



亚太廉洁合规论坛
ASIA-PACIFIC INTEGRITY
AND COMPLIANCE FORUM

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ADB Business Opportunities 亚洲开发银行商业机会

Introduction to ADB, Access to ADB Business Opportunities
亚洲开发银行简介, 商业机会获取途径

Minhong Fan

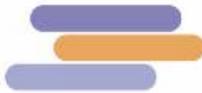
范敏红

Sr Procurement Specialist, PPFID, ADB

亚行采购、项目和财务管理局 高级采购专家

Xiamen 18 September 2025

厦门 2025年9月18日



Asian Development Bank ("ADB") Overview
亚洲开发银行（“亚行”）概况

Procurement Framework and Recent Initiatives
采购框架和近期举措

Procurement Process and Tips
采购流程和提示建议

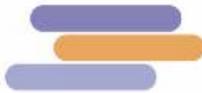
Information Platforms
信息平台

Project Pipelines
项目规划

ADB

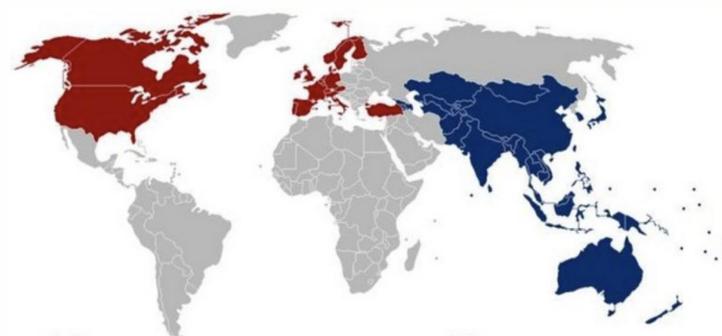


3rd Asia-Pacific Integrity and Compliance Forum
alongside · 2025 International Infrastructure Compliance Forum



- The Asian Development Bank (ADB) was established in 1966.
- ADB aims to promote social and economic development in Asia and Pacific.
- It provides financial and technical assistance to member countries.
- ADB focuses on poverty reduction and sustainable development.
- The bank has 69 member countries (41 borrowing members)
- Headquartered in Manila.

- 亚洲开发银行 (ADB) 成立于1966年
- 其宗旨是促进亚太地区的社会与经济发展
- 亚行为成员国提供财政和技术援助
- 重点关注减贫与可持续发展
- 目前共有69个成员国 (41个借款国)
- 总部设在马尼拉



How ADB finances projects?

亚行如何为项目融资?



Public sector (sovereign) financing

Financial products for developing member country governments and public sector entities

公共部门 (主权) 融资

面向发展中成员国政府及公共部门实体的金融产品



Private sector (nonsovereign) financing

Direct financial assistance to private sector projects

私营部门 (非主权) 融资

向私营部门项目提供的直接财务援助



ADB funds and resources

ADB funds activities in various sectors through loans and grants, financed from ordinary capital resources as well as special and trust funds.

亚行资金和资源

亚行通过贷款和赠款为各领域活动提供资金，资金来源于普通资金源(OCR)以及特别和信托基金



Cofinancing partnerships

To create greater synergies, ADB partners with others to finance development projects in the region.

With multilaterals, bilaterals, and private institutions

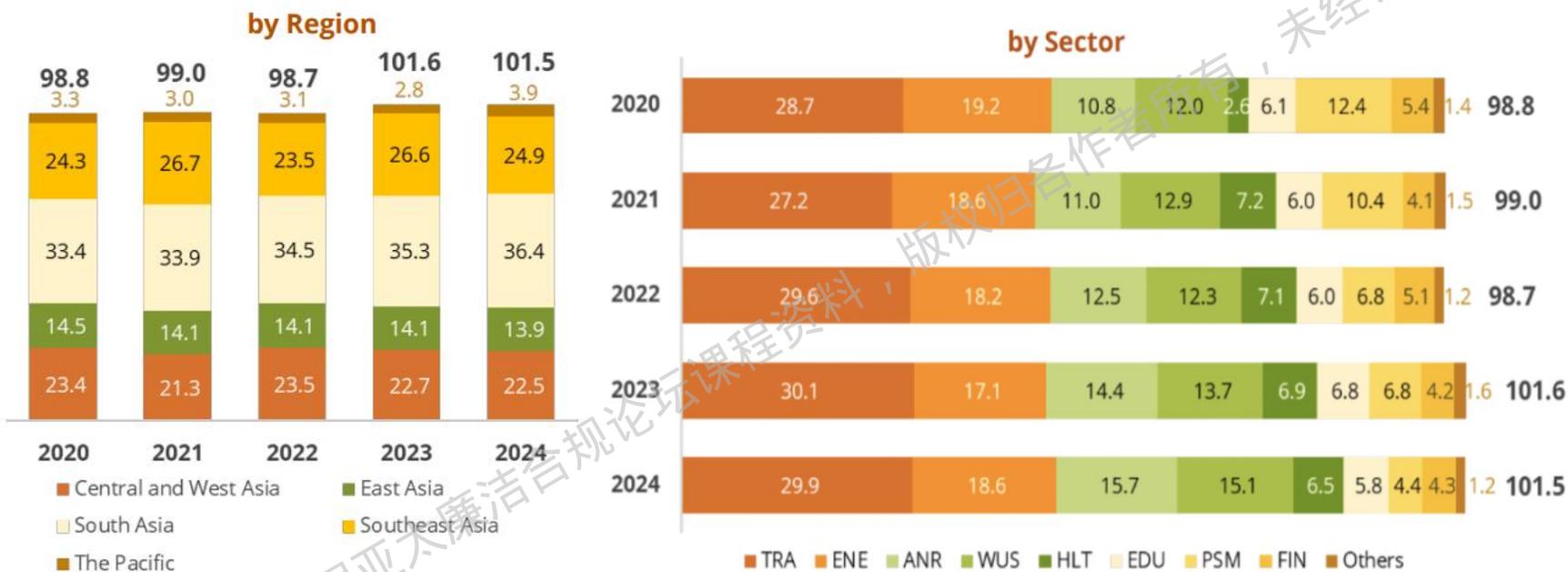
With commercial financial institutions

联合融资

为创造更大的协同效应，亚行与其他机构合作共同为亚太地区的开发项目提供融资

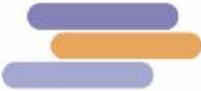


ADB Sovereign Portfolio Distribution 2020-2024 (\$ billion) 2020-2024年亚行主权投资组合地区、行业分布 (十亿美元)



Source: Asian Development Bank
来源: 亚洲开发银行





ADB with PRC (As of 31 December 2024)

亚行和中国（截至2024年12月31日）

Sovereign operations As of 31 December 2024, current sovereign portfolio in the PRC includes 72 loans worth **\$11.79 billion**.

