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How to Capture Business Opportunities Financed by ADB

9 July 2025

Olivier J. Leonard
Principal Procurement Specialist

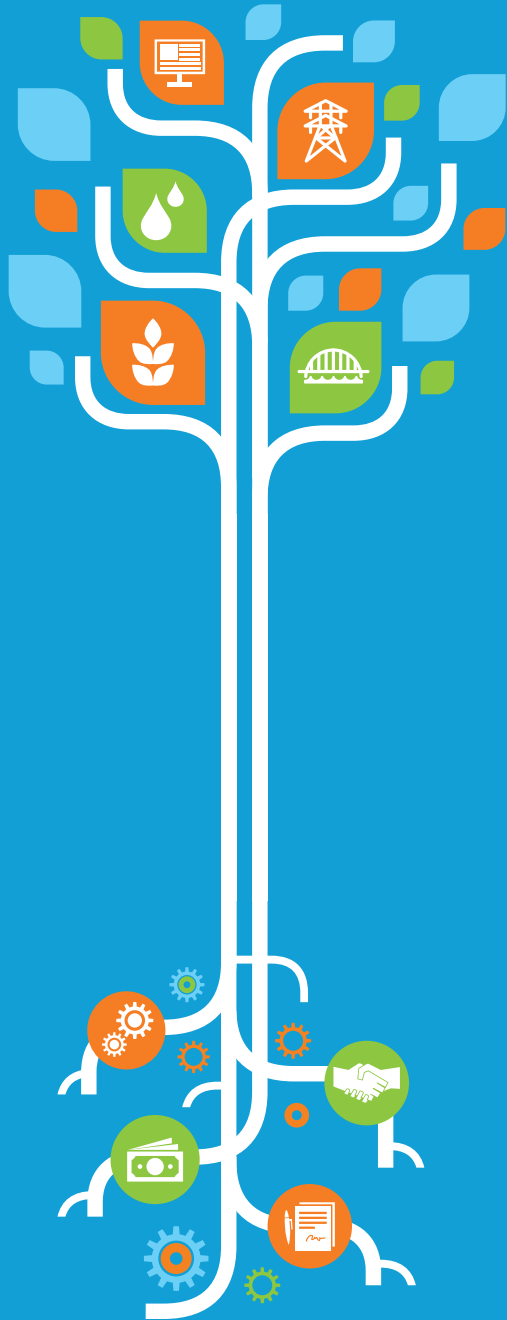
Procurement, Portfolio and Financial
Management Department

BUSINESS
OPPORTUNITIES

A graphic element consisting of a central blue circle with several smaller blue circles connected to it by thin lines, forming a network or cluster.

Overview

1. Business Opportunities
2. ADB Procurement Framework
3. Bidding Strategies
4. Consulting Services
5. How to find information



ADB Business Opportunities

BUSINESS
OPPORTUNITIES 

Why pursue ADB-Financed Contracts?



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



Availability of funds



International best practice procurement procedures

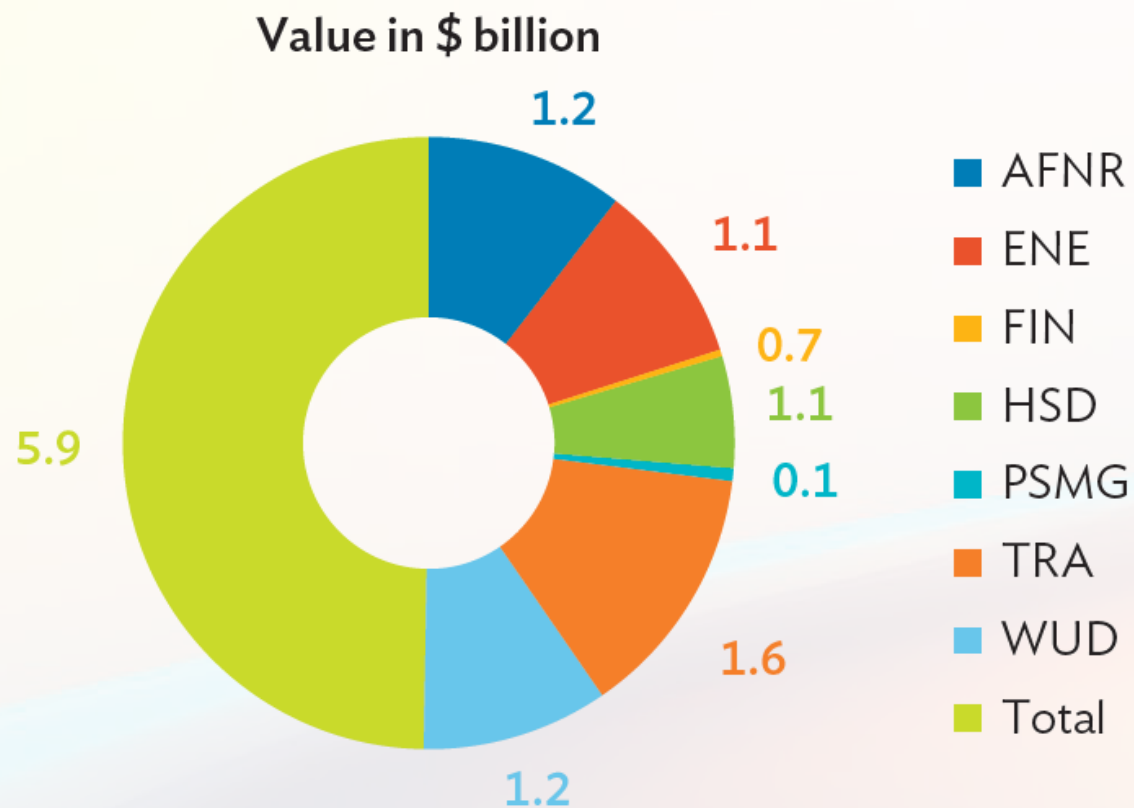


Risks related to transparency, fairness and integrity of procurement processes mitigated through ADB oversight

