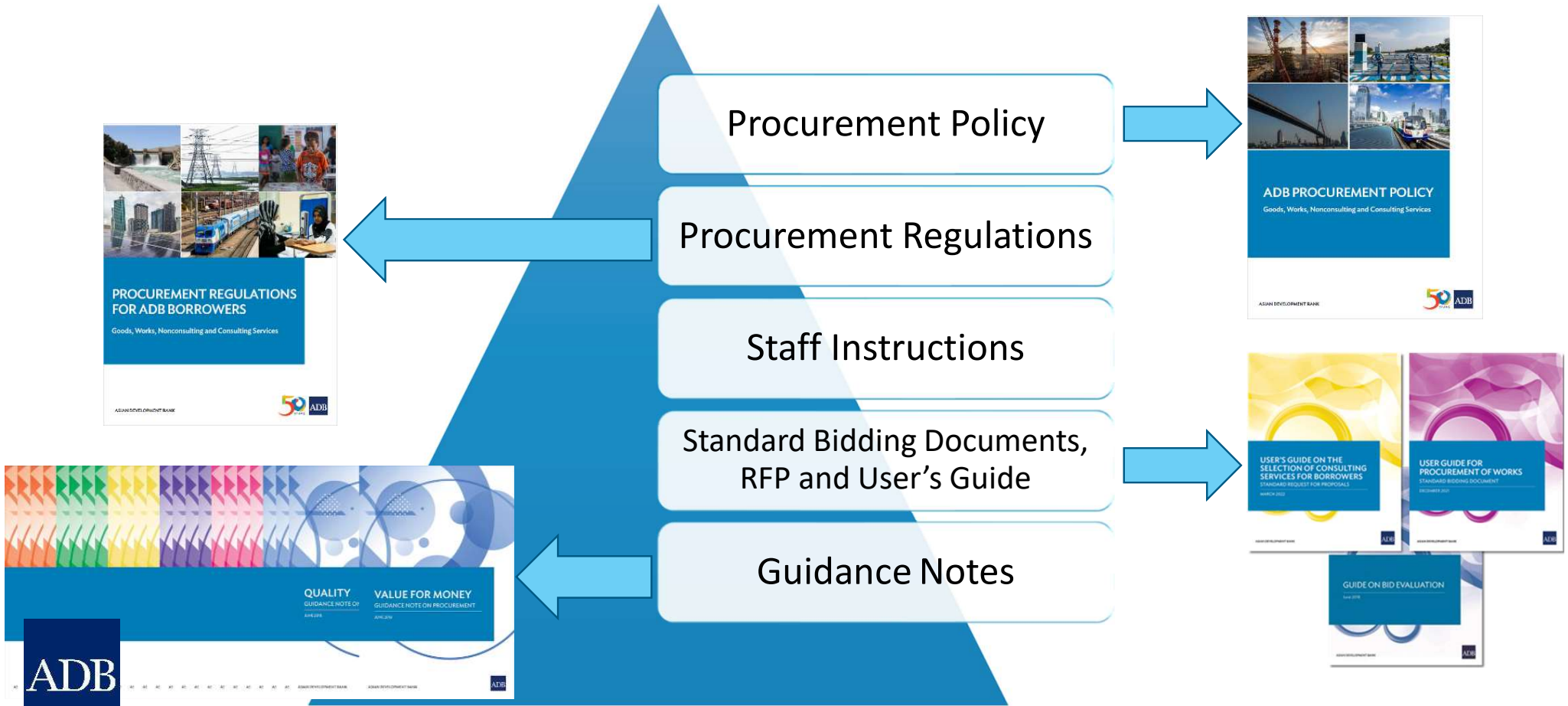




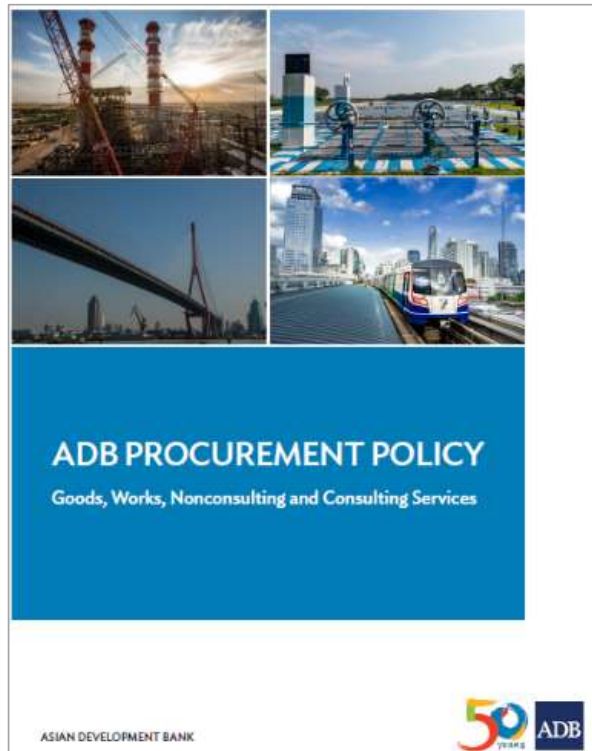
# ADB Procurement Framework



# ADB Procurement Framework



# ADB Procurement Policy

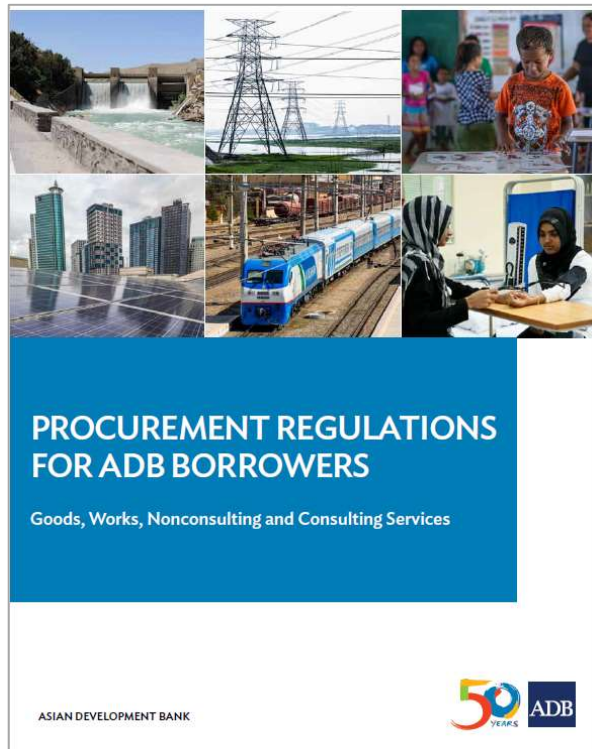


- It contains the core procurement principles.
- It specifies the requirement to apply the ADB Procurement Policy and Regulations for projects financed by ADB.

# Core Procurement Principles (III)



# ADB Procurement Regulations



- It provides details of the ADB Procurement Policy and Procedures.
- It follows international practices in procurement.
- It is harmonized with those of other Multilateral Development Banks.

## Standard Bidding Documents (SBDs)



- It includes instructions, templates, forms for both bidding and contracting.
- It ensures consistency and legal certainty.
- It incorporates international, time-tested practices.
- It contains balanced and equitable provisions.
- There are 8 Users' Guides (UGs) and 7 Standard Bidding Documents (SBDs) for Procurement of Goods, Works and Non-Consulting Services.
- There is 1 UG and 1 Request for Proposal (RFP) document for the selection of consultant.

# Guidance Notes

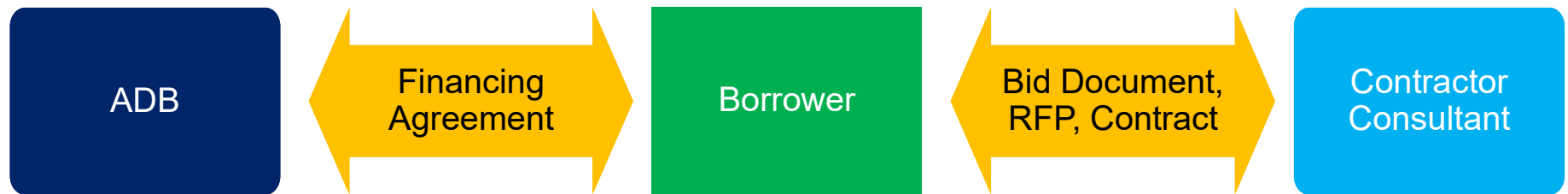
- It is used to operationalize ADB Procurement policy and Regulations.
- It is grouped based on themes.

\*\*\*



GUIDANCE NOTES					