主权业务: 截至2024年12月31日，目前在华主权业务组合包括72笔贷款，总额为117.9亿美元。

Nonsovereign operations. Total outstanding balances and undisbursed commitments of ADB's nonsovereign transactions in the PRC amounted to **\$1.06 billion** representing 8.22% of ADB's total private sector portfolio.

非主权业务: 截至2024年12月31日，亚行在华非主权业务未偿余额和未支付承诺额共计10.6亿美元，占其私营部门业务总规模的8.22%。



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Sector Distribution of Ongoing Loans (As of 31 December 2024)

亚行中国在执行贷款项目行业分布（截至2024年12月31日）



Sector	行业	Net Loan Amount		Number of Loans	Rankings
		净贷款额	%		
		\$ million	%		
		百万美元			
Agriculture, Natural Resources and Rural Development	农业、自然资源和农村发展	4,808.5	40.4%	31	1
Education	教育	421.8	3.5%	3	8
Energy	能源	1,766.0	14.8%	7	2
Finance	金融	721.9	6.1%	5	6
Health	健康	933.3	7.8%	7	5
Industry and Trade	工业与贸易	494.6	4.2%	3	7
Transport	交通	999.8	8.4%	7	4
Water and Other Urban Infrastructure and Services	供水与其他城市基础设施和服务	1,747.5	14.7%	10	3
Total	总计	11,893.3	100.00%	73	

Source: Loan Financial Information System (LFIS) 来源: 亚行贷款财务信息系统

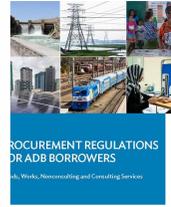


Procurement Framework

采购框架



ADB Procurement Policy
亚行采购政策



Procurement Regulations for ADB Borrowers
亚行借款人采购规定



Standard Bidding Documents and User Guides
标准招标文件和用户指南



Guidance Notes
采购指南说明



Procurement Staff Instructions
员工指南



ADB Procurement Policy - Core Principles

亚行采购政策核心原则

-  **Economy 经济**
-  **Efficiency 效率**
-  **Fairness 公平**
-  **Transparency 透明**
-  **Quality 质量**
-  **Value for money 物有所值**

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How Contracts are procured for Goods and Works

货物与工程合同采购流程说明

ADB Standard Bidding Documents

- Goods
- Small Works
- Large Works
- Plant - Design, Supply and Installation
- Design-Build-Operate
- IT Products and Services
- Pre- qualification
- Request for Quotation

亚行标准招标文件

- 货物
- 小型工程
- 大型工程
- 设备—设计、供货、安装
- 设计—建设—运营
- 信息技术产品与服务
- 资格预审
- 询价

Selection Methods

- 1 Stage 1 Envelope
- 1 Stage 2 Envelope
- 2 Stage bidding

选择方式

- 单阶段单信封
- 单阶段双信封
- 两阶段招标

Evaluation Methods

- Most Economical Bid
- Life Cycle Costing
- Merit Point Criteria

评审方式

- 最低评标价法
- 全生命周期成本法
- 综合评分法

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Sustainable Public Procurement

可持续公共采购



achieved through

- policy and regulation
- contract requirements
- specification
- criteria setting

通过以下方式实现

- 政策与法规
- 合同要求
- 技术规范
- 标准制定

informed by prioritization and market analysis

以优先级划分和 market 分析为依据

ENVIRONMENTAL

环境



SOCIAL

社会



ECONOMIC

经济



INSTITUTIONAL

制度



Do good both through what is built
and through how it is built

既通过建设内容实现效益，也通过建设方式创造价值

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Merit Point Criteria

综合评分标准

- Goods, Works and Non consulting Services procured through internationally advertised OCB, MPC shall be used as the evaluation method.
通过国际公开竞争性招标采购的货物、工程及非咨询服务，应采用综合评分法作为评标办法。
- The Borrower must detail MPC weightings and application methods, in consultation with ADB, within bidding documents or proposals. Minimum technical MPC technical weightings depend on procurement risk and contract value.
 - (a) 50% for high/substantial procurement risk and high value;
 - (b) 60% for high/substantial procurement risk and low value;
 - (c) 10% for moderate/low procurement risk and high value; and
 - (d) 20% for moderate/low procurement risk and low value.

