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Italy – Cassa Depositi e Prestiti (CDP) BUSINESS OPPORTUNITIES SEMINAR

2 July 2021

Doing Business with ADB and the ADB Procurement System

C. Janyna Rhor
Principal Procurement Specialist

Procurement, Portfolio and Financial
Management Department (PPFD/PFP1)

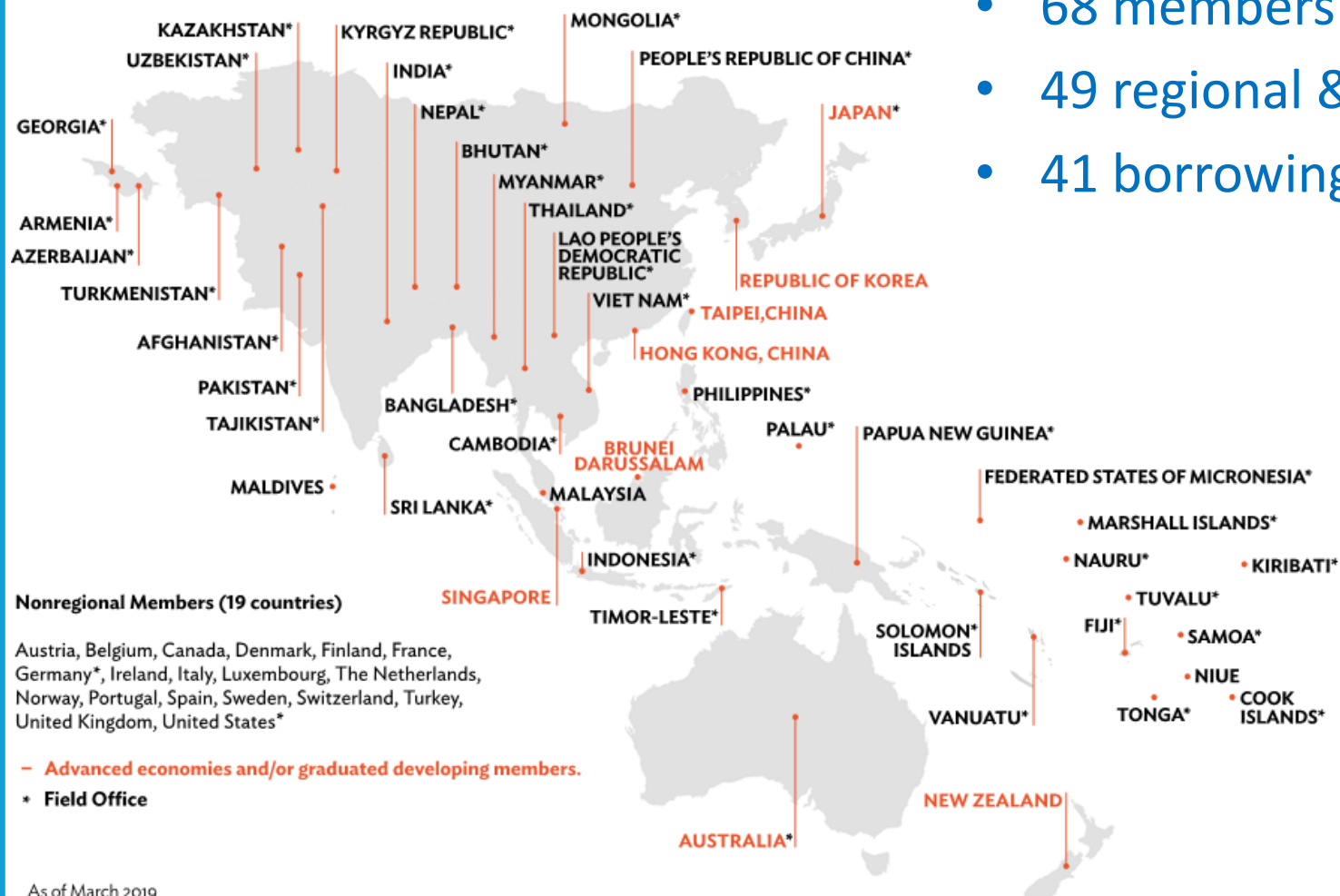
BUSINESS
OPPORTUNITIES 

Overview

1. A Brief about ADB and Its Operations
2. Top Suppliers in ADB Projects
3. Top Suppliers from Italy
4. ADB Procurement Framework
5. ADB Procurement Procedures for Goods/Works/Consulting Services
6. Bidding Strategies
7. How to find information on Business Opportunities under ADB Projects
8. Identifying Opportunities with Covid -19 Response Projects

