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.

ADB New Procurement Framework Procurement Policy and Regulations

C. Janyna Rhor

Procurement Specialist

Procurement, Portfolio and

Financial Management Department (PPFD)

Mohammed Zulyaminayn

Senior Procurement Office

ADB Bangladesh Resident Mission

Humayun Kabir

Procurement Officer

ADB Banglade Resident Mission



Agreement Establishing the ADB

AGREEMENT ESTABLISHING
THE ASIAN DEVELOPMENT BANK

ADB shall take the necessary measures to ensure that the proceeds of any loan made, guaranteed or participated in by ADB are used only for the purposes for which the loan was granted and with due attention to considerations of economy and efficiency (Chapter III, Article 14, Operating Principle xi)



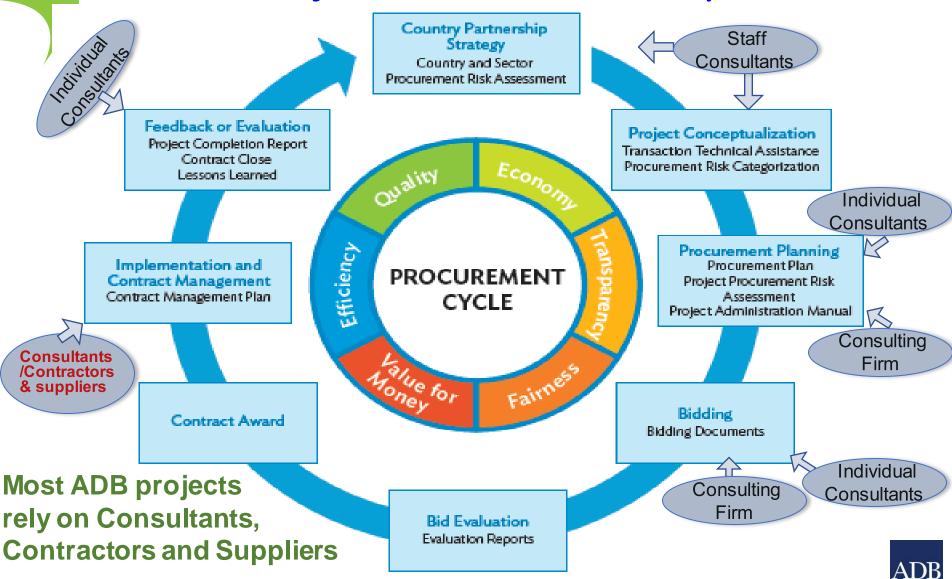


Who is Engaged on ADB Financed Projects?

- Construction Companies
- General and Specialist Suppliers
- Consulting Firms
- Individual Consultants
- Non-Government Organizations / Civil Society Organizations
- Research Institutions
- Foundations, Centers of Excellence
- Professional Organizations

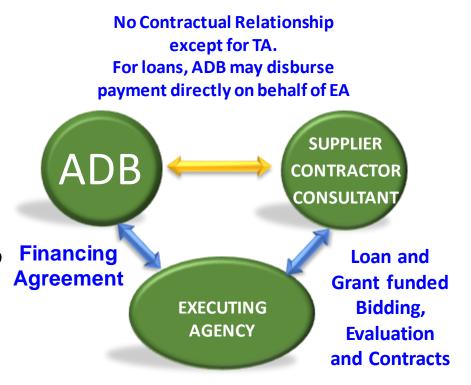


When Consultants, Contractors & Suppliers needed? *Project and Procurement Cycle*



Relationships

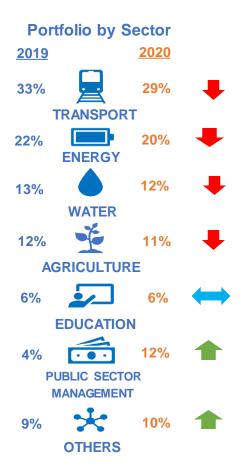
- In an ADB financed project, the Borrower (Executing Agency) is responsible for procurement of goods, works and services
- Project implementation follows terms and conditions in the Loan/Project Agreement, including the use of ADB procurement policies and procedures
- ADB provides capacity building supports to its bidding community by organizing BOS in various countries
- ADB (under TAs) or Borrower select and recruit Consultants
- ADB reviews the procurement activities of EAs to ensure that proceeds of its financing are used in accordance with the Bank's rules





ADB 2020 Sovereign Portfolio





ADB = Asian Development Bank. Source: Asian Development Bank data. ww.adb.org/sites/default/files/institutional-document/697726/appr-



ADB

ADB 2020 Non-Sovereign Portfolio

Figure 86: Total Committed Portfolio, 2016–2020 (\$ million)



■ Loans ■ Other debt securities ■ Guarantees ■ Equities

Source: Asian Development Bank data.



Top Suppliers by Member State

Procurement Ranking – Goods				
	2017	2018	2019	2020
1	PRC	PRC	IND	IND
2	IND	BAN	PRC	PRC
3	SWE	IND	USA	INO
4	INO	SWE	BAN	TUR
5	BAN	VIE	VIE	HKG



Top Suppliers by Member State

Procurement Ranking – Works

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



Top Suppliers by Member State

Procurement Ranking – Consulting Services

	2017	2018	2019	2020
1	AUS	KOR	IND	USA
2	KOR	IND	AUS	KOR
3	IND	FRA	USA	IND
4	USA	UKG	GER	INO
5	PHI	AUS	FRA	AUS



Top Suppliers by Amount

Top 5 Suppliers of Goods (2017–2020)

	Name	No. of Contracts	ADB Amount (\$ million)
1	BEML Ltd.	3	712.10
2	ABB Group	10	292.28
3	TBEA	6	227.61
4	China National Technical Import & Export Corp.	3	212.74
5	Progress Rail Locomotive Inc	1	135.34



Top Suppliers by Amount

Top 5 Suppliers of Works (2017–2020)