借款人须与亚行协商，在招标文件或建议书征询文件中详细说明综合评分法的评分权重及应用方法。综合评分技术最低权重取决于采购风险等级和合同价值：

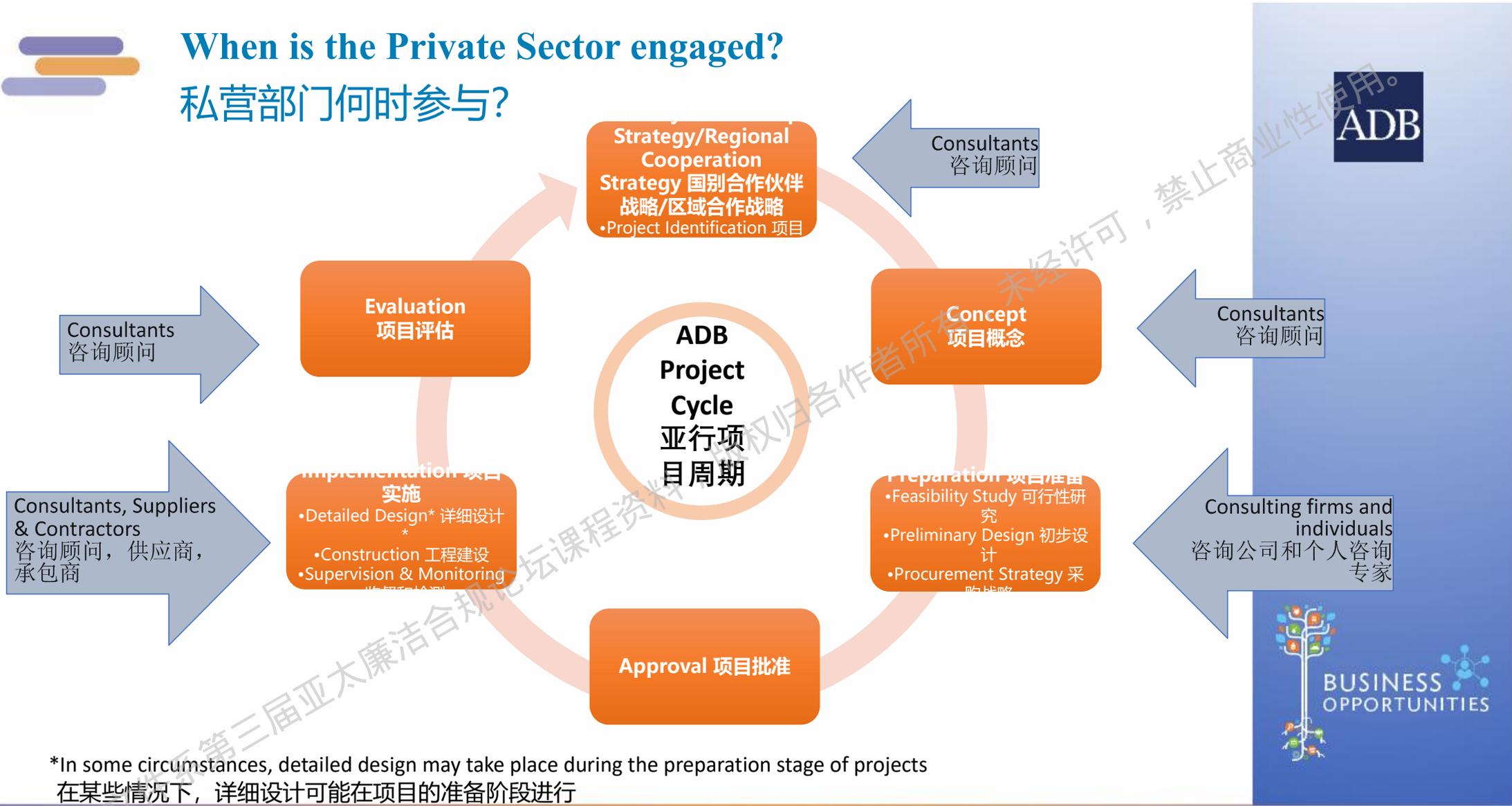
- (a) 高风险/显著风险且高合同价值：50%;
 - (b) 高风险/显著风险且低合同价值：60%;
 - (c) 中风险/低风险且高合同价值：10%;
 - (d) 中风险/低风险且低合同价值：20%。
- **Sustainable Procurement:** Up to 25 % of total technical points in MPC may be targeting sustainable procurement (For environmental, social, economic, and institutional considerations).
可持续采购：在综合评分法的技术分中，针对可持续采购目标最多可设置25%的权重（涵盖环境、社会、经济及制度考量）
- **Local Participation:** At least 50 % of the contractor labor force for internationally advertised Works contracts shall be composed of local labor. In addition, for all contracts whose evaluation criteria include MPC, up to 15% of the total technical points shall be allocated to measures that further support local job creation and skills development.
本地参与：国际公告的土建合同中，承包商应至少使用50%的本地劳动力。此外，对所有采用综合评分法的合同，技术分中应有15%用于评估可进一步支持本地就业创造和技能培养的措施。

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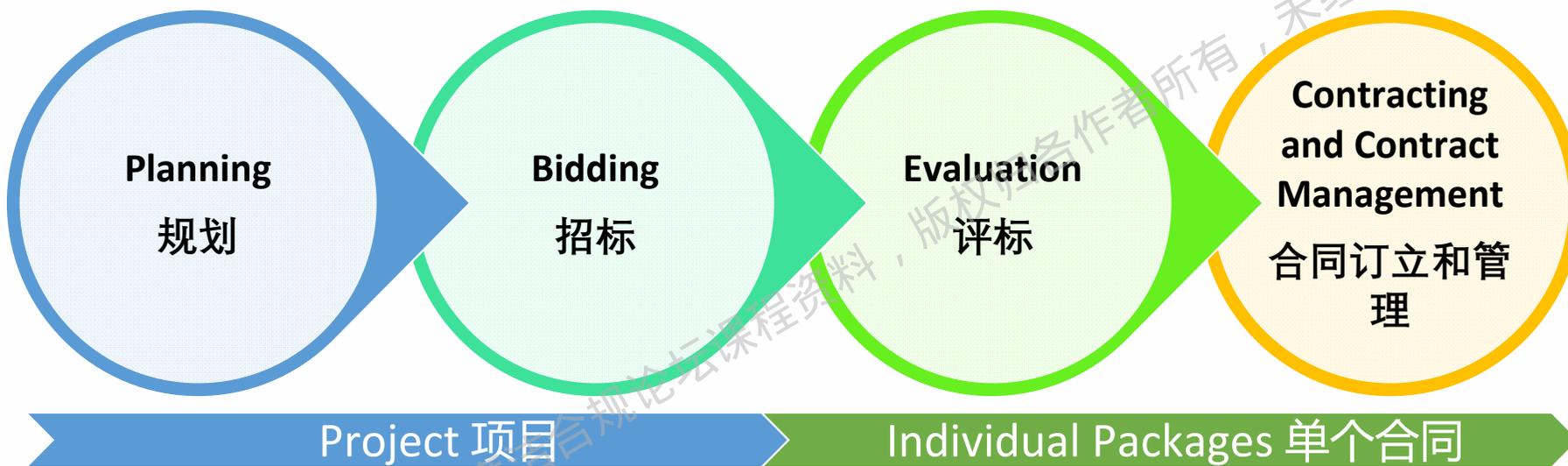


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alongside 2025 International Infrastructure Compliance Forum

When is the Private Sector engaged? 私营部门何时参与?