A Brief about ADB

- Founded in 1966, HQ in Philippines
- 68 members
- 49 regional & 19 non-regional;
- 41 borrowing members



To support its clients, ADB works with:

- Private sector
- NGOs and CBOs
- Foundations
- Academia /Think Tanks
- Donors
- Other International Organizations

As of March 2019

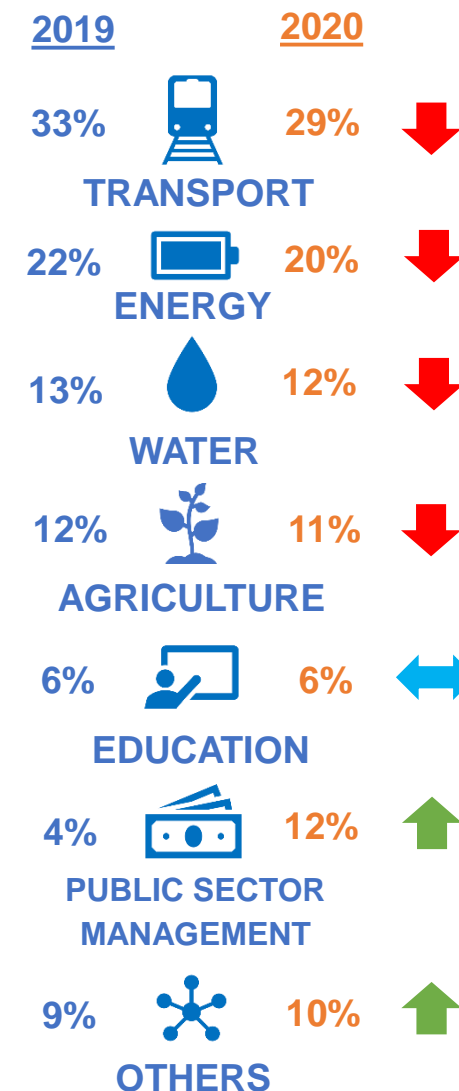
Main Instruments: Loan/Grants, Technical Assistance, Equity and Guarantees

Biggest ADB Borrowers: India, China, Pakistan, Bangladesh, Indonesia

ADB 2020 Sovereign Portfolio



Portfolio by Sector



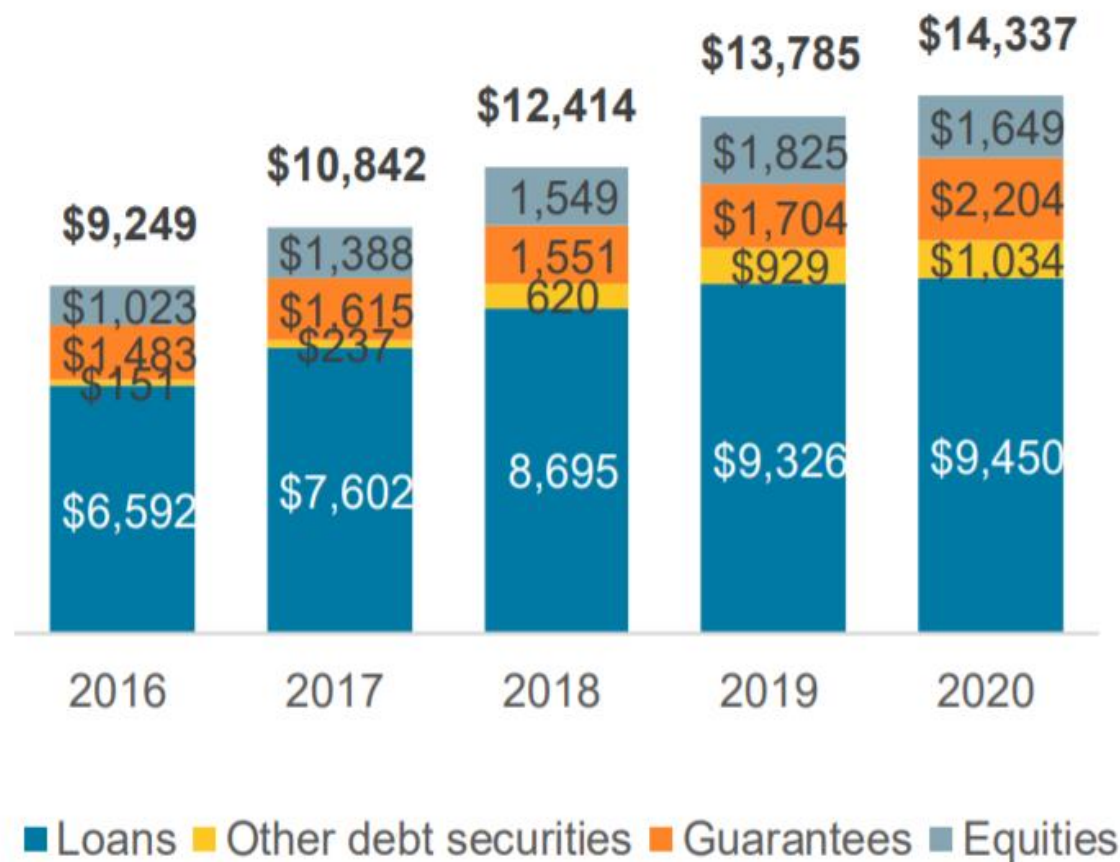
ADB = Asian Development Bank.
Source: Asian Development Bank data.