Types of business opportunities

- **Supply of goods**
 - Machinery, equipment, ICT, furniture
- **Civil works**
 - Roads, railways, bridges, irrigation canals, schools, etc.
 - EPC - Power plants, pump stations, water treatment plants, heating plants, airports, etc.
- **Consulting services**
 - Project preparation & implementation, site supervision (PMC), detailed design, knowledge products, policy/advisory, staff consultants
- **Nonconsulting services**
 - Surveys, training, translation, event management

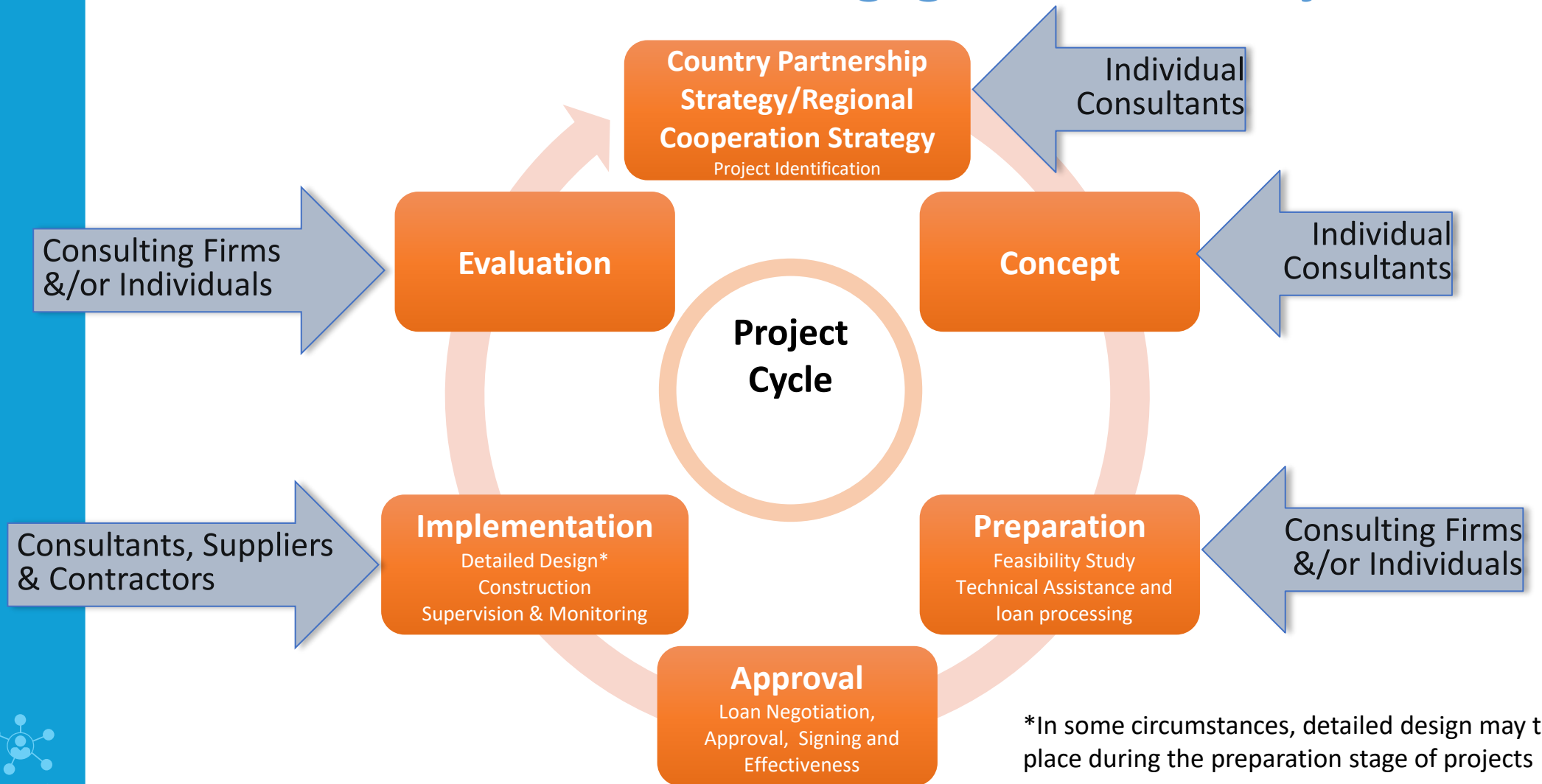
Figure 4: Value of Awarded Contract by Sector, 2024



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.

When is Private Sector engaged in ADB Projects?



2024 Top 10 Countries - Goods, Works, and Consulting Services

Nationality of Contractor	Total Procurement		Rank
	Amount (US\$M)	% of Total	
India	2,400.09	18.27	1
Indonesia	1,812.81	13.80	2
China, People's Republic of	1,742.17	13.26	3
Bangladesh	1,293.68	9.85	4
Pakistan	1,231.64	9.38	5