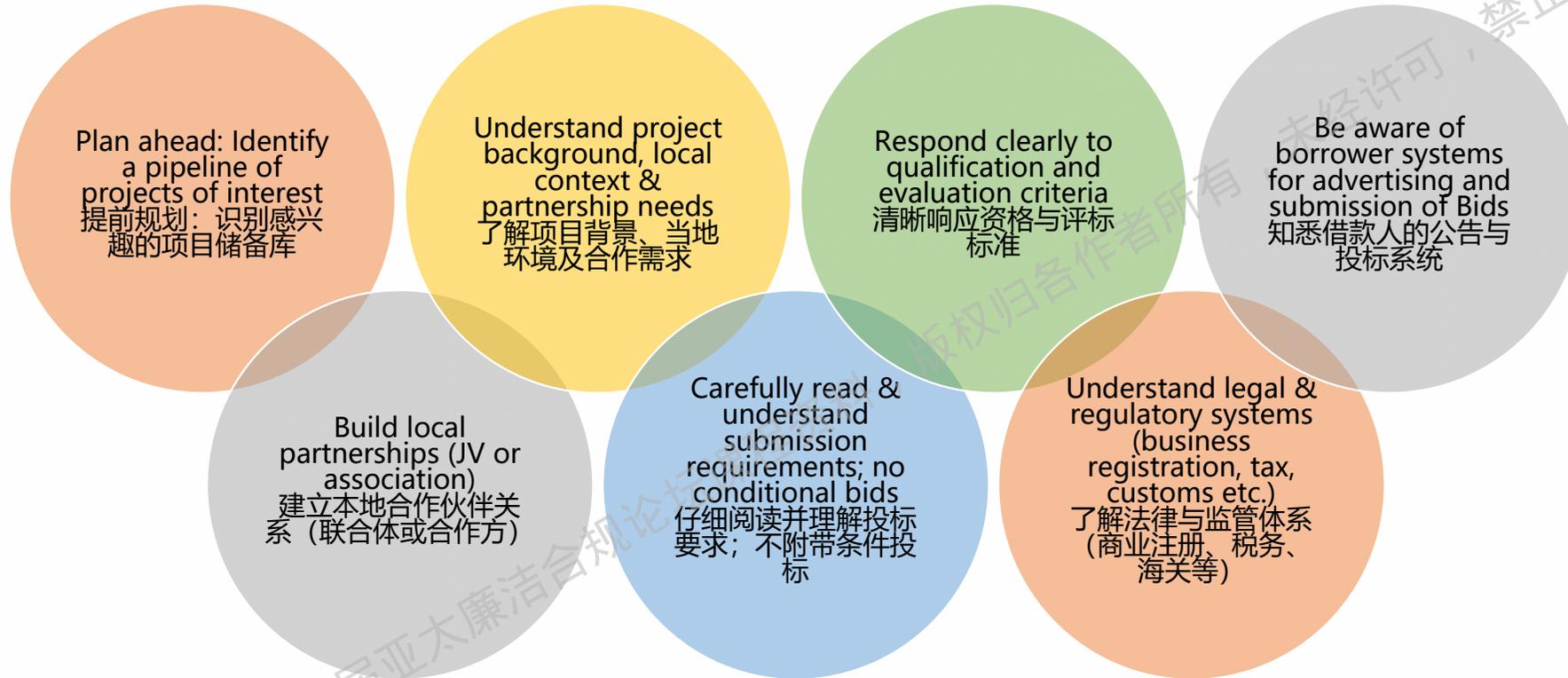


Procurement Process 采购流程



Advice on Approaching Loan & Grant Opportunities

应对贷款与赠款机遇的行动建议



Types of Consultant 咨询顾问类型



Firms 咨询公司

Private Sector 私营部门

CSO/NGO 公民社会组织/非政府组织

Universities 大学

International Organizations 国际组织



Individuals 个人咨询顾问

Private Individual 自然人

Individual through firm 通过公司提供服务的个人

Resource Person 技术顾问

Recruitment may be national or international

选聘可分为国内选聘和国际选聘

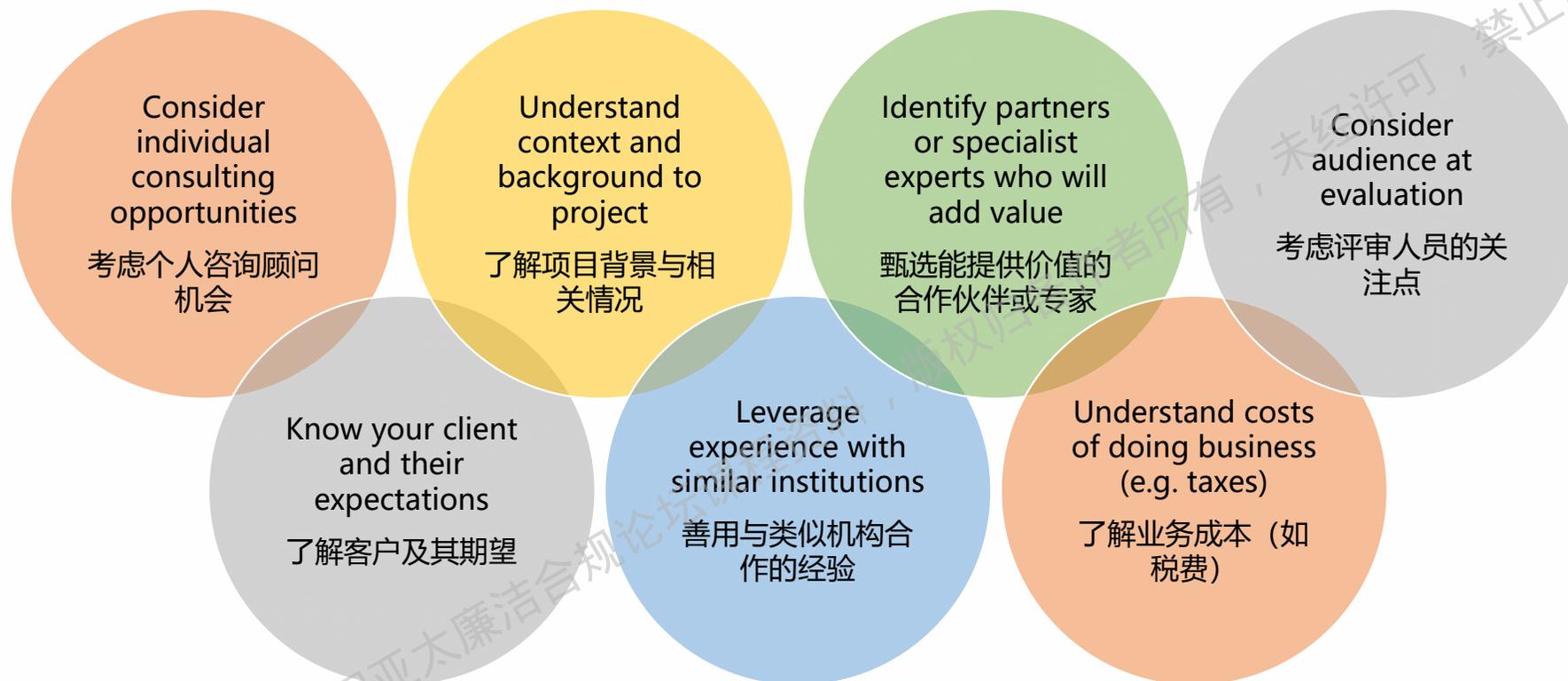
- **International may be for any ADB member country (global if eligibility restriction waived)**
国际选聘：可面向任何亚行成员国（若豁免合格性限制则面向全球）
- **A firm is considered national if it is legally incorporated in that DMC**
在发展中成员体（DMC）依法注册的公司视为本国公司
- **An individual is national if a citizen of the DMC or, if a national from another member country, he/she legally resides and works in that DMC.**
个人咨询顾问须为该国公民；若为其他成员国公民，则须在该国合法居住并工作

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General points on ADB Consulting Contracts