*KMSD – Knowledge Management and Sustainable Development Departments

<https://www.adb.org/sites/default/files/institutional-document/697726/appr-2020.pdf>

ADB 2020 Non-Sovereign Portfolio

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



Source: Asian Development Bank data.

Top Goods 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 Woks Contracts 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 Consulting Services 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 Goods 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 Works Contractors by Amount

Top 5 Contractors for 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 Consultants by Amount

Top 5 Consulting Services Firms (2017–2020)

	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 Italy Involved in Goods, Works, and Related Services Contracts under ADB Loan and Grant Projects, 1 January 2016–31 December 2020

Contractor/Supplier	Sector	Contract Amount (\$ million)
Cooperativa Muratori Cementisti di Ravenna	ENE, WUS	120.00
Todini Construzioni Generali S.P.A.	TRA	93.68
Tirrena Scavi S.P.A.	TRA	27.45
Valvitalia S.P.A.	ENE	8.43
Progetti Plant S.R.L. and Construzione Dondi S.P.A. (JV)	WUS	4.17
Others		3.07
Total		256.81

ENE = energy, JV = joint venture, TRA = transport, WUS = water and other urban infrastructure and services.

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

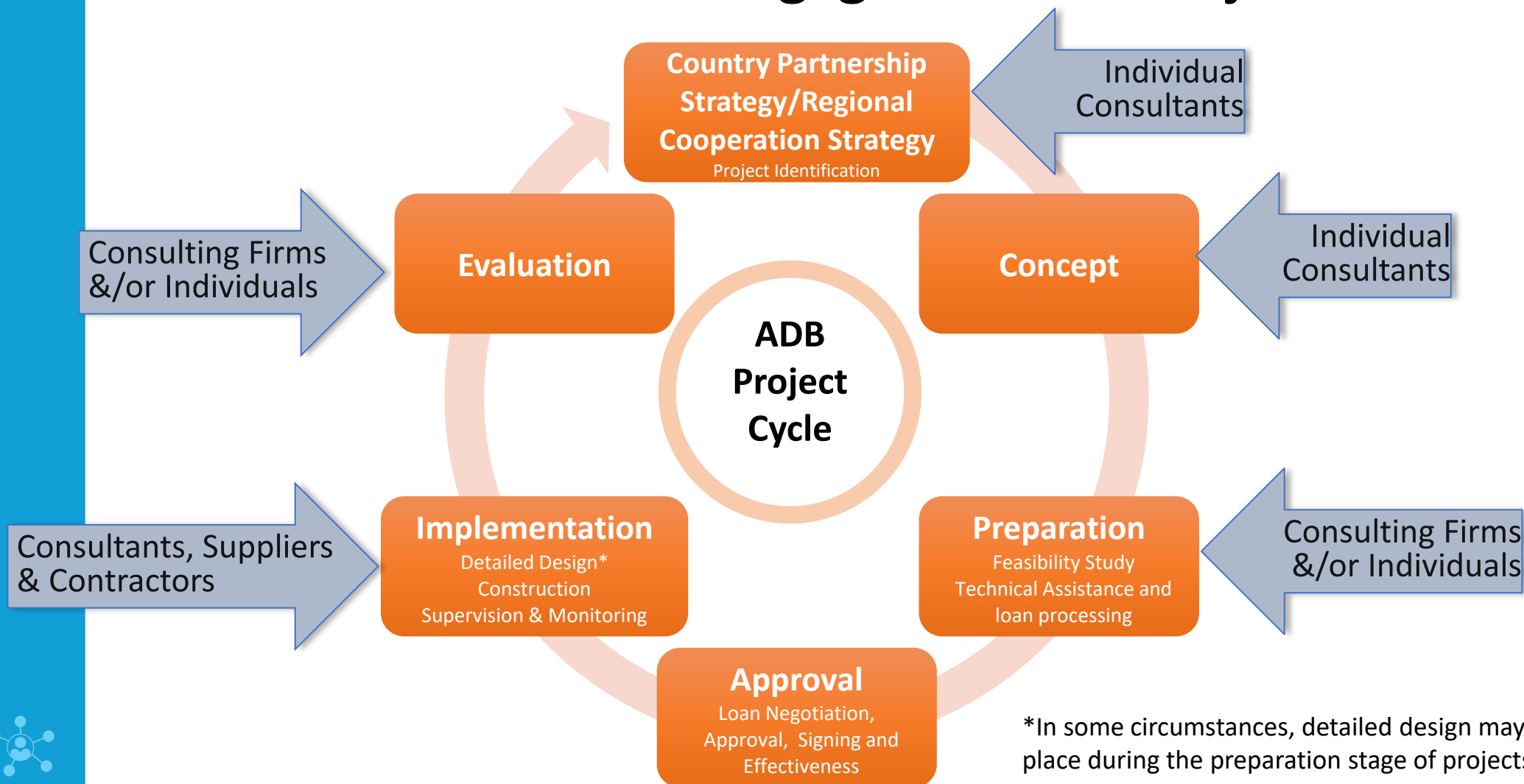
Consultant	Sector	Contract Amount (\$ million)
Bonifica S.P.A & Renardet S.A. (JV)	TRA	25.17
IRD Engineering S.R.L.	TRA, WUS	21.45
ELC Electroconsult S.P.A.	ENE	12.02
CESI S.P.A.	ENE	9.69
Anas Intl., Gestione Progetti & IRD Engr. (JV)	TRA	8.85
Individual Consultants		6.11
Others		18.89
Total		102.18

ENE = energy, JV = joint venture, TRA = transport, WUS = water and other urban infrastructure and services.

Why Pursue ADB Funded Contracts?

- Assured financing for goods, works, and services
- Gateway to new opportunities in fast growing economies across multiple sectors
- ADB's operations are rapidly growing
- Internationally accepted fair and transparent procurement procedures
- Strong integrity oversight

When is Private Sector engaged in ADB Projects?



TYPES OF OPPORTUNITIES

- **Supply of Goods**

- Machinery, equipment, computers, furniture

- **Civil Works**

- Roads, railways, bridges, irrigation canals, schools, power plants, pump stations, water treatment plants, heating plants, airports, etc.

- **Consulting Services**

- Site supervision (PMC), Project preparation & implementation, knowledge products, staff consultants

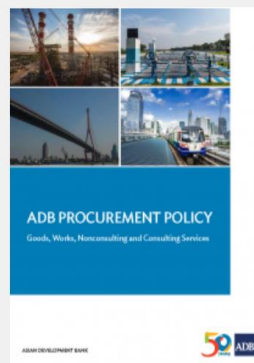
- **Non-consulting Services**

- Surveys, training, translation, event management

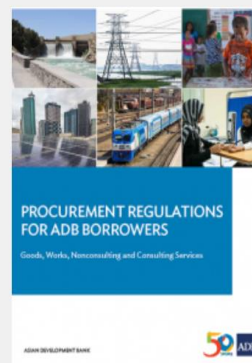
ADB's Procurement Frameworks

For projects with concept papers approved **on or after 1 July 2017**

ADB's new procurement framework comprises a Procurement Policy and Procurement Regulations for ADB Borrowers. It modernizes project procurement processes through a principles-based approach, to meet the diverse needs of clients as ADB scales up its operations in line with Strategy 2030.