Preparation and Planning	Procurement Methods	Bidding Procedures	New Principles and Practices	Complaints, Compliance, and Eligibility	Specialized Areas
<ul style="list-style-type: none"> <li>• Procurement Risk Framework</li> <li>• Strategic Procurement Planning</li> <li>• Procurement Review</li> <li>• Alternative Procurement Arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• Open Competitive Bidding</li> <li>• Consulting Services Administered by ADB Borrowers</li> <li>• Non-consulting Services Administered by ADB Borrowers</li> <li>• Framework Agreements</li> </ul>	<ul style="list-style-type: none"> <li>• Price Adjustment</li> <li>• Prequalification</li> <li>• Subcontracting</li> <li>• Domestic Preference</li> </ul>	<ul style="list-style-type: none"> <li>• Value for Money</li> <li>• Quality</li> <li>• Contract Management</li> <li>• Abnormally Low Bids</li> </ul>	<ul style="list-style-type: none"> <li>• Bidding-Related Complaints</li> <li>• Noncompliance in Procurement</li> <li>• Standstill Period</li> <li>• State-Owned Enterprises</li> </ul>	<ul style="list-style-type: none"> <li>• Fragile, Conflict-Affected, and Emergency Situations</li> <li>• E-Procurement</li> <li>• Public-Private Partnerships</li> <li>• High-Level Technology</li> <li>• Sustainable Public Procurement</li> <li>• Use of Merit Point Criteria for Bid Evaluation</li> </ul>