亚行咨询合同通用要点



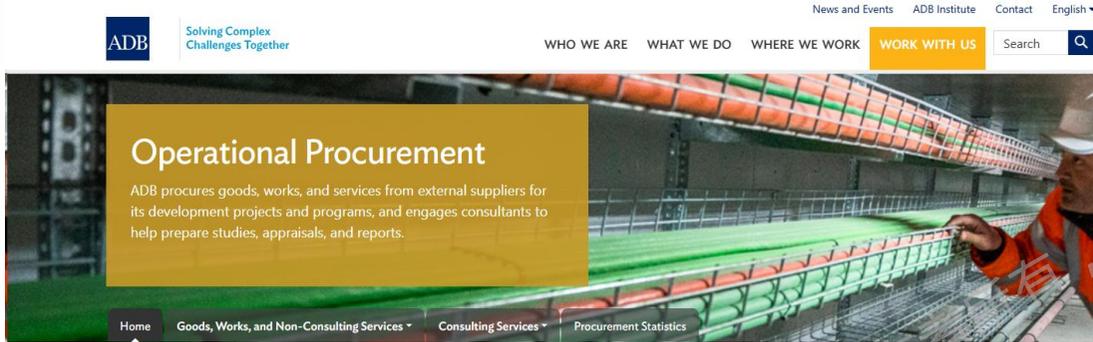
ASK QUESTIONS
主动提问

ADB



Annual Procurement Report 2024

2024年度采购报告

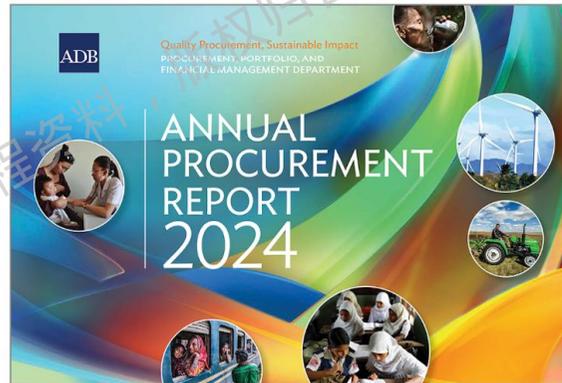


2024 Annual Procurement Report

The 2024 Annual Procurement Report by ADB's Procurement, Portfolio, and Financial Management Department of the Asian Development Bank offers an insightful exploration of ADB's commitment to procurement excellence. Through compelling stories and forward-thinking initiatives, the report highlights ADB's dedication to quality, innovation, and sustainable development. It illustrates how core procurement principles translate into transformative, high-impact projects that uplift communities and drive progress. Showcasing cutting-edge initiatives, collaborative strategies, and enhanced transparency, this report underscores ADB's mission to deliver sustainable, transformative solutions across Asia and the Pacific.

The incorporation of cutting-edge technologies and multimedia elements in this year's report enhances transparency, better engages with stakeholders, and supports the execution of projects.

[Learn more](#) [View all reports](#)



Previous Reports:

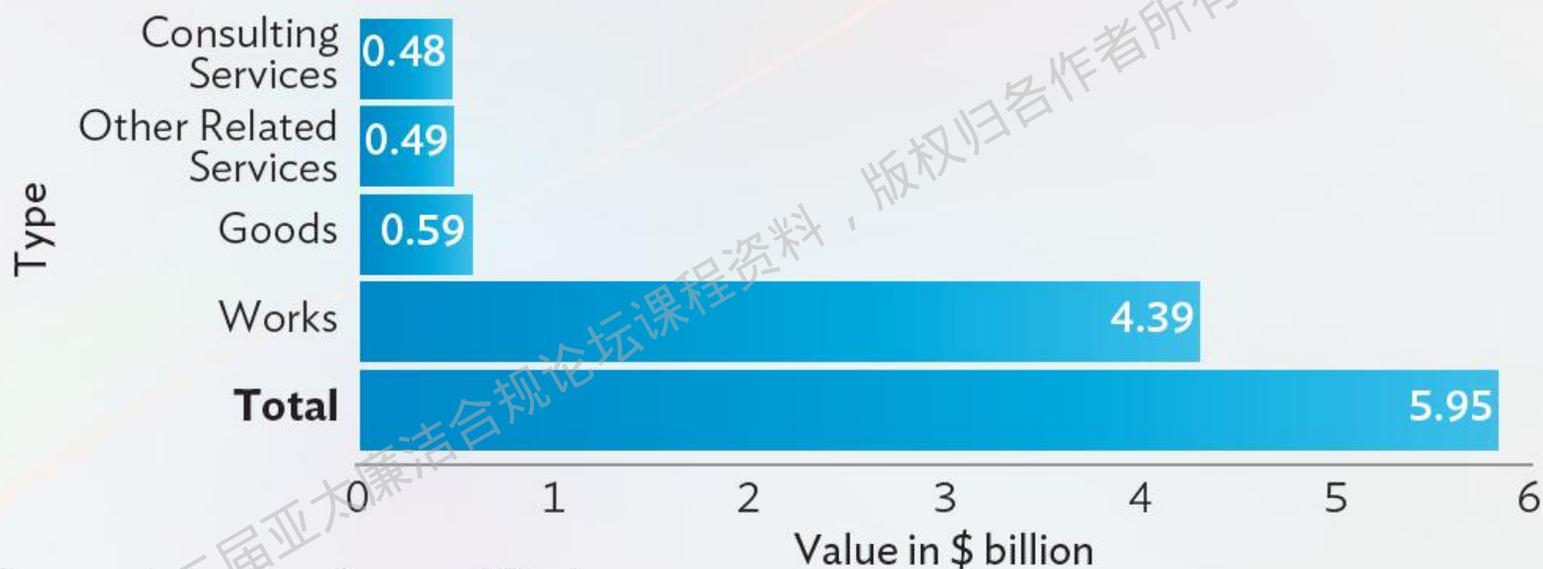


Procurement in 2024 (US\$ billion)

2024年度采购总额（单位：十亿美元）

2024年按照采购类型（咨询服务、其它相关服务、货物、土建）划分的合同授予额

Figure 1: Value of Contracts Awarded by Procurement Type, 2024



Source: Asian Development Bank.