ADB Procurement Policy



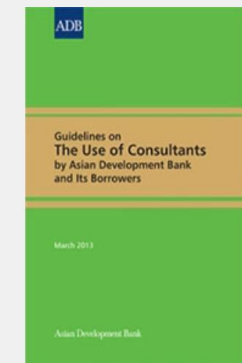
Procurement Regulations for ADB Borrowers

For projects with concept papers approved **before 1 July 2017**

ADB's Procurement Guidelines and Guidelines on the Use of Consultants defined the policies and procedures for selecting, contracting, and monitoring suppliers of goods, works, and services for ADB-financed projects.









Procurement Guidelines



Guidelines on the Use of Consultants

ADB's 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.

Roles and Responsibilities in Procurement

- The Borrower/Executing Agency (EA) is responsible to procure most goods, works, and services
- ADB also procures goods/services to support its borrowers through technical assistance grants (TA) and staff consulting
- ADB reviews the procurement activities of EAs to ensure compliance with ADB's Procurement Policy and Regulations
- Open competitive bidding is the preferred option
- Technical and financial bid elements

ADB Procurement Documents

Prequalification

Goods

Works (Large and Small Contracts)

Plant: Design, Supply, Install

Information Technology Products and Services (**New**)

Design-Build-Operate (**New**)

Request for Quotations (Goods and Works)

Consulting Services

Non-consulting Services (**New**)

ADB Procurement Methods

- Open Competitive Bidding
- Limited Competitive Bidding
- Request for Quotations
- Framework Agreement (consulting) **New**
- Electronic Reverse Auction **New**
- Direct Contracting
- Force Account
- Procurement from Specialized Agencies
- Procurement in Fragile Conflict-Affected and Emergency Situations **New**
- Procurement Agents
- Support to Government for Public-Private Partnerships
- Procurement of High-Level Technology **New**
- Community Participation in Procurement
- Procurement under Loans Guaranteed by ADB
- Procurement in Loans to Financial Intermediaries

Common Mistakes in preparing bids

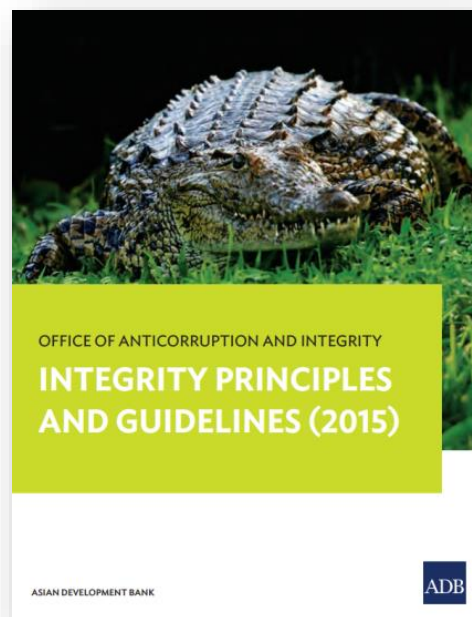
- Bids not signed or Bids signed by a person who is not authorized signatory
- No Bid Security or Bid Securing Declaration (if required)
- Insufficient Amount of Bid Security, Incorrect Validity Period
- Lack of Supporting Documents (JV Agreements, Audited Fin Statements, Past Performance Certificates)
- Incomplete Bids / Partial Bids
- Absence of test reports if required as per bidding documents
- Conflicts of interest not disclosed
- Inclusion of financial offer with technical offer where bid conditions require them to be separated

- Failure to provide a Signed letter of Bid, a correct Bid Validity Period and the required Bid Security or Bid Securing Declaration and Priced BOQs are grounds for immediate disqualification of the Bid.