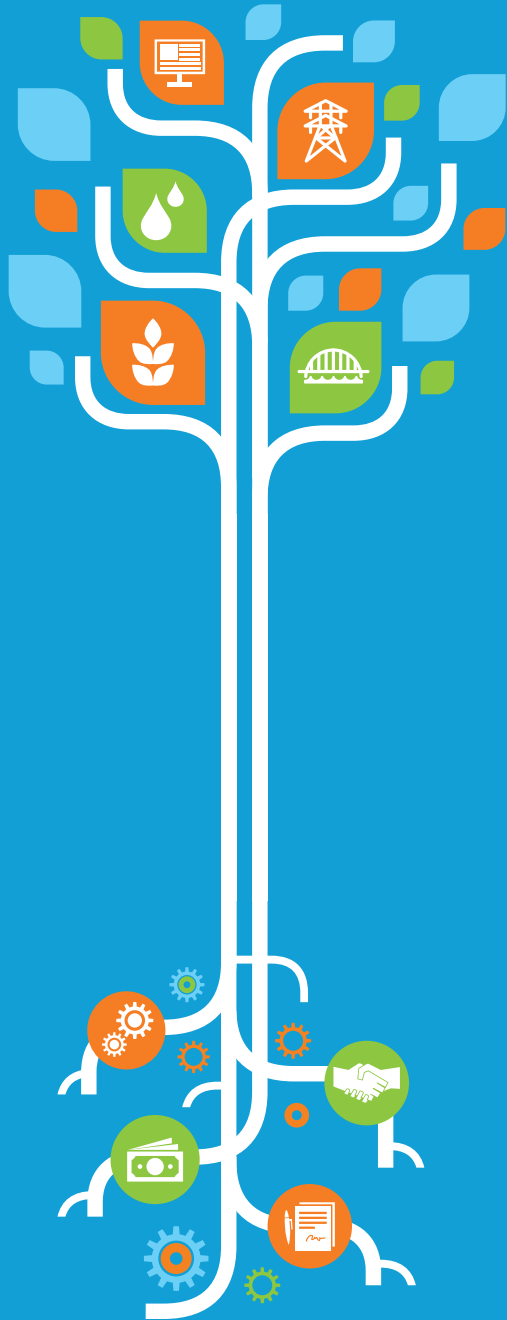
2024 Top 5 Suppliers - Goods & Works (by nationality)

Nationality of Contractor	Goods & Works and Related Services		
	Amount (US\$M)	% of Total	Rank
India	2,317.72	18.31	1
Indonesia	1,797.24	14.20	2
China, People's Republic of	1,714.34	13.55	3
Bangladesh	1,276.64	10.09	4
Pakistan	1,222.99	9.66	5

2024 Top 5 Consulting Services

(by nationality of consulting firm/individual consultant)

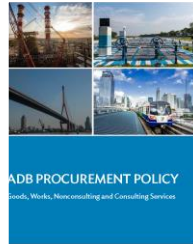
Nationality of Contractor	Consulting Services		
	Amount (US\$M)	% of Total	Rank
India	82.36	17.21	1
Korea, Republic of	48.64	10.16	2
Germany	27.99	5.85	3
China, People's Republic of	27.83	5.81	4
Australia	26.03	5.44	5



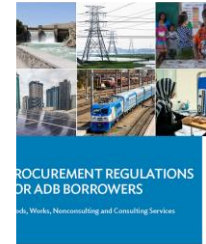
ADB Procurement Framework

BUSINESS
OPPORTUNITIES 

Procurement Framework



ADB Procurement Policy



Procurement Regulations for ADB Borrowers



Standard Bidding Documents and User Guides









Guidance Notes



Procurement Staff Instructions

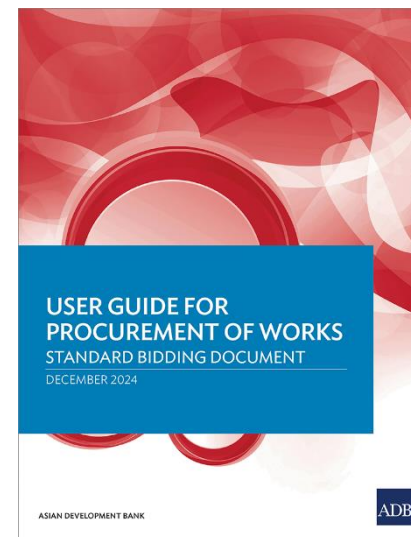
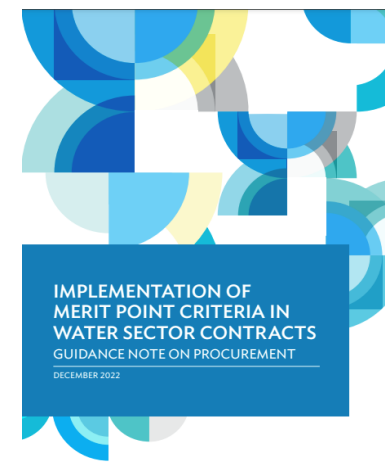
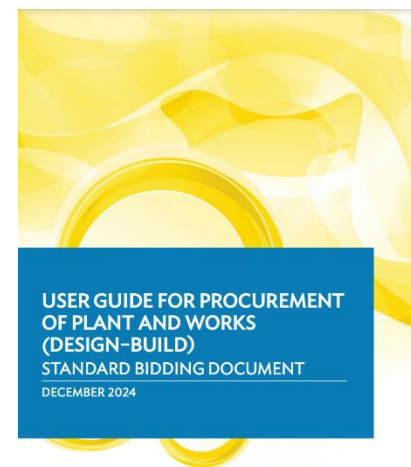
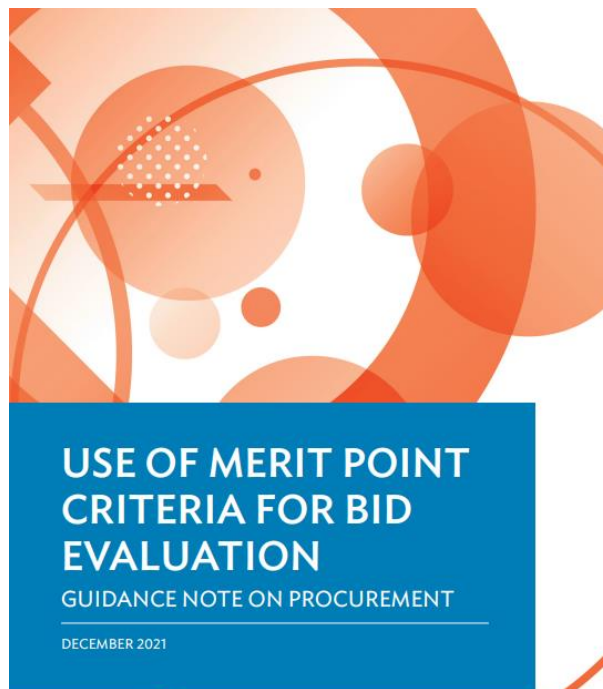
Procurement Principles

Principles		Outcomes
	Fairness	Equal opportunity; equitable distribution; and credible mechanisms for addressing procurement-related complaints.
	Economy	Using price, quality, and any nonprice attributes to deliver viable projects.
	Efficiency	Ensures procurement processes are proportional to value and risks.
	Transparency	Deliver relevant procurement information publicly in a consistent and timely manner; appropriate reporting; and confidentiality.
	Quality	Structured arrangements delivering appropriate outputs in an effective manner to achieve project outcomes and objectives.
	Value for Money	Obtain optimal benefits through effective, efficient, and economic use of resources.