	Name	No. of Contracts	ADB Amount (\$ million)
1	Larsen & Toubro Ltd.	28	997.00
2	Siemens	20	807.98
3	China Railway Construction Co. Ltd.	30	593.80
4	Hyundai Motor Group	4	568.89
5	Acciona Construction Philippines Inc.	2	563.46



Top Suppliers by Amount

Top 5 Consulting Services Firms (2017–2020)

<i>'</i>	Name	No. of Contracts	ADB Amount (\$ million)
1	SMEC	34	150.61
2	EGIS International	32	84.37
3	T.Y. Lin International	1	59.10
4	Ove Arup & Partners International Ltd.	8	58.98
5	Korea Consultants International Co. Ltd.	4	55.78



Top 5 Contractors/Suppliers from Bangladesh Involved in Goods, Works, and Related Services Contracts under ADB Loan and Grant Projects, 1 January 2016–31 December 2020

C	C	Contract Amount
Contractor/Supplier	Sector	(\$ million)
Max Infrastructure Ltd.	TRA	631.72
Toma-CREC	TRA	228.32
Gandharbpur Water Treatment	WUS	155.39
SNC		
Abdul Monem Ltd.	TRA	115.97
Shanghai Electric and Reverie (JV)	ENE	81.28
Others		2,913.58
Total		4,126.27

CREC = China Railway Group Ltd.; ENE = energy; JV = joint venture; Toma = Toma Construction & Co. Ltd.; TRA = transport; WUS = water and other urban infrastructure and services.



Top 5 Consultants from Bangladesh Involved in Consulting Services Contracts under ADB Loan, Grant, and Technical Assistance Projects, 1 January 2016–31 December 2020

Consultant	Sector	Contract Amount (\$ million)
E. Gen Consultants Ltd.	ANR, EDU, ENE, FIN, PSM, WUS	28.22
Mott MacDonald Ltd.	WUS	17.01
Development Design Consultants Ltd.	ANR, TRA, WUS	13.32
BETS Consulting Services Ltd.	ANR, TRA, WUS	6.84
Hifab International AB	WUS	4.22
Individual Consultants		12.74
Others		34.07
Total		116.43

ANR = agriculture, natural resources, and rural development; EDU = education; ENE = energy; FIN = finance; PSM = public sector management; TRA = transport; WUS = water and other urban infrastructure and services.

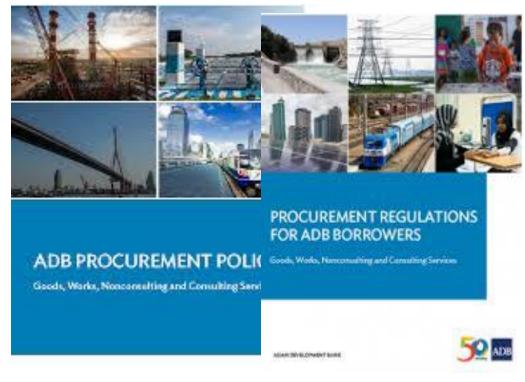


Policies applicable to Procurement of Goods, Works and Services

Pre- July 2017 processing



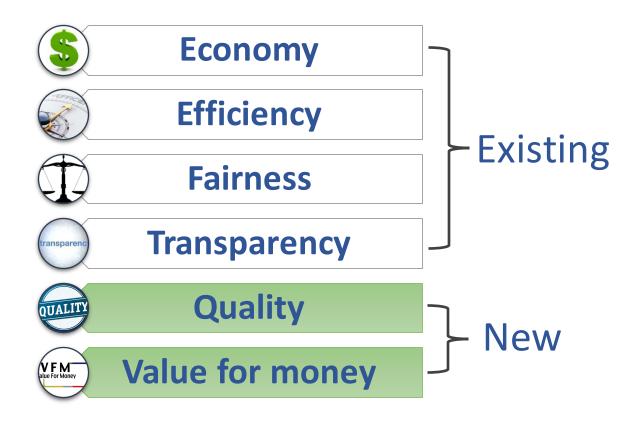
Post –July 2017 processing







Core Procurement Principles





Procurement Framework



ADB Procurement Policy (Goods, Works, Nonconsulting and Consulting Services)



Procurement Regulations for ADB Borrowers (Goods, Works, Nonconsulting and Consulting Services)



Staff Instructions: Procurement; ADB Administered Consulting Services; EA Administered Consulting Services



Standard Bidding Documents and User Guides: 8 SBD and 9 User Guides



Guidance Notes: 24 Guidance Notes

Increased Focus

Procurement Planning and associated Risk Management

• Expanded Procurement Planning Component to permit additional flexibility in the design of packages

Contract Management

Contract Management Plan now a requirement for all projects

Tracking and Monitoring of Procurement Complaints

Centralized location for submitting complaints to ADB established

Fragile and Conflict Affected Situations

• Additional flexibility to permit accelerated responses in difficult environments

Framework Agreements

 Increased use of frameworks to reduce end-to-end process time for repeat orders



Main Changes – Goods & Works

Abnormally Low Bids (ALB)

- Allows for series of options where offer is proven to be abnormally low. (accept, increase performance security, reject)
- Borrower needs to undertake due diligence (Identify, clarify, decide)
- ADB no objection required before rejecting a bid as abnormally low (irrespective of review type)

Standstill Period

- May be used to allow unsuccessful bidders to challenge the intended contract award.
- Use is optional (when mandated by national regulations or requested by the borrower

Procurement Method

- No longer tied to value threshold
- Nature and complexity of goods, works or services as sole determinant



Main Changes – Goods & Works

Historical Contract Nonperformance

- History of non-performing contracts
- Suspension based on execution of bid securing declaration

Evaluation

• Flexible approach for alternative evaluation mechanism (e.g., weighted scoring)

Bid Security

- Acceptance of SWIFT message in the form of MT760 as bid security
- Acceptance of bid security in the name of any joint venture partner, where JV has not been legally constituted





Finding Information on ADB Funded Projects

Guidance and Insights



Why pursue ADB-Financed Contracts?