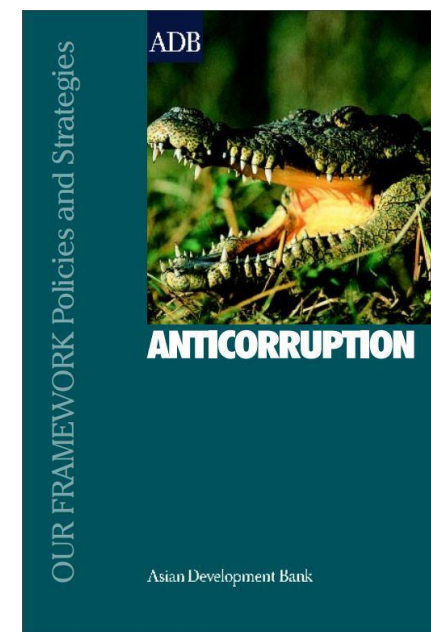
- Minor omissions to the documents required by the Bidding Documents may be clarified. Multiple minor omissions may add up to a major omission and if clarified would give the Bidder an unfair advantage

ADB's Anticorruption Policy & Guidelines

Applies to executing and implementing agencies, contractors, consultants, suppliers, ADB staff, and anyone connected to an ADB-financed, -administered, or –supported activity.