Evaluate with quality criteria

A sector focused approach is recommended

Rated criteria or merit point criteria facilitate evaluation of bids/proposals by considering non-price attributes including quality, technical and substantiality aspects

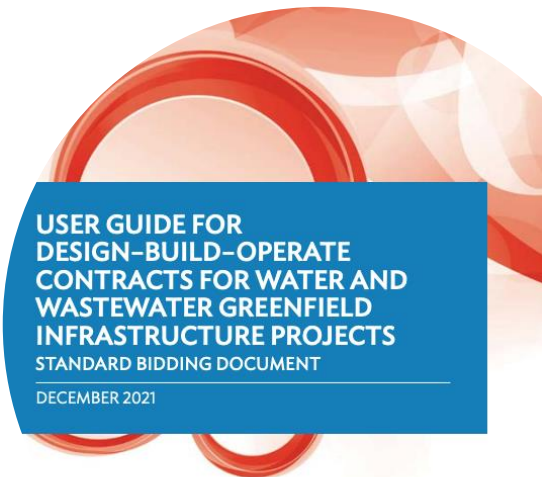


Include O&M after construction

Design, Build and Operate template (2021) for water and wastewater greenfield projects template for projects with 10-30 years of O&M period handled by the same contractor,

A new Collaborative O&M Contract Template for water and wastewater infrastructure projects (December 2024) introduces collaborative approach during a shorter O&M period (5 years) to :

- Quickly improve service to end users,
- Implement new technology and sustainable solutions
- Prepare future infrastructures investment



USER GUIDE FOR
DESIGN-BUILD-OPERATE
CONTRACTS FOR WATER AND
WASTEWATER GREENFIELD
INFRASTRUCTURE PROJECTS
STANDARD BIDDING DOCUMENT
DECEMBER 2021



USER'S GUIDE TO
COLLABORATIVE
OPERATION AND MAINTENANCE
CONTRACTS
FOR WATER AND WASTEWATER
INFRASTRUCTURE PROJECTS
STANDARD BIDDING DOCUMENT
December 2022

Sustainable Public Procurement

Sustainable public procurement

achieved through

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

informed by prioritization and market analysis

ENVIRONMENTAL



SOCIAL



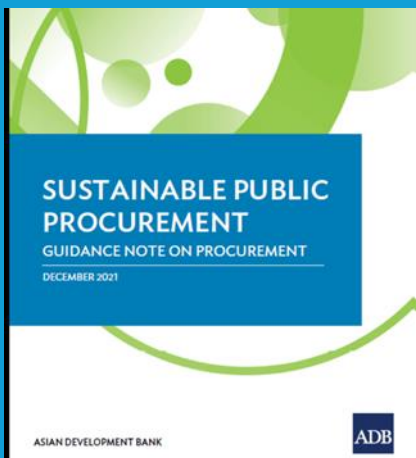
ECONOMIC



INSTITUTIONAL



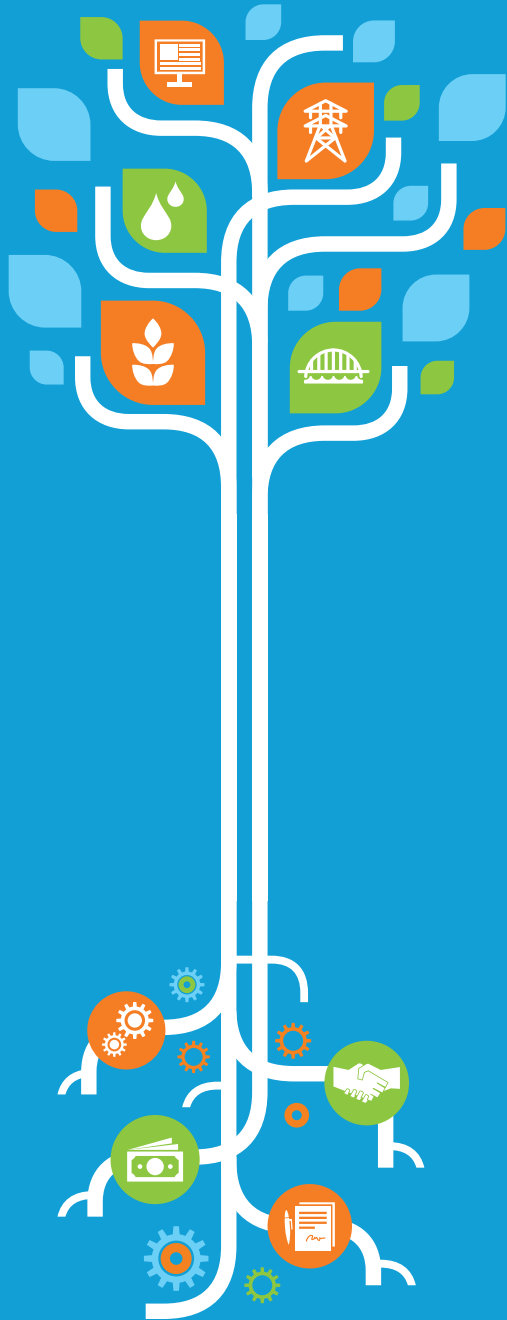
Do good both through what is built
and through how it is built