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



Availability of funds is assured



Internationally accepted procurement procedures

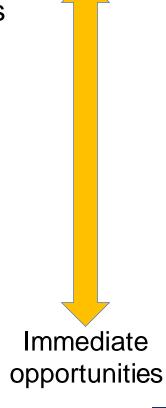


Risks related to transparency, fairness and integrity of procurement processes mitigated through ADB oversight



Identifying Opportunities for Goods/Works and Consulting Services

- ADB and CMS Websites as a source of Information
- Country Partnership Strategy / Country Operations Business Plan
- Project Procurement Plans
- Advance and Specific Procurement notices
- Invitation for Prequalification
- Invitation for Bids
- Consulting services recruitment notice (CSRN)
- Hop-on Opportunities
 - Prequalified Contractors
 - Contracts Awarded

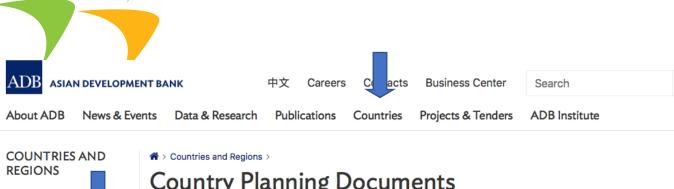


Up

Stream



untry Partnership Strategy (CPS) and ountry Operations Business Plans (COBP)



Search/Browse

Country Planning

Documents

Main

Country Partnership and Regional Cooperation Strategies Under Preparation

Simultaneous Disclosure

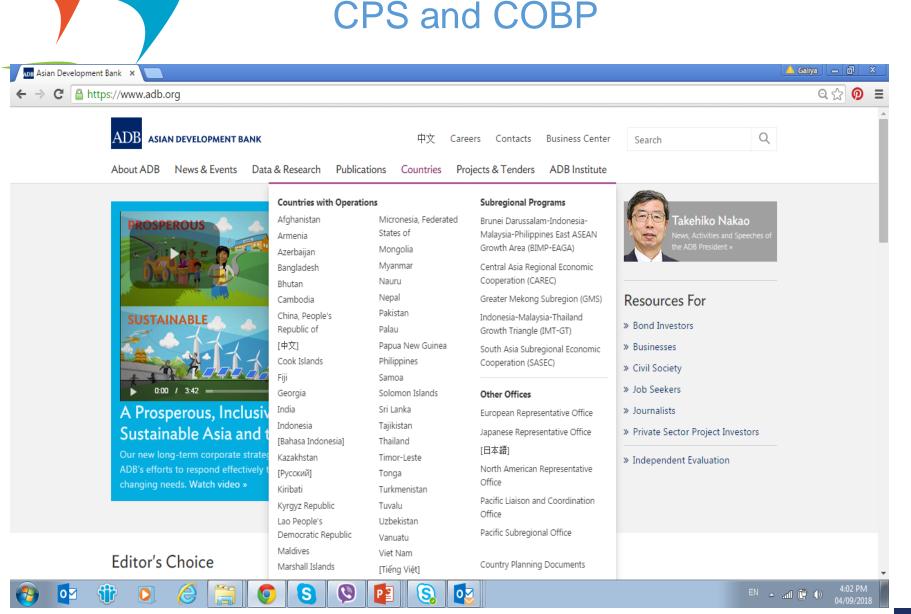
Country Planning Documents Regional/Country Strategies and Operations Business Plans The country partnership strategy (CPS) is ADB's primary platform for designing operations to deliver development results at the country level. ADB works with each developing member country to map out a medium-term development strategy and a 3-year country operations business plan (COBP) to implement it. The regional cooperation strategy (RCS) outlines how an ADB-defined region or subregion in Asia and the Pacific can work together to foster economic growth and cooperation. The strategy is implemented through a 3-year regional cooperation operations business plan (RCOBP). Country Partnership Strategies Country Operations Business Plans Regional Cooperation Strategy and Programs Country Strategy Reviews and Assessments **Browse by Country** >

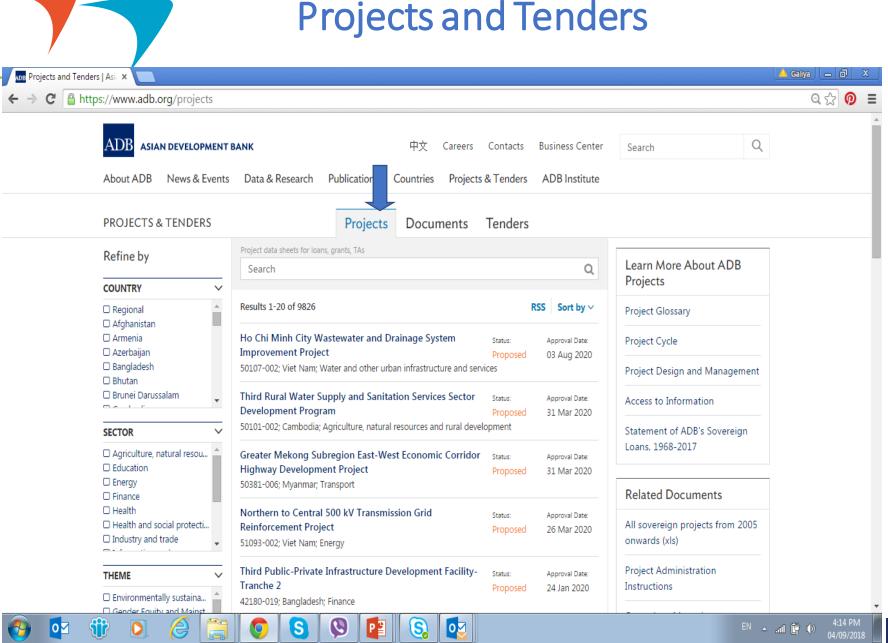
www.adb.org

The CPS normally covers a five-year period and details ADBs strategy for engagement with the Borrower.

The three-year COBP details the projects that are planned to be implemented to operationalize CPS.