Highest Ethical
Standards



Zero
Tolerance



Consulting Services

Types of Consultants



Consulting Firms



Individual Consultants

Technical Assistance, Loans and Grants



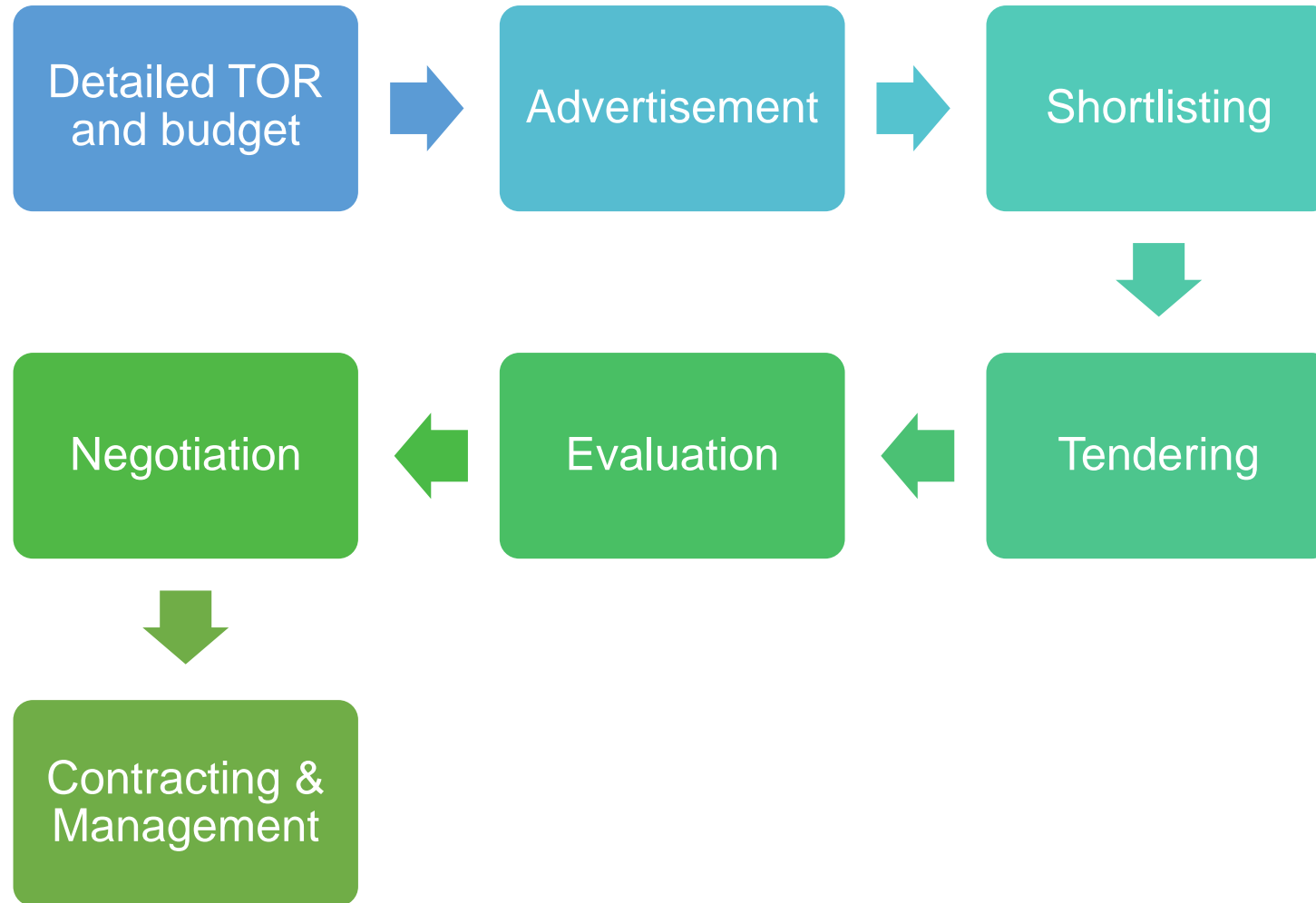
Staff Consultants

ADB staffing budget

Recruitment may be national or international

- Internationals may be for any ADB member country (global if eligibility restriction waived)
- A firm is national if legally incorporated in the DMC
- An individual is national if a citizen of the DMC

Firm Consultant Recruitment



Procurement Methods to Recruit Firms

QCBS	• Quality & Cost Based Selection
QBS	• Quality Based Selection
CQS	• Consultants Qualifications Selection