Bank's Role in Sovereign Procurement

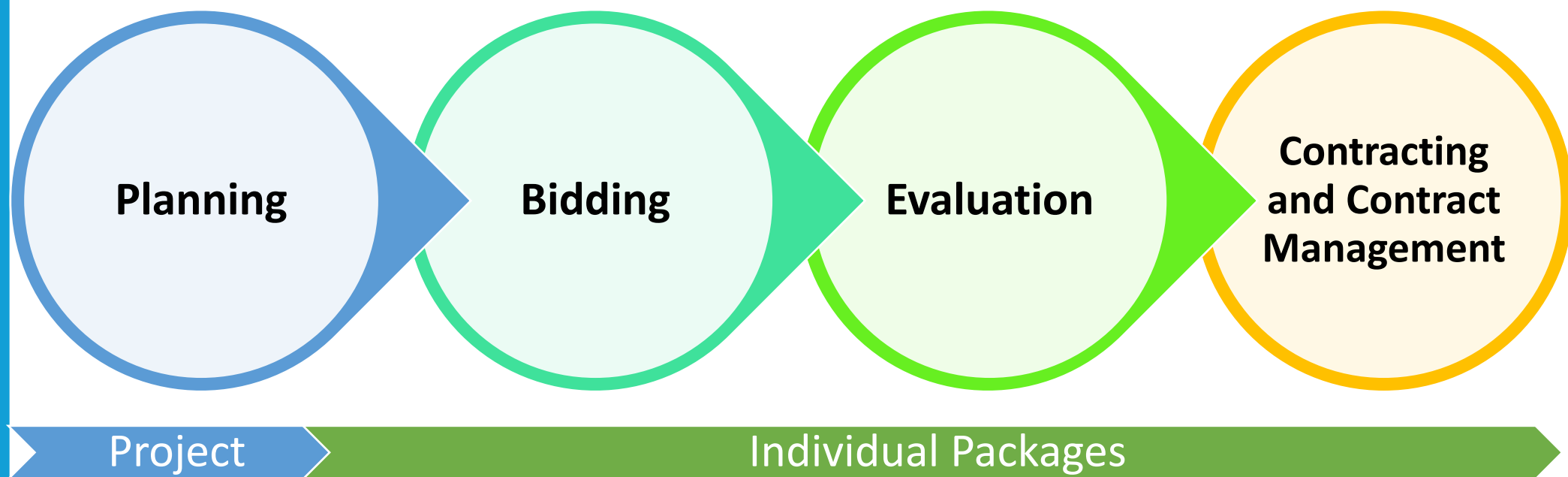
- Reviews the borrower's procurement procedures, documents, bid evaluations, award recommendations, and contracts to ensure that the procurement process is consistent with the Procurement Policy and Procurement Regulations for Borrowers.
- Other than for some TA activities, does not perform an evaluation function of bids or proposals submitted to borrowers to support ADB funded projects.

Bank	Executing Agency (EA)	Implementing Agency (IA)
<ul style="list-style-type: none"> Ensures procurement is carried out per agreed procedures Prior or post review of procurement transactions 	<ul style="list-style-type: none"> Entity that signs ADB loan or grant for a project Typically, MoF who may also perform implementation function 	<ul style="list-style-type: none"> Sector or municipal agency responsible for project implementation Invite and evaluate bids, sign and manage contracts, monitor and evaluate performance



Bidding Strategies

Procurement Process



Preparing a Bid/Proposal

Understand the country, project, and client requirements,

- Collect relevant business intelligence – **network!**
- Engage in **partnerships** with firms likely to be shortlisted, involve in-country partners where possible, consider JVs
- If in doubt, get official **clarification**
- Carefully review **qualification and evaluation criteria** and use these to help writing the content and detail of your bid
- Attend **pre-bid meeting** and site visits

Submit a professional **proposal**:

- **Comprehensive**, fully address all the requirements
- Includes all **supporting documents**
- **Signed** by an authorized individual
- Submitted before the **deadline**
- Cite relevant **technical and regional experience** – the more significant and similar the better
- Emphasize your **methodology for delivery** – **innovate** if you can
- Propose a strong **project manager** and **experienced experts**
- **Don't deviate** from standard bidding document forms and conditions - can lead to rejection

Focus on **performance and reputation** for successful work

Be ready for possible bid **extensions** or amendments

Common Mistakes in Preparing Bids

Firm or JV partners not from an ADB member country.

Submitting proposal late

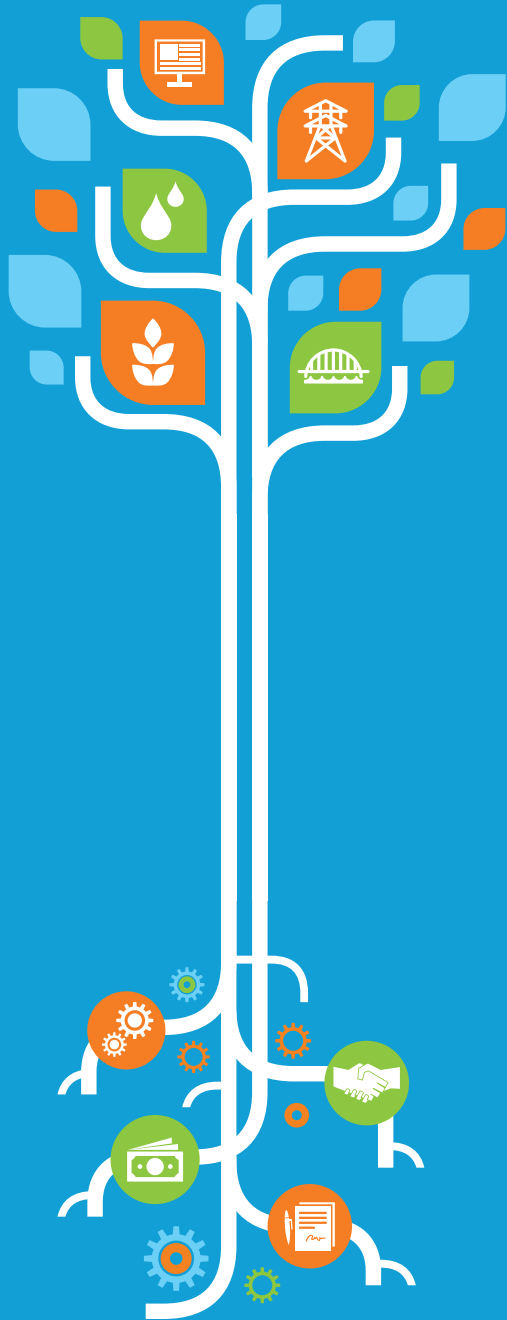
Failure to respond to client requirements