ADB

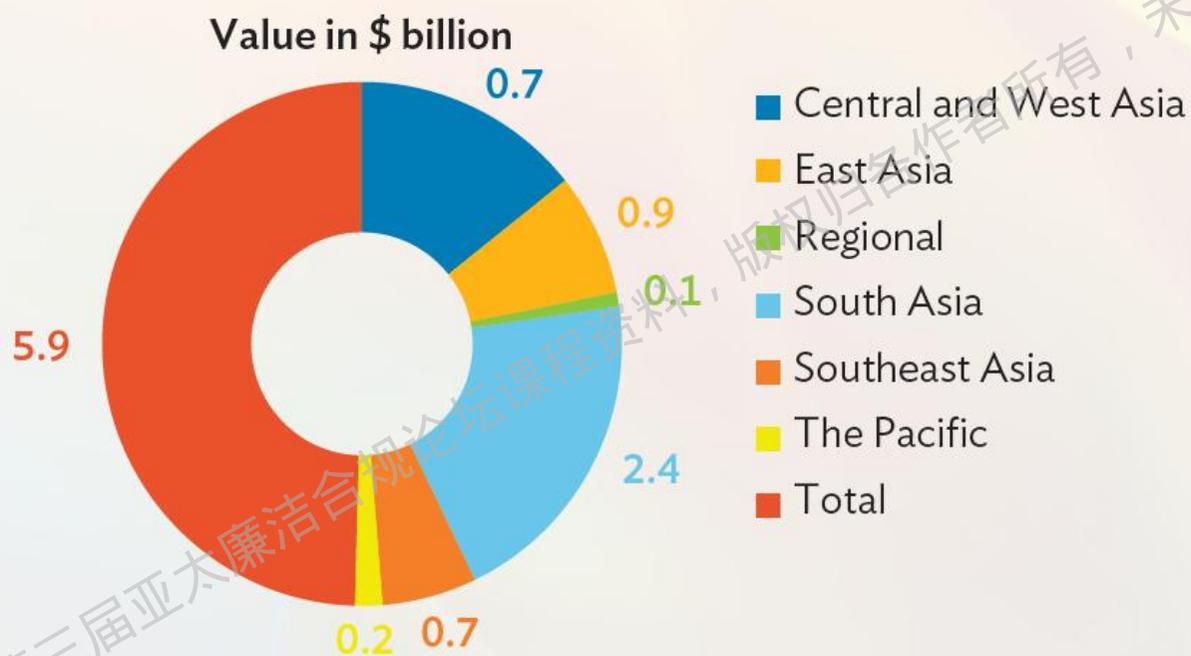


Procurement by Region, 2024 (USD billion)

2024年采购金额区域分布 (单位: 十亿美元)

2024年按照地区 (中西亚、东亚、区域合作、南亚、东南亚、太平洋地区) 划分的合同授予额

Figure 3: Value of Awarded Contracts by Subregion, 2024



Source: Asian Development Bank.

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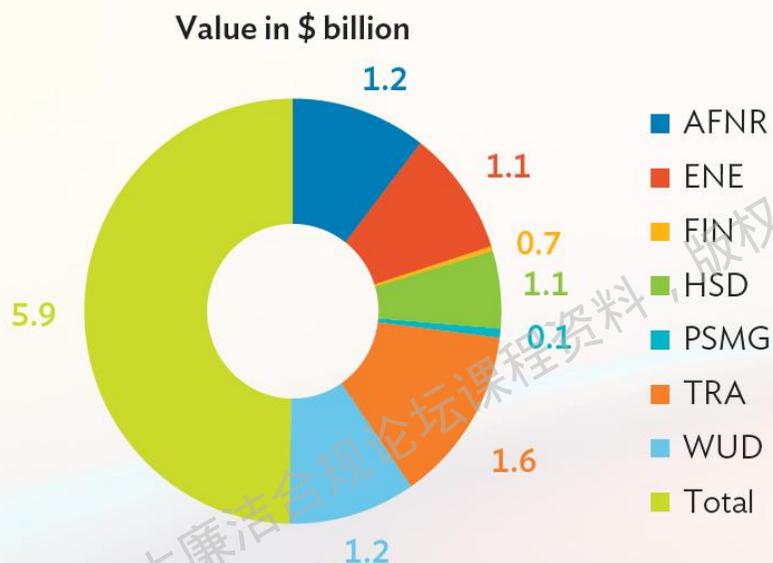


Procurement by Sector, 2024 (USD billion)

2024年采购金额行业分布 (单位: 十亿美元)

2024年按照行业部门划分的合同授予额

Figure 4: Value of Awarded Contract by Sector, 2024



- 农业、食品、自然与农村发展 (AFNR)
- 能源 (ENE)
- 金融 (FIN)
- 人类与社会发展 (HSD)
- 公共部门管理与治理 (PSMG)
- 交通 (TRA)
- 水务与城市发展 (WUD)
- 总计

AFNR = agriculture, food, nature, and rural development; ENE = energy; FIN = finance; HSD = human and social development; PSMG = public sector management and governance; TRA = transport; WUD = water and urban development.

Source: Asian Development Bank.

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2024 Top 5 Supplier Countries of Goods & Works and Related Services (by nationality of supplier)

2024年度货物、工程及相关服务五大供应商国别排名（按供应商国籍统计）



Nationality of Contractor/Supplier 承包商/供应商国籍	Goods & Works and Related Services 货物、工程及相关服务		
	Amount (US\$M) 金额（百万美元）	% of Total 占比	Rank 排名
India 印度	2,317.72	18.31	1
Indonesia 印度尼西亚	1,797.24	14.20	2
China, People's Republic of 中华人民共和国	1,714.34	13.55	3
Bangladesh 孟加拉国	1,276.64	10.09	4
Pakistan 巴基斯坦	1,222.99	9.66	5

Source: Asian Development Bank
来源：亚洲开发银行



2024 Top 5 Consulting Services Countries (by nationality of consulting firm/individual consultant)

2024年度咨询服务五大业务国别排名（按咨询公司/独立顾问国籍统计）

Nationality of Consultant 咨询顾问国籍	Consulting Services 咨询服务		Rank 排名
	Amount (US\$M) 金额（百万美元）	% of Total 占比	
India 印度	82.36	17.21	1
Korea, Republic of 大韩民国	48.64	10.16	2
Germany 德国	27.99	5.85	3
China, People's Republic of 中华人民共和国	27.83	5.81	4
Australia 澳大利亚	26.03	5.44	5

Source: Asian Development Bank
来源：亚洲开发银行

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2024 Top 5 Countries for Goods, Works, and Consulting Services

2024年度货物、工程及咨询服务五大采购国别排名

Member 成员国	Total Procurement 采购总量		
	Amount (US\$M) 金额 (百万美元)	% of Total 占比	Rank 排名
India 印度	2,400.09	18.27	1
Indonesia 印度尼西亚	1,812.81	13.80	2
China, People's Republic of 中华人民共和国	1,742.17	13.26	3
Bangladesh 孟加拉国	1,293.68	9.85	4
Pakistan 巴基斯坦	1,231.64	9.38	5

Source: Asian Development Bank
来源: 亚洲开发银行

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How to Find Information on ADB Website?

如何在亚行网站上查找信息?