# Roles of Key Stakeholders in ADB Procurement



Borrower carries out procurement, awards and manages contract  
ADB provides supports and has an oversight role



## Eligibility

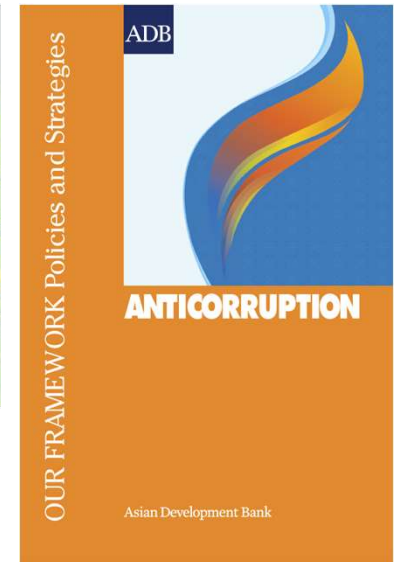
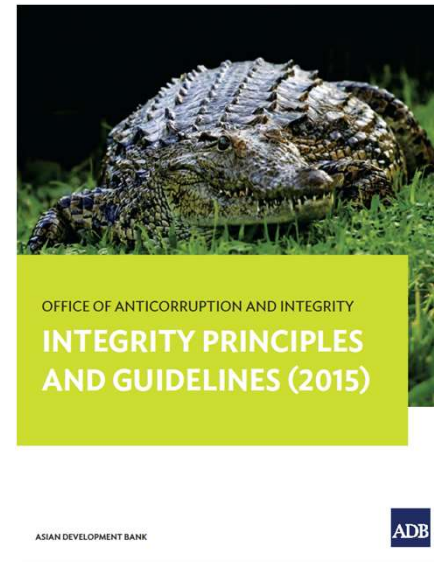
- To be eligible to participate in procurement for contracts financed by ADB, the bidder, and all parties constituting the Bidder...
  - shall have the nationality of an eligible country;
  - shall not have a conflict of interest;
  - shall not be under temporary suspension or debarment by ADB
  - and shall not be excluded by an act of compliance with the decision of the UN Security Councils
- The materials, equipment, and services to be supplied under the Contract shall have their origin in eligible source countries

## Eligibility

- Government-owned enterprises in the Borrower's country may participate as a bidder only if specifically agreed by ADB. Such agreement will only be provided if the bidder can establish that they
  - can operate as a commercial entity;
  - are legally and financially autonomous;
  - are not dependent agency of the borrower
- Government officials and civil servants in the borrower's country may only be hired if they
  - are not being hired by the agency they were working for immediately before going on leave;
  - their employment would not create a conflict of interest.

# Integrity

- ADB's Anticorruption Policy and Integrity Principles and Guidelines
- Specific definitions for corrupt, coercive, fraudulent, collusive, obstructive practices, and abuse
- Applies to executing and implementing agencies, contractors, consultants, suppliers, ADB staff, and anyone connected to an ADB financed, administered, or supported activity.
- **ADB reserves the right to inspect and audit**



## Respectful Working Environment

- Environment free of unethical or inappropriate behaviors.
- Bullying, discrimination, misconduct and harassment, including sexual harassment are strictly prohibited.
- Both contractors and consultants must provide training to their staffs on these matters, which Employer will verify.



## Conflict of Interest

- Interests that could exert undue influence on decision making process.
- If cannot be mitigated may lead to rejection of the bid.
- COI can be due to conflicting activities, assignments, relationships, ownerships, such as:
  - Bidding on a package that the bidder was hired to design.
  - Have common controlling shareholders.
  - Use the same legal representatives for their bids.
  - Submit more than one bid in the bidding process.
  - Have relationship with each other, directly or indirectly.

## Where to access information online

- Policy:  
<https://www.adb.org/documents/adb-procurement-policy>
- Regulations:  
<https://www.adb.org/documents/procurement-regulations-adb-borrowers>
- Guidance Notes (24 documents)  
<https://www.adb.org/documents/guidance-notes-on-procurement>
- Standard Bidding Documents (8 documents) and User Guides (9 documents)  
<https://www.adb.org/site/business-opportunities/operational-procurement/goods-services/documents>