Conditional bids

Incomplete/noncompliant bids, e.g., missing bid security, letter of bid not signed, bid envelopes not properly marked, lack of supporting documents (e.g., JV agreement, test reports, audited financial statements, performance certificates)

Failure to disclose conflict of interest e.g., employees from EA included in a proposal

Integrity violations in the bidding process



Consulting Services

BUSINESS
OPPORTUNITIES 

Types of Consultants



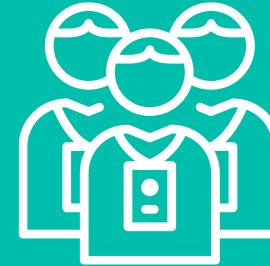
Firms

Private Sector

CSO/NGO

Universities

International Organizations



Individuals

Private Individual

Individual through firm

Resource Person

Recruitment may be national or international

- International may be for any ADB member country (global if eligibility restriction waived)
- A firm is considered national if it is legally incorporated in that DMC
- 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.

ADB

Consultants to Register in CMS (cms.adb.org)

ADB

Consultant Management System

Overview

FAQ

Welcome to the Asian Development Bank's Consultant Management System

Consultant Management System (CMS) is an integrated web-based system that supports the ADB's consulting services recruitment, from advertising the opportunity to awarding consulting contracts. This portal will enable users to work with the different facilities available in CMS.



Consultants create and update their profile, search opportunities, send Expressions of Interest (EOIs), respond to Non-Committal Inquiries (NCIs), and prepare and submit proposals. Login to the system by typing in your registered email address and password.

Since CSRN is now integrated in CMS, consultants are encouraged to complete their full registration to help facilitate EOI submission by tagging project and consulting experiences entered in their profile.

[Click here to know who can register as consultants in CMS.](#)

By using this service, you are accepting the [CMS Terms and Conditions](#).



ADB Project Team Members can access all CMS functions like creating a selection, advertising opportunities, sending Non-Committal Inquiries (NCIs), distributing Request for Proposals (RFPs), sending Notice to Proceed (NTPs), and approving requests, even while working outside of the ADB network. Login to the system by typing in your ADB Self-Service Username and Password.



Executing Agencies (EAs) can access Consulting Services Recruitment Notice (CSRN) to post consulting opportunities for ADB-financed projects. Login to the system by typing in your registered Username and Password.

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

1. Email address of the agency representative
2. Full name of the agency representative
3. Name and address of the agency
4. Duration of the recruitment for the project

Consulting Services Recruitment Notice (CSRN)

The Consulting Services Recruitment Notice provides detailed information on the consulting services required for ADB-financed or administered projects. The CSRN includes the terms of reference and is posted on ADB's website for at least one month for firms for EA-administered projects, 15 days for firms for ADB-administered projects or 7 days for individual consultants before shortlisting.

This will provide consultants sufficient time to prepare EOIs that are more specific and focused on the project's requirements.

[Click here to view the list of advertisements of consulting opportunities.](#)

Login

Login using your registered username and password.

Username

Password

Login

[Login Assistance](#)

Note: ADB users can login using their Oracle username and password.

Registration

New user? Register now!

[Register as Consulting Firm](#)

[Register as Individual Consultant](#)

Need Help?

For inquiries regarding the system, please email cmshelp@adb.org.

CMS SYSTEM UPDATE

Dear CMS Users,

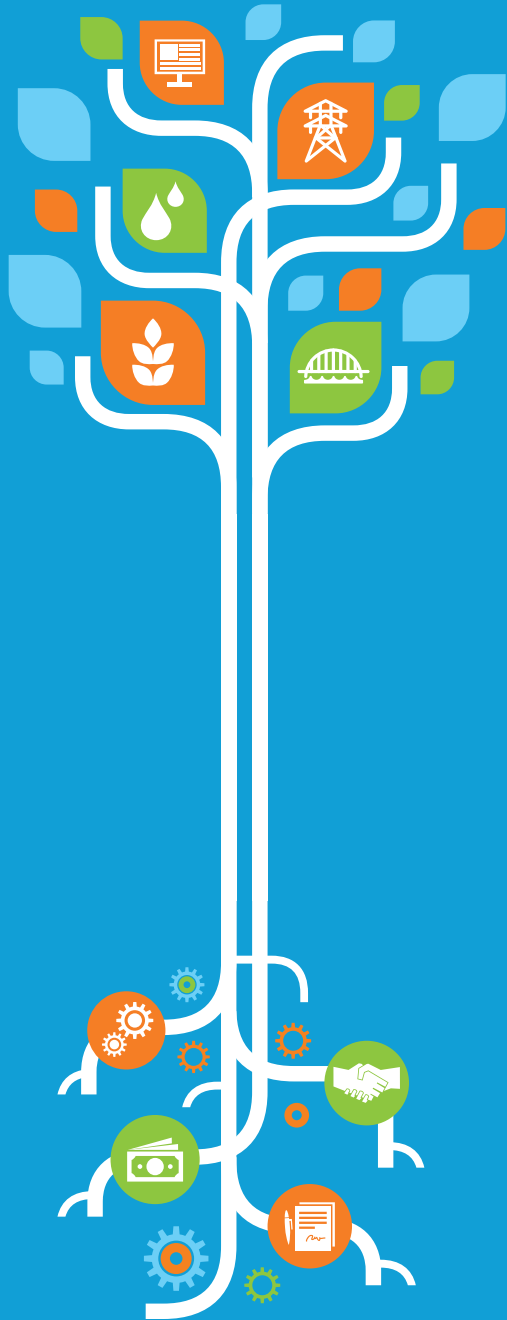
The changeover period from the Consulting Services Recruitment Notice (CSRN) to the Consultant Management System (CMS) has concluded. We thank you for your cooperation during this interim process.