The screenshot shows the ADB website's navigation menu with 'WORK WITH US' highlighted. Below the menu, there are three main columns of information:

- Left Column (Yellow background):**
 - Text: "With employees from more than 60 countries, ADB is a place of real diversity."
 - Text: "Work with us to find fulfillment in sharing your knowledge and skills, and be a part of our vision in achieving a prosperous, inclusive, resilient, and sustainable Asia and the Pacific."
- Middle Column:**
 - CAREERS AND SCHOLARSHIPS**
 - Careers
 - Career Opportunities
 - Young Professionals Program
 - INFORMATION ON WORKING WITH ADB FOR...**
 - Consultants
 - Contractors and Suppliers
 - Governments
 - Executing and Implementing Agencies
- Right Column:**
 - FOR INVESTORS**
 - Investor Relations | 日本語
 - ADB Green and Blue Bonds
 - ADB Theme Bonds
 - PROCUREMENT AND OUTREACH**
 - Operational Procurement
 - Institutional Procurement
 - Business Opportunities Outreach
 - Projects & Tenders

Business Center - www.adb.org/business

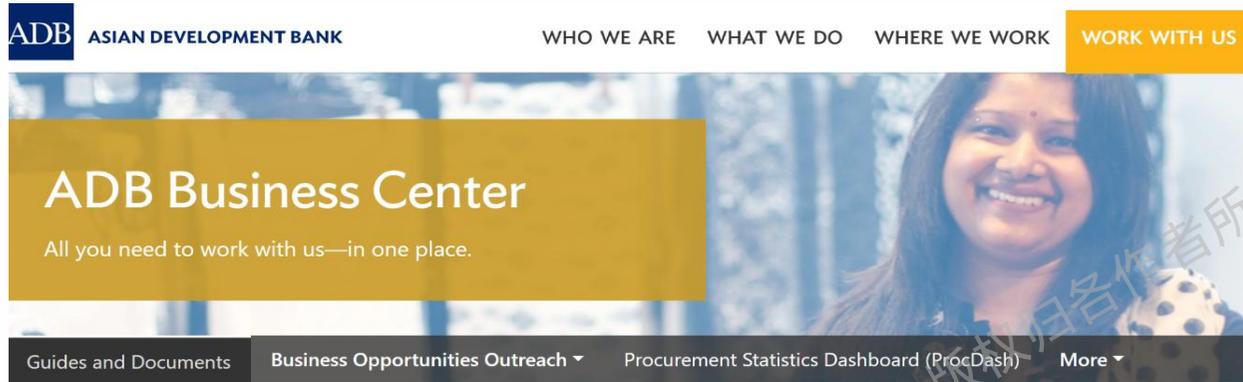
Procurement - www.adb.org/business/operational-procurement



How to Find Information on ADB Website?

如何在亚行网站上查找信息?

Business Center - www.adb.org/business



- How-Tos
- Policies & Regulations
- Procedures & Guidance
- Documents & Forms

Home > Work with Us > Business Center > Working with ADB

Working with ADB

Information for...

- Consultants
- Contractors and suppliers**
- Governments
- Executing and implementing agencies
- Development institutions

How-Tos

- Where are the business opportunities in the ADB project cycle? →
- What bidding procedures are used by ADB-financed projects? →
- How can we improve our chances of securing an ADB-funded contract? →
- What are the main eligibility requirements for bidding for contracts under ADB-financed projects? →
- What are the eligibility requirements for subcontractors working for contractors on ADB-financed projects? →



Identify Opportunities for Contracts with Executing Agencies and ADB

寻求与项目执行机构、亚行的合作机会

- Country partnership strategies
国别合作伙伴战略
- Country operations business plans
国别业务规划
- Procurement plans
采购计划
- General and specific procurement notices
总采公告与特别采购公告
 - Advance notices
預告
 - Invitation for prequalification
资格预审邀请
 - Invitation for bids
招标邀请
 - Consulting services recruitment notice (CSRN)
咨询服务选聘公告
- Hop-on opportunities
分包协作机会
 - Prequalified contractors / consultants
通过资格预审的承包商/咨询顾问
 - Contracts awarded
中标合同公示
- Institutional procurement notices (ADB only)
机构采购公告 (仅限亚行)

Operational Procurement
项目采购

ADB



Projects & Tenders - www.adb.org/projects

项目与招标信息

Projects & Tenders

Projects Documents Tenders

Filter results CLEAR ALL

Country/Economy

- Regional
- Afghanistan
- Armenia
- Azerbaijan
- Bangladesh
- Bhutan
- Cambodia
- China, People's Republic

Sector (1) [CLEAR]

- Agriculture, natural resources and rural development
- Education
- Energy
- Finance
- Health
- Industry and trade
- Information and

Theme

Type (1) [CLEAR]

- Nonsovereign
- Sovereign

Project data sheets for loans, grants, TAs

Search projects

Results 1-20 of 809 RSS Sort by ▾

Energy X Sovereign X

Power Distribution Modernization Project (formerly Electricity System Strengthening and Sustainability Project) Status: Approved Approval Date: 26 Oct 2021
49177-002; Timor-Leste; Energy

Development of the Pacific Energy Regulators Alliance Status: Active Approval Date: 25 Oct 2021
49450-035; Regional, Cook Islands, Fiji, Micronesia, Federated States of, Kiribati, Nauru, Niue, Palau, Papua New Guinea, Marshall Islands, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu; Energy

Promoting Increased Renewable Energy Deployment, Energy Efficiency, and Power System Resilience Status: Approved Approval Date: 14 Oct 2021
55079-002; Sri Lanka; Energy

Power Sector Reform Support Program Status: Approved Approval Date: 02 Oct 2021
54269-003; Uzbekistan; Energy

Research on Addressing Climate Change in Ningxia through the Use of Science and Technology Status: Approved Approval Date: 28 Sep 2021
55033-001; China, People's Republic of; Energy

Projects & Tenders

Projects Documents Tenders

Filter results CLEAR ALL

Country/Economy

Sector (1) [CLEAR]

- Agriculture, natural resources and rural development
- Education
- Energy
- Finance
- Health
- Industry and trade
- Information and

Type

- Advance Notice
- Contracts Awarded
- Firm - Consulting
- Individual - Consulting
- Invitation for Bids
- Other Notice
- Prequalified applicants

Group

- Consulting Services
- Goods, Works, and Nonconsulting Services

Procurement of goods, works, and consulting services

Search tenders

Results 1-20 of 3032 RSS Sort by ▾

Energy X

51122-SRI: Power System Reliability Strengthening Project [OCB No: CEB/AGM/PRO/2021/OCB/PSRSP-P1B] Status: Active Deadline: 05 Jan 2022
51122-002; Sri Lanka; Energy; Posting date: 28 Oct 2021
Notice Type: Invitation for Bids

National Senior Transmission Engineer Status: Active Deadline: 03 Nov 2021
52322-002; Uzbekistan; Energy; Posting date: 28 Oct 2021
Notice Type: Individual - Consulting

National Transmission Engineer Status: Active Deadline: 03 Nov 2021
52322-002; Uzbekistan; Energy; Posting date: 28 Oct 2021
Notice Type: Individual - Consulting

Project Coordination Expert Status: Active Deadline: 03 Nov 2021
54269-003; Uzbekistan; Energy; Posting date: 28 Oct 2021
Notice Type: Individual - Consulting