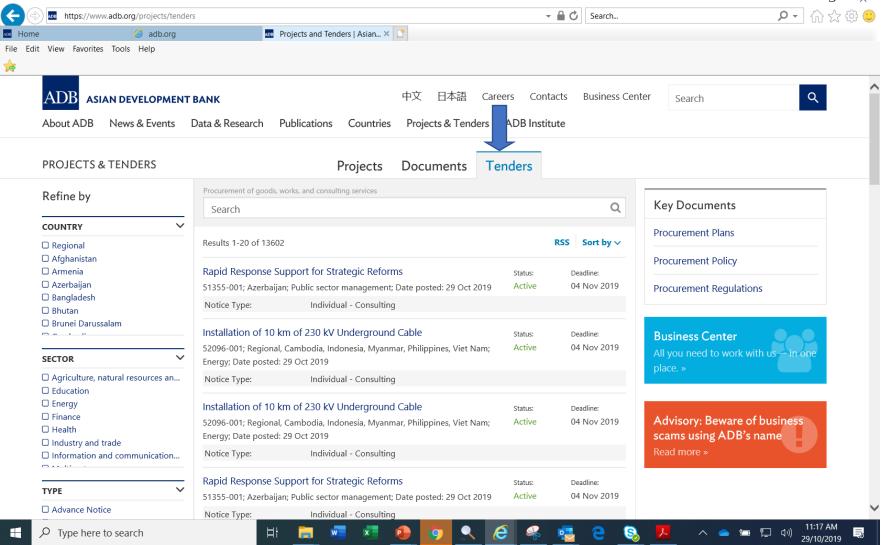






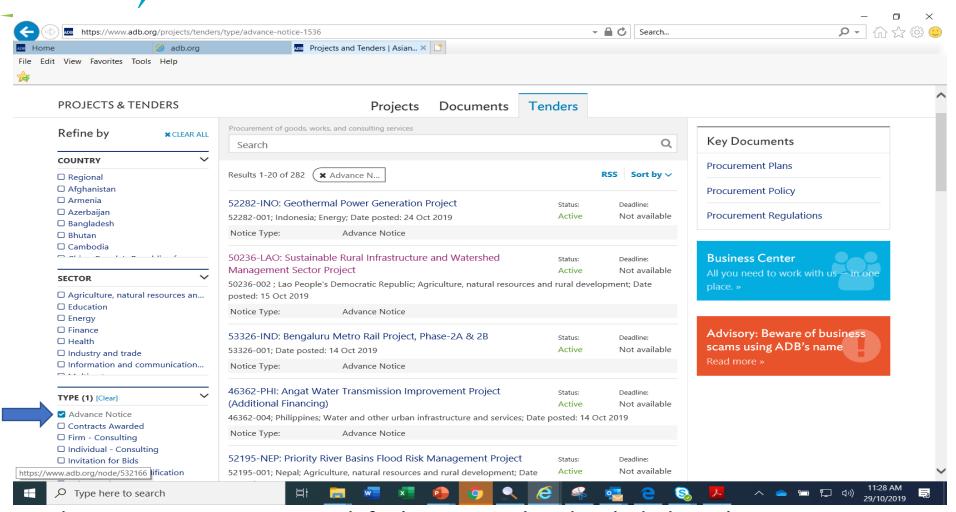


Projects and Tenders





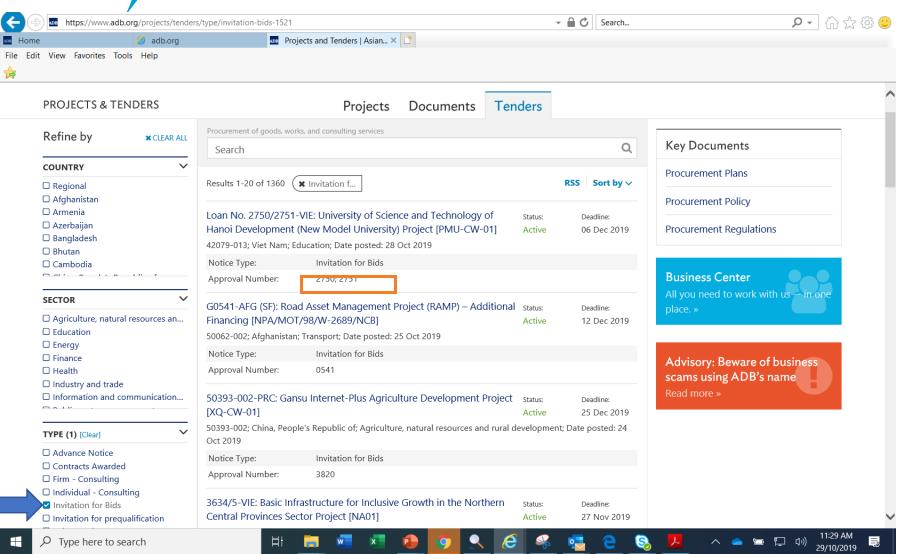
ype of Notice – Advance Procurement



Advance contracting is now default in general and included in a loan or grant (some initial procurement activities occur prior to the approval of a loan or grant)



Type of Notice – Invitation for Bids

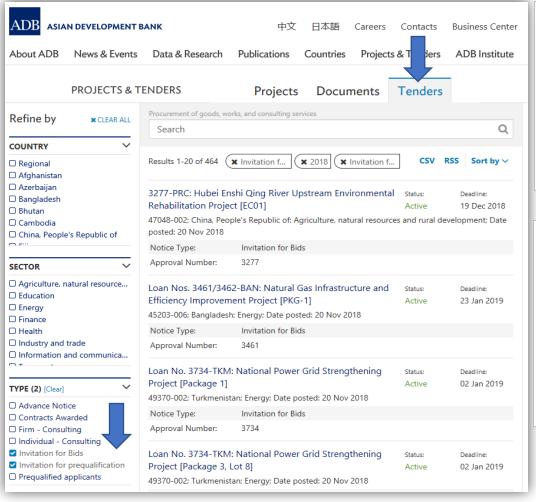






cific Procurement Notice (GOODS AND WORKS)