Should you have any inquiries, contact cmshelp@adb.org.

CMS Team

NOTE: CMS undergoes weekly maintenance activities from





Finding Information

BUSINESS
OPPORTUNITIES 

Identifying opportunities for contracts with project executing agencies and ADB

- Country partnership strategies
- Country operations business plans
- Procurement plans
- General and specific procurement notices
 - Advance notices
 - Invitation for prequalification
 - Invitation for bids
 - Consulting services recruitment notice (CSRN)
- Hop-on opportunities
 - Prequalified contractors / consultants
 - Contracts awarded
- Institutional procurement notices (ADB only)

Operational
Procurement



How to find Information on our Website

Business Center - www.adb.org/business

ADB ASIAN DEVELOPMENT BANK

WHO WE ARE WHAT WE DO WHERE WE WORK **WORK WITH US**

ADB Business Center

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

Guides and Documents Business Opportunities Outreach ▼ Procurement Statistics Dashboard (ProcDash) More ▼

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

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

Information for...

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

Working with ADB

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? →



Projects & Tenders - www.adb.org/projects

Projects & Tenders **Projects** Documents Tenders

Filter results [CLEAR ALL](#)

Country/Economy [v](#)

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

Sector (1) [\[CLEAR\]](#) [v](#)

- ☐ Agriculture, natural resources and rural development
- ☒ **Energy**
- ☐ Finance
- ☐ Health
- ☐ Industry and trade
- ☐ Information and

Theme [v](#)

Type (1) [\[CLEAR\]](#) [v](#)

- ☐ Nonsovereign
- ☒ **Sovereign**

Project data sheets for loans, grants, TAs

Search projects [Q](#)

Results 1-20 of 809 [RSS](#) [Sort by v](#)

Energy X Sovereign X

Power Distribution Modernization Project (formerly Electricity System Strengthening and Sustainability Project) 49177-002; Timor-Leste; Energy	Status: Approved	Approval Date: 26 Oct 2021
Development of the Pacific Energy Regulators Alliance 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	Status: Active	Approval Date: 25 Oct 2021
Promoting Increased Renewable Energy Deployment, Energy Efficiency, and Power System Resilience 55079-002; Sri Lanka; Energy	Status: Approved	Approval Date: 14 Oct 2021
Power Sector Reform Support Program 54269-003; Uzbekistan; Energy	Status: Approved	Approval Date: 02 Oct 2021
Research on Addressing Climate Change in Ningxia through the Use of Science and Technology 55033-001; China, People's Republic of; Energy	Status: Approved	Approval Date: 28 Sep 2021

Projects & Tenders Projects Documents **Tenders**

Filter results [CLEAR ALL](#)

Country/Economy [v](#)

Sector (1) [\[CLEAR\]](#) [v](#)

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

Type [v](#)

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

Group [v](#)

- ☐ Consulting Services
- ☒ **Goods, Works, and Nonconsulting Services**

Procurement of goods, works, and consulting services


Search tenders [Q](#)







Results 1-20 of 3032 [RSS](#) [Sort by v](#)

Energy X

51122-SRI: Power System Reliability Strengthening Project [OCB No: CEB/AGM/PRO/2021/OCB/PSRSP-P1B] 51122-002; Sri Lanka; Energy; Posting date: 28 Oct 2021 Notice Type: Invitation for Bids	Status: Active	Deadline: 05 Jan 2022
National Senior Transmission Engineer 52322-002; Uzbekistan; Energy; Posting date: 28 Oct 2021 Notice Type: Individual - Consulting	Status: Active	Deadline: 03 Nov 2021
National Transmission Engineer 52322-002; Uzbekistan; Energy; Posting date: 28 Oct 2021 Notice Type: Individual - Consulting	Status: Active	Deadline: 03 Nov 2021
Project Coordination Expert 54269-003; Uzbekistan; Energy; Posting date: 28 Oct 2021 Notice Type: Individual - Consulting	Status: Active	Deadline: 03 Nov 2021

Goods and Works - Subscribe to receive alerts* - <https://alerts.adb.org>

 **SUBSCRIBER SERVICES →**
Subscribe to ADB's Newsletters, Alerts and RSS feeds.

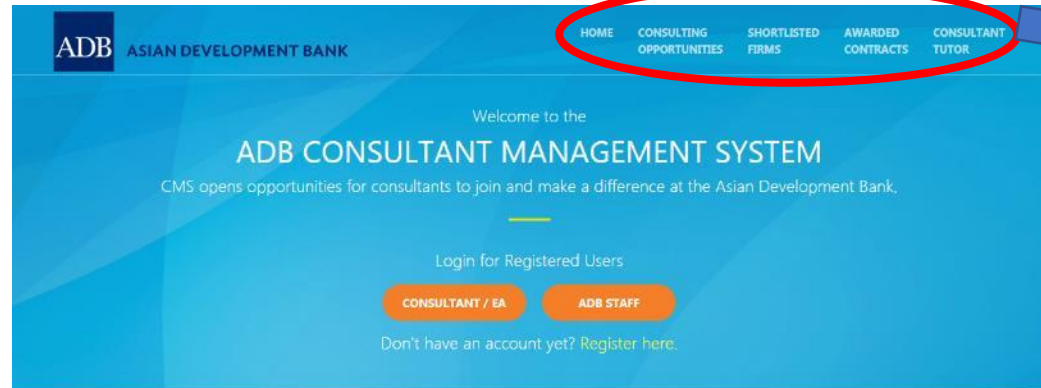
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Alerts Links to content posted on ADB.org delivered to your inbox daily or weekly.	<input checked="" type="radio"/> Daily <input type="radio"/> Weekly <input type="radio"/> Off
Articles and Videos	<input checked="" type="radio"/> On <input type="radio"/> 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>

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



CONSULTING OPPORTUNITIES SHORTLISTED FIRMS AWARDED CONTRACTS CONSULTANT TUTOR

- Consulting opportunities are visible through ADB's CMS (<http://cms.adb.org>)
- Register for alerts to receive notices of all consulting opportunities
- All advertisement of Consulting opportunities (both EA and ADB) published
- RFP process for ADB Administered Contracts is through CMS
- Step-by-step guides available at <http://consultanttutor.adb.org>



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.