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<https://alerts.adb.org>

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Articles and Videos		<input checked="" type="radio"/> On	<input type="radio"/> Off
Asian Development Blog		<input checked="" type="radio"/> On	<input type="radio"/> Off
Board Documents		<input checked="" type="radio"/> On	<input type="radio"/> Off
Business Center Materials		<input checked="" type="radio"/> On	<input type="radio"/> Off
Country Planning Documents		<input checked="" type="radio"/> On	<input type="radio"/> Off
Economic Data and Research		<input checked="" type="radio"/> On	<input type="radio"/> Off
Evaluation Reports		<input checked="" type="radio"/> On	<input type="radio"/> Off
Events		<input checked="" type="radio"/> On	<input type="radio"/> Off
News Releases and News from Country Offices		<input checked="" type="radio"/> On	<input type="radio"/> Off
Procurement Notices (Goods and Works) <small>Note: Weekly notifications on consulting opportunities available for registered users of the Consultant Management System (CMS).</small>		<input checked="" type="radio"/> On	<input type="radio"/> Off
Project Information and Documents		<input checked="" type="radio"/> On	<input type="radio"/> Off
Publications		<input checked="" type="radio"/> On	<input type="radio"/> Off
Safeguard Documents		<input checked="" type="radio"/> On	<input type="radio"/> Off
Vacancies		<input checked="" type="radio"/> On	<input type="radio"/> Off

Does not include Consulting services Alerts which are received through <http://cms.adb.org>
咨询顾问服务提醒需通过<http://cms.adb.org>单独订阅



Consulting – Finding Opportunities on <http://cms.adb.org>

咨询服务—在亚行咨询顾问管理系统上寻找机会



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.

- Consulting opportunities are visible through ADB's CMS (<http://cms.adb.org>)
咨询顾问选聘信息可通过亚行咨询顾问管理系统查看（网址：<http://cms.adb.org>）
- Register for alerts to receive notices of all consulting opportunities
注册提醒功能即可接收所有咨询顾问选聘通知
- All advertisement of Consulting opportunities (both EA and ADB) published
所有执行机构和亚行的咨询顾问选聘公告均通过该平台发布
- RFP process for ADB Administered Contracts is through CMS
亚行管理的咨询服务合同的建议书征询文件流程均通过CMS系统进行
- Step-by-step guides available at <http://consultanttutor.adb.org>
操作指南详见：<http://consultanttutor.adb.org>



Consulting – Finding Opportunities on <http://cms.adb.org>

咨询服务—在亚行咨询顾问管理系统上寻找机会

ADB Consultant Management System

Home Consulting Opportunities Shortlisted Firms Awarded Contracts TA Claims

Consulting Opportunities

Consulting Services Recruitment Notices (CSRN)

This page provides detailed information on the consulting services required for ADB-financed or administered projects, including term specific advertisements of interest by ticking the appropriate checkboxes or by entering keywords to search by expertise.

Filter by [Clear All](#)

Consultant Type

- Firm (43)
- Individual (185)

Eligibility of Consultant Country

- Open to Member Countries Only (227)
- Non-Member Countries Allowed (1)

Engagement Period

- Less than 3 months (7)
- 3 months to 1 year (151)
- More than 1 year (70)

Search by Expertise

Project	Expertise	Consultant Type	Engagement Period (Months)
LOAN-4239 PRC: Yellow River Basin Green Farmland and High-Quality Agriculture Development Project - NX-PPMO-CS01 Project Implementation Consultant for Project Management and Technical Support in Ningxia Hui Autonomous Region (54027-002)	Project Management and Implementation Support	Firm	45
ADB/World Bank Roster of Detailed Engineering Design and Construction	Detailed Engineering Design and Construction	Firm	36

CMS –
searching
consulting
opportunities

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询服务机会

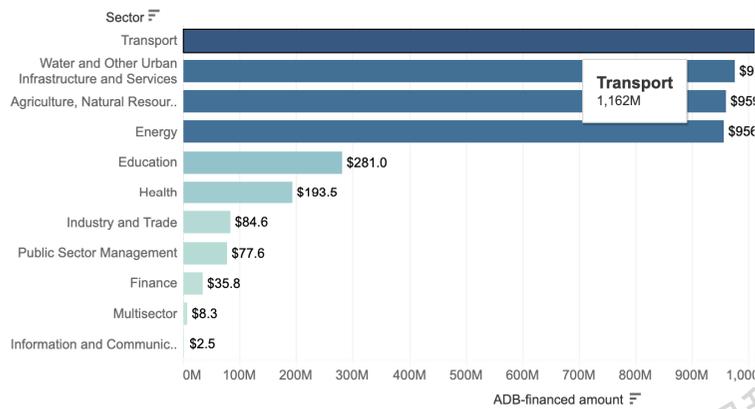


ADB Procurement Dashboard

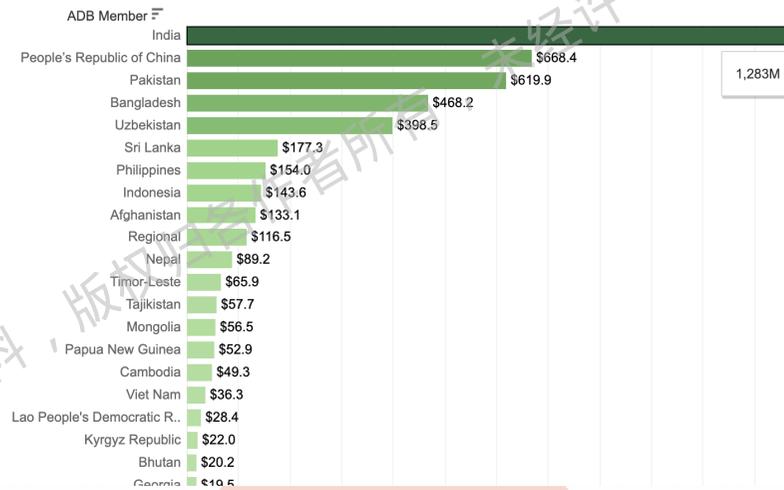
亚行采购数据

<https://data.adb.org/dashboard/operational-procurement-statistics>

Operational Procurement by Sector, US\$ million



Operational Procurement by ADB Member, US\$ million



information 信息

region, member, nationality, nature, origin, sector
区域、成员体、国别、采购类型、来源国、行业部门

Access to Data 权限

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Pipelines

项目规划信息

Detailed information on ADB's project pipelines may be obtained from the following link.

有关亚行项目规划的详细信息可以通过以下链接获取。

Pipelines 项目规划



ADB



3rd Asia-Pacific Integrity and Compliance Forum
alongside 2025 International Infrastructure Compliance Forum



亚太廉洁合规论坛
ASIA-PACIFIC INTEGRITY
AND COMPLIANCE FORUM

THANK YOU 感谢聆听

Minhong Fan
范敏红

Procurement, Portfolio and Financial Management Department

亚行采购、项目和财务管理局 高级采购专家

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