- Issued at the time of the release of an Invitation for Prequalification or an Invitation to Bid.
- Advertisement will depend on the type of procurement.
- Internationally advertised contracts with estimates >\$1m
 will be posted on www.adb.org



Invitation for Bids

Date:	5 November 2018
Loan No. and Title:	46391-VIE: Ha Noi and Ho Chi Minh City Power Grid Development Sector Project
Contract No. and Title:	ADB-HNPC-THD-G02: 110kV Tran Hung Dao Substation: Supply of Materials and Equipment for Substation. Sub – project: Rehabilitation and upgrade of 110kV Tran Hung Dao Substation - E12
Deadline for Submission of Bids:	17 December 2018 at 14:00 hours

 The Socialist Republic of Viet Nam has received financing from the Asian Development Bank (ADB) toward the cost of Ha Noi and Ho Chi Minh City Power Grid Development Sector Project, 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

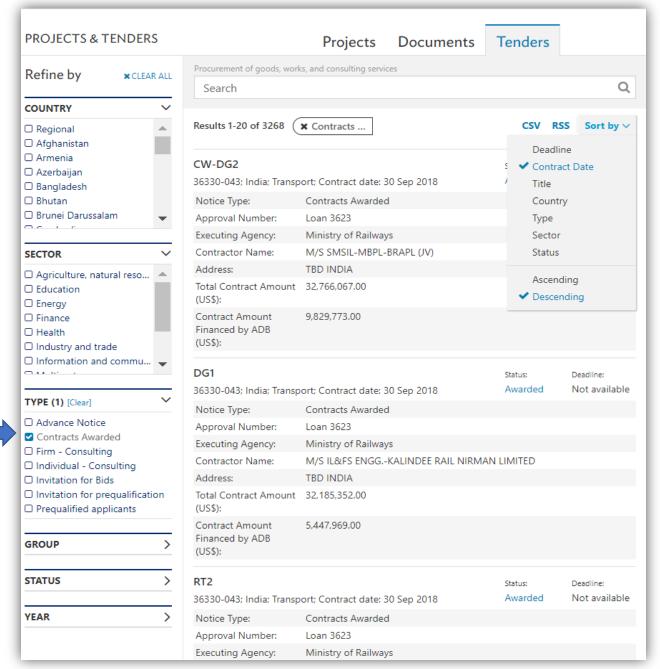
Invitation for Prequalification

Date:	14 March 2018
Loan No. and Title:	Loan 3630/8335 Grant 0561CAM: Provincial Water Supply and Sanitation Project
Contract No. and Title:	MIH/PWSSP/01– Plant Design, Supply, Installation, Commissioning and O&M Support for Battambang Water Supply
Deadline for Submission of Applications:	26 April 2018; 10:00 hours (local time)

- This Invitation for Prequalification follows the Procurement Plan for this project that appeared on the Asian Development Bank (ADB) website on 8 December 2017.
- The Royal Government of Cambodia has received financing from ADB toward the cost of Provincial Water Supply and Sanitation Project.

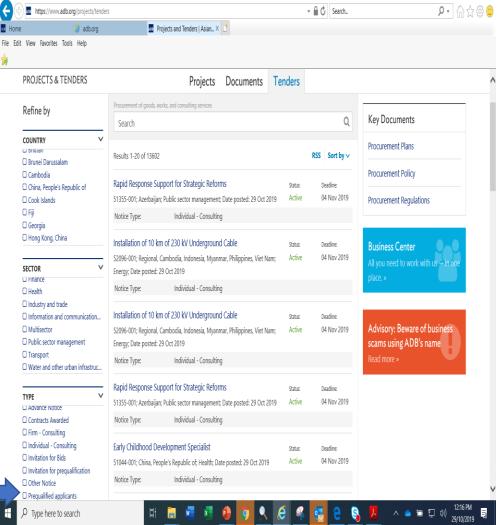


op-on Opportunities – Contracts Awarded





Honon Opportunities – Prequalified Contractors



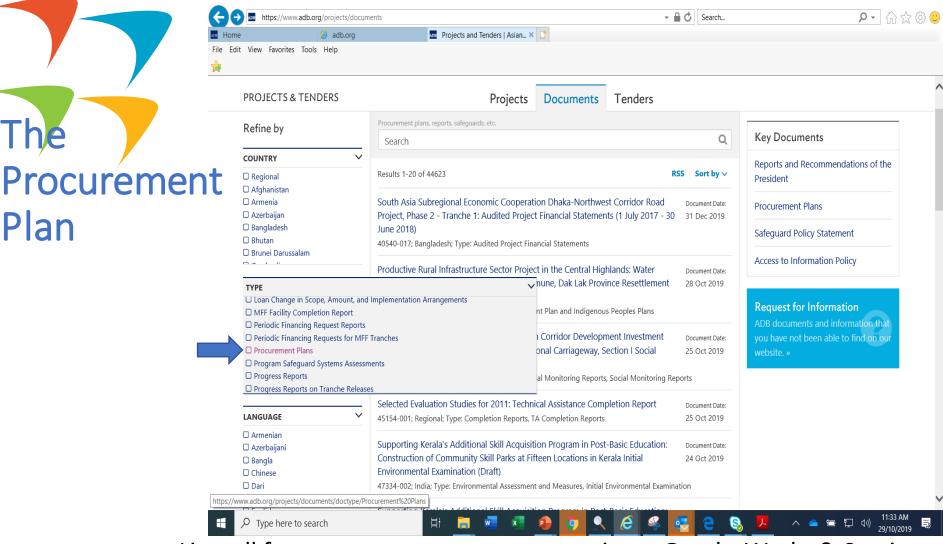
List of Prequalified Applicants

a X

Date:	5 November 2018
Loan No. and Title:	51257-GEO: North-South Corridor (Kvesheti-Kobi) Road Project
Contract:	KKRP/CW/CP-02: Construction of the Kvesheti-Kobi Road (Road Section)