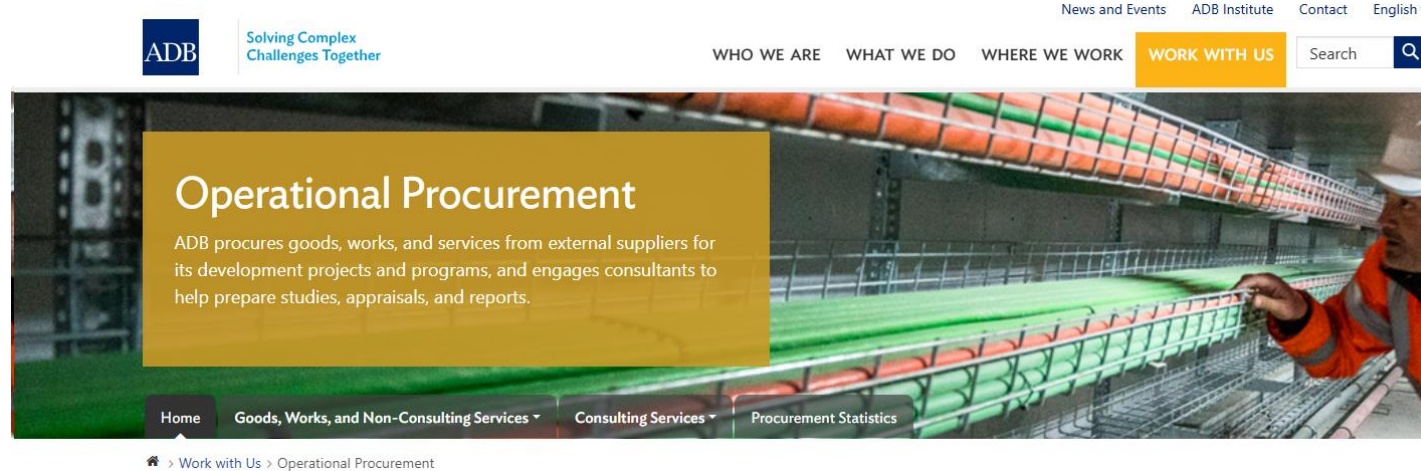


View Awarded Contracts

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.



Annual Procurement Report 2024



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:



ADB Procurement Dashboard

Operational Procurement by Region, US\$ million



Contract Year
2020

Modality
☐ (All)
☒ Investment Support
☐ Policy-based Support
☐ Result-based Lending

Nature of Procurement
☒ (All)
☒ Consulting Services
☒ Goods
☒ Works
☒ Other Related Services

Region
☒ (All)
☒ Central and West Asia
☒ East Asia
☒ Pacific
☒ South Asia
☒ Southeast Asia

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



USERS

external and internal



COVERAGE

past 5 years



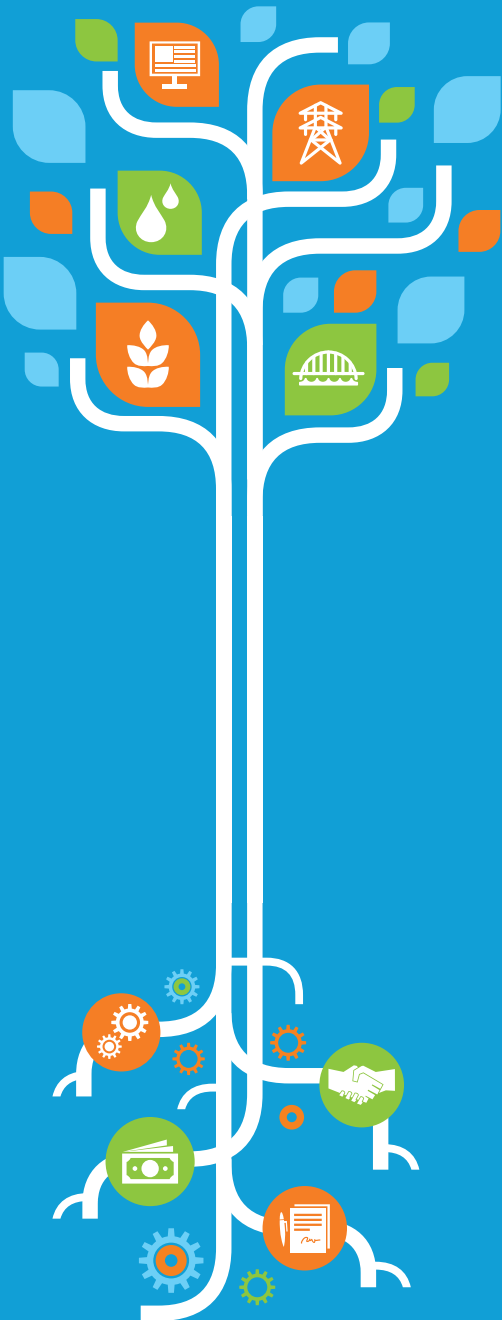
INFORMATION

region, member, nationality, nature, origin, sector



ACCESS TO DATA

downloading options



13TH ASIAN DEVELOPMENT BANK BUSINESS OPPORTUNITIES FAIR 2025

16-17 SEPTEMBER 2025 | 9 A.M.-5 P.M. | ADB HEADQUARTERS, MANILA



For more information: adb.org

To join the community of ADB Consultants and Suppliers:

1) ADB Consultants Network:

<https://www.linkedin.com/groups/3796524/>

2) ADB Suppliers Network:

<https://www.linkedin.com/groups/3796532/>

Also follow “ADB Business Center”:

<https://www.linkedin.com/showcase/adb-business-center/>

Contact: Olivier J. Leonard oleonard@adb.org