Applicant No.	Applicant Name	Nationality
Applicant 1	China Construction Third Engineering Bureau Corporation Limited	PRC
Applicant 3	China Railway No5 Engineering Group Co Ltd	PRC
Applicant 5	China Road and Bridge Corporation	PRC
Applicant 6	JV Astaldi SpA and IHI Infrastructure Systems Co, Ltd	ITA/JAP
Applicant 7	IC Ictas Insaat Sanayi ve Ticaret AS	TUR
Applicant 8	China State Construction Engineering Corporation Limited	PRC
Applicant 9	JV Sinohydro-Powerchina Road Bridge	PRC/PRC
Applicant 11	JV CJIC&JXTEG	PRC/PRC
Applicant 12	JV HNRB-CGC (Hunan Road & Bridge Construction Group Co, Ltd/China Geo-engineering Corporation)	PRC/PRC
Applicant 13	JV Gocay Insaat Taahut ve Ticaret AS/EN-EZ Insaat Sanayi ve Ticaret AS/Mega Yapi Insaat ve Ticaret Limited Sirketi	TUR/TUR/TU R
Applicant 15	Mapa Insaat ve Ticaret AS	TUR
Applicant 16	JV Nurol/Gulsan Nurol Insaat Ve Ticaret AS/Gulsan Insaat Sanayi, Turizm, Nakliyat ve Ticaret AS	TUR/TUR
Applicant 17	Kolin Insaat Turizm Sanayi ve Ticaret AS	TUR
Applicant 20	JV Yenigun Insaat Sanayi Ve Ticaret AS & Dogus Insaat Ve Ticaret AS	TUR/TUR
Applicant 23	China Railway 23rd Bureau Group Co, Ltd	PRC





- Lists all foreseen procurement on a project Goods, Works & Services
- Published once the project is approved
- Updated during project
- Includes salient points regarding tenders
- Included in Project/Program Administration Manual





Example: Project Procurement Plan

PROCUREMENT PLAN

Basic Data

Project Name: Energy Supply Improvement Investment Program -Tranche 1					
Project Number: 47282-003	Approval Number: 0464/0465				
Country: Afghanistan, Islamic Republic of	Executing Agency: Da Afghanistan Breshna Sherkat				
Project Procurement Classification: Category A	Implementing Agency:				
Project Procurement Risk: High	N/A				
Project Financing Amount: US\$ 150,000,000 ADB Financing: US\$ 110,000,000 Cofinancing (ADB Administered): US\$ 35,000,000 Non-ADB Financing: US\$ 5,000,000	Project Closing Date: 31 December 2020				
Date of First Procurement Plan: 8 December 2015	Date of this Procurement Plan: 23 October 2019, Version 10				
Advance Contracting:	e-GP:				
Yes	No				

A. Methods, Thresholds, Review and 18-Month Procurement Plan

1. Procurement and Consulting Methods and Thresholds

Except as the Asian Development Bank (ADB) may otherwise agree, the following process thresholds shall apply to procurement of goods and works.

Procurement of Goods and Works							
Method	Threshold	Comments					
International Competitive Bidding for	US\$ 2,000,000 and Above	per OSFMD ICB threshold					
Goods							
National Competitive Bidding for Goods	Between US\$ 100,001 and US\$ 1,999,999	The first NCB-Goods is subject to prior					
		review, thereafter, post review.					
Shopping for Goods	Between US\$ 1 and US\$ 100,000	post review					
International Communities District for	LICA C 000 000 and Massa	THE OCEMP IOD Honorbald					



2. Goods and Works Contracts Estimated to Cost \$1 Million or More

The following table lists goods and works contracts for which the procurement activity is either ongoing or expected to commence within the next 18 months.

Package Number	General Description	Estimated Value	Procurement Method	Review (Prior/ Post)	Bidding Procedure	Advertisement Date (quarter/year)	Comments
CW-1	SECTION-1: 18km (Km32+000 - Km50+000) Ziarat Haji Nazar Baba to Sapary	17,500,000.00	OCB	Prior	1S1E	Q3 / 2019	Prequalification of Bidders: N Domestic Preference Applicable: Y
						(Contracting: Y Bidding Document: Large Works
CW-2	SECTION-2: Sapary to LahoreKhel 23Km (Km 50+000 to 73+000)	24,000,000.00	OCB	Prior	1S1E	Q3 / 2019	Prequalification of Bidders: N Domestic Preference Applicable: Y Advance Contracting: N
					1		Bidding Document: Large Works
W	hen ADB will review t		l	_	Documents r the tender		

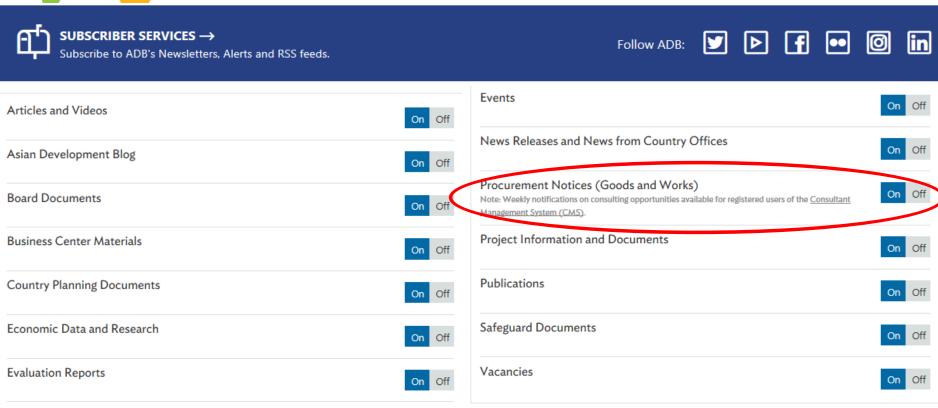
Package Structure (1S1E, 1S2E, 2S, 2S2E)

When it is expected the package will be advertised





Subscribe to receive alerts* - https://alerts.adb.org



Does not include Consulting services Alerts which are received through http://cms.adb.org



Useful Links

- ADB Procurement Policy: https://www.adb.org/documents/adb-procurement-policy
- ADB procurement Regulations: https://www.adb.org/documents/procurement-regulations-adb-borrowers
- Guidance Notes: https://www.adb.org/documents/guidance-notes-on-procurement
- Standard Bidding Documents and User Guides: https://www.adb.org/business/main (Scroll to Documents and Forms)
- ADB Consultant management system: http://cms.adb.org
- ADB Anticorruption and Integrity: www.adb.org/site/integrity/main
- ADB BOF 2019: https://www.adb.org/news/events/10th-adb-bu



Support Communications Activities - eLearning

10 eLearning Modules being developed (20 to 40min per module):

- Module 1: Overview of the Procurement Framework
- 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: FCAES

https://elearn.adb.org/enrol/index.php?id=295





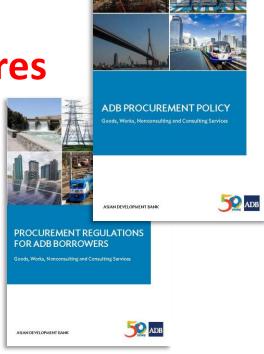
Main Aspects of ADB Procurement Regulations



Bidding

International Best Practice Procedures

- Advertisement of Opportunities
- Public Bid Opening
- Robust Bid Evaluations Procedures
- Publication of Results
- Process Oversight by ADB
- Debriefing and Complaints Mechanism
- Robust Fraud and Corruption Procedures





Procurement Methods – Goods & Works





Procurement Methods - OCB



ASIAN DEVELOPMENT BANK

- Preferred method of procurement on projects financed by ADB
- Applies to Goods, Works, and Services
- Procedures depend on type of procurement being undertaken
- May involve national or international advertisement.



Other Procurement Methods Goods, Works and Non-Consulting Services

Limited Competitive Bidding (LCB)

- Direct Invitation without open advertisement
- May be appropriate where when there are limited number of bidders, low value does not attract bidders or other exceptional reasons that may justify a departure from OCB

Framework Agreements (FA)

- Framework established with one or multiple bidders from which orders may be placed over time
- Framework establishes scope and rates that will apply to the call-offs, quantum of effort unknown

Request for Quotations (RFQ)

- Simplified method used for low-value procurement
- Based on comparing quotations from several suppliers/service providers/contractors

Electronic Reverse Auction (ERA)

 Online event where prequalified bidders compete with the aim of providing the lowest price at bid closure.

Direct Contracting (DC)

Contracting without competition; may be appropriate under special circumstances

Force Account (FA)

Borrower undertakes an activity using its own workforce and equipment



Bidding Procedures

Single-Stage

One-Envelope

- Borrower opens technical and financial proposals simultaneously
- Borrower evaluates technical and financial proposals



Contract is awarded

Two-Envelope

- Borrower opens technical proposals first (financial proposals remain sealed)
- Borrower evaluates technical proposals
- Borrower opens financial proposals of bidders with responsive technical bids
- Borrower evaluates financial proposals



Contract is awarded





Procurement of works via OCB

Standard Bidding Documents (SBD)*

Part I: Bidding Procedures Section 1: Instructions to Bidders (ITB)

Section 2: Bid Data Sheet (BDS)

Section 3: Evaluation & Qualification Criteria (EQC)

• Section 4: Bidding Forms (BDF)

Section 5: Eligible Countries (ELC)

Part II: Requirements

• Section 6: Employer's Requirements (ERQ)

Part III: Conditions of Contract & Contract Forms

- Section 7: General Conditions of Contract (GCC)
- Section 8: Particular Conditions of Contract (PCC)
- Section 9: Contract Forms (COF)

^{*}Invitation for Bids accompanies the package but does not form part of the bid documents





Advice on Preparation of Bids and Proposals

Goods and Works Consulting Services



collect relevant business intelligence?

- Identify Sectors of Interest and where maximum potential for success is likely
- Understand the operating context in various countries and regions
- 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 name



1. Email address of the agency representative

2. Full name of the agency representative

To obtain an EA account, email your ADB Project Officer and copy csr.n@adb.org with the following details:

- Visit ADB Headquarters/Resident missions
 - Visit departments responsible for projects
 - Business Opportunities Fairs
 - Business Opportunities Seminars
- Visit government executing agencies
- Register in ADB Consultant Management System (CMS)
- Build your portfolio of projects
- Target different opportunities (standalone, associate/JV or Individual Consultant).

CMS SYSTEM UPDATE

The changeover period from the Consulting Services

Dear CMS Users.



3. Name and address of the agency

4. Duration of the recruitment for the project



Goods, Works and Non-consulting Services – EA Administered

- International Advertisement
 - On www.adb.org for contracts > \$1 m
 - On a freely and publicly accessible website in English; and in a newspaper of national circulation (in English if available) or website in borrower's country.
- National Advertisement: In a newspaper of national circulation or website

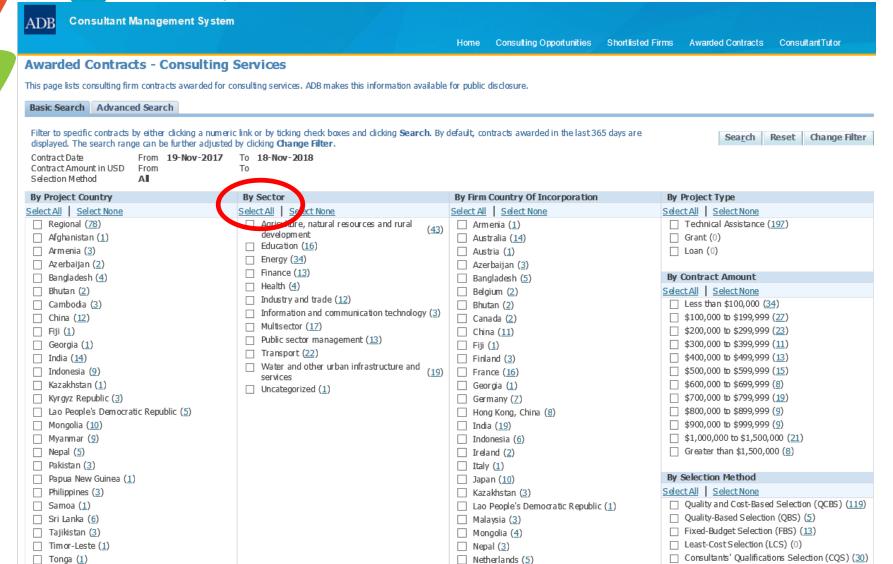
For Consulting Services – EA Administered

- International must be advertising: on http://cms.adb.org
- Where national advertising: in national press, or free & publicly accessible website.

All ADB administered contracts advertised on http://cms.adb.org



Identify Successful firms in Area of Interest



New Zealand (5)

■ Norway (1)

http://cms.adb.org

☐ Uzbekistan (9)

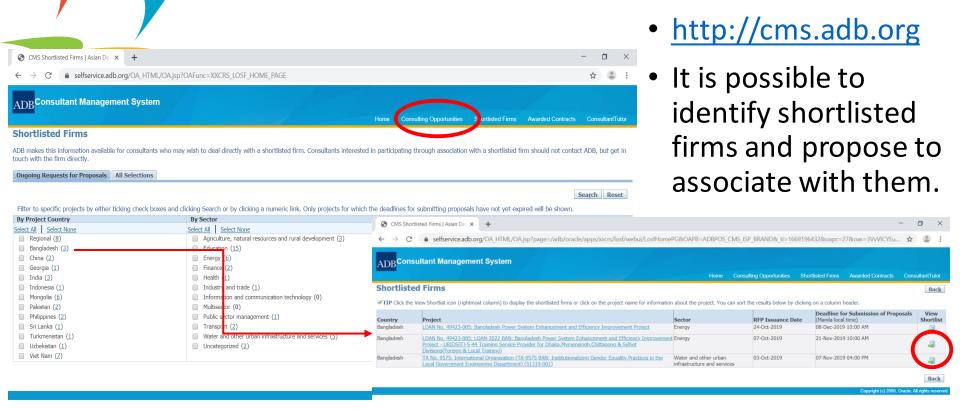
☐ Viet Nam (6)

Identify Awarded Contracts by country, sector, value and selection method. Investigate possibility to partner either as part of JV or by association.



☐ Single-Source Selection (SSS) (30)

Offer partnerships to shortlisted firms









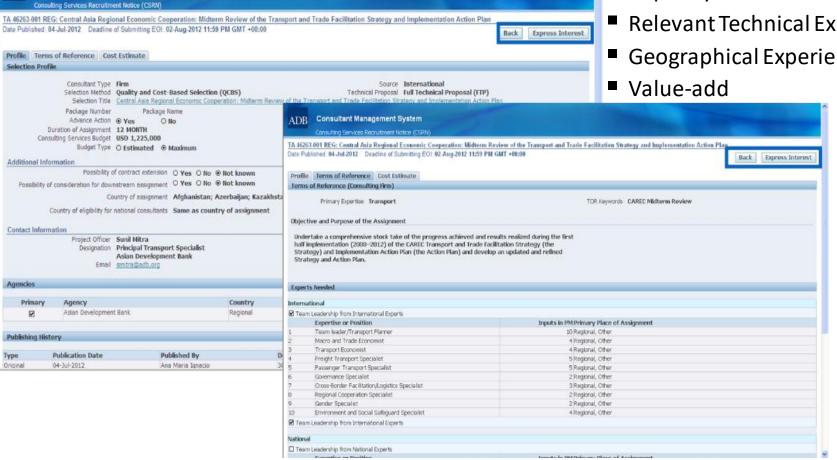


ADB Consultant Management System

Express Interest - Consulting

Considerations:

- Eligibility
- Go it alone or associate/joint venture
- Capacity to compete
- Capacity to deliver
- Relevant Technical Experience
- Geographical Experience





Understanding the project

- 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 strong proposal

- Follow the instructions in the RFP/bidding documents
- Review the mandatory qualification criteria
- Understand the basis on which the bid will be evaluated
- Study the Terms of Reference (TOR)/Employer's requirements
- Associate or JV with other firms to meet requirements (make sure they are not on ADB sanction list)
- Provide tailored submission; avoid generic templates (quality, not quantity)
- Do not add conditions to your offer

Ask Questions; contact ADB if not receiving a response



mmon Mistakes – Goods and Works

- Late submission
- Letter of bid not signed
- No Bid Security or Bid Securing Declaration (if required)
- Insufficient Amount of Bid Security, incorrect validity period
- Lack of Supporting Documents (completion certificate, operational acceptance etc..)
- Translated documents in English
- Incomplete Bids / Partial Bids
- Absence of type test reports if required
- Conflicts of interest not disclosed
- Inclusion of financial offer with technical offer where bid conditions require them to be separated



Post Award

Focus on delivery of strong performance through:

- High Quality Team
- Building strong relationships with Client (ADB or Government)
- Focus on contract management plan to achieve timely delivery of outputs.

Performance Assessment - Consulting

 ADB conducts Performance Evaluation Reviews (PER) for each consulting assignment. A poor performance record can impact future opportunities.

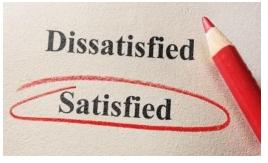




Debriefing and Complaints

Debriefing:

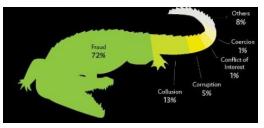
 Unsuccessful bidders may request debriefing from Executing Agency (EA). If they are not satisfied, they may contact ADB directly.



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Complaints:

Bidders may file complaint directly with ADB or may copy ADB on correspondence with Executing Agencies (EAs).
 www.adb.org/forms/complaints



https://www.adb.org/news/adb-steps-anticorruption-efforts-enhance-asiasdevelopment

Anticorruption and Integrity:

www.adb.org/site/integrity/main







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