FBS	• Fixed Budget Selection
LCS	• Least Cost Selection
DC	• Direct Contracting

General Points to approach ADB Consulting Contracts

- Identify suitable entry points and look to build expertise.
- Consider individual consulting opportunities
- Know your client and their expectations
- Understand context and background to project
- Leverage experience with similar institutions
- Identify partners who will add value
- Understand costs of doing business (e.g. taxes)
- Consider if external specialists will strengthen your team
- **ASK QUESTIONS IN CASE OF ANY DOUBT**



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!

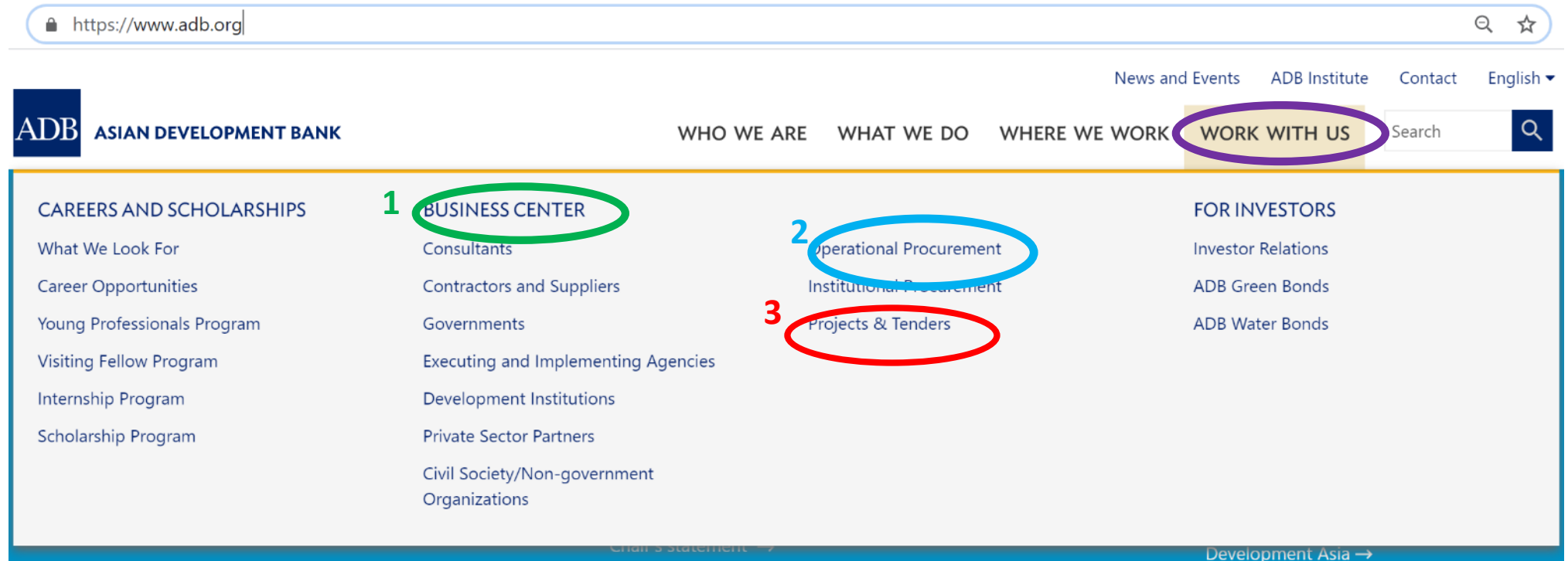
Complaints:

- 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

How to find Information on our Website

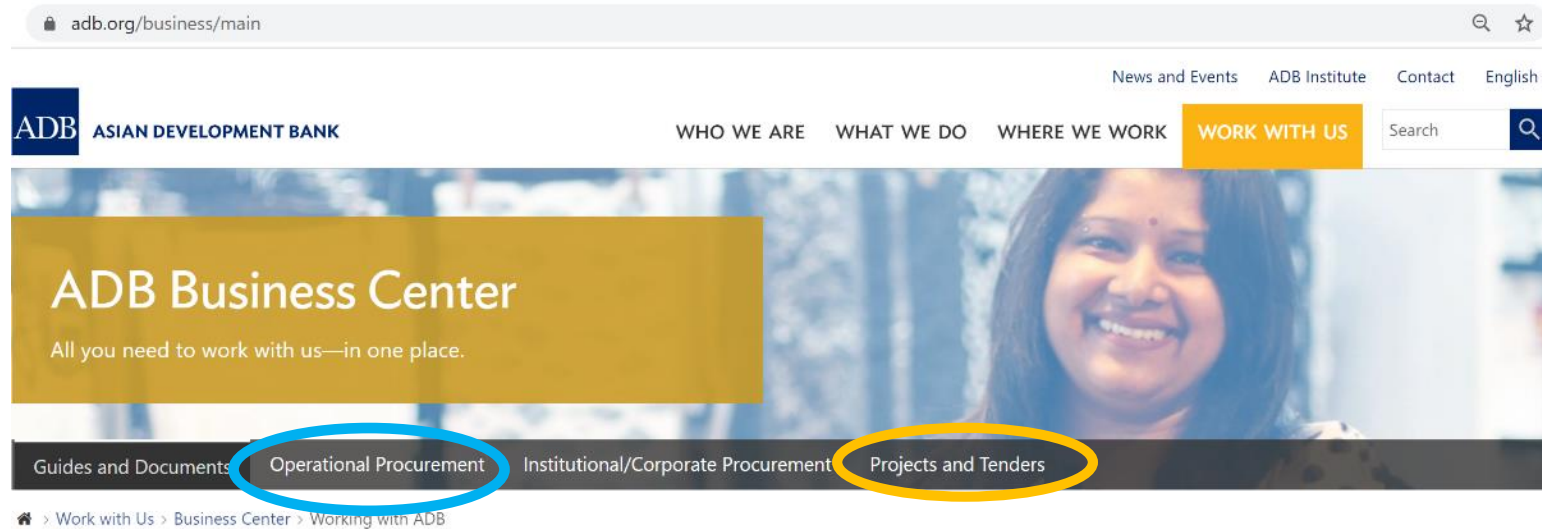


The screenshot shows the ADB website homepage. The URL bar at the top displays <https://www.adb.org>. The navigation menu includes links for News and Events, ADB Institute, Contact, and English. The main navigation bar features 'WHO WE ARE', 'WHAT WE DO', 'WHERE WE WORK', and 'WORK WITH US', with the latter highlighted by a purple oval. Below this, the 'WORK WITH US' section is divided into three columns. The first column, 'CAREERS AND SCHOLARSHIPS', lists various programs. The second column, 'BUSINESS CENTER' (circled in green and numbered 1), lists potential partners. The third column, 'FOR INVESTORS', lists investment-related information. Within the 'BUSINESS CENTER' column, 'Operational Procurement' is circled in blue and numbered 2, and 'Projects & Tenders' is circled in red and numbered 3. At the bottom of the page, there are links for 'Chair's statement' and 'Development Asia'.

www.adb.org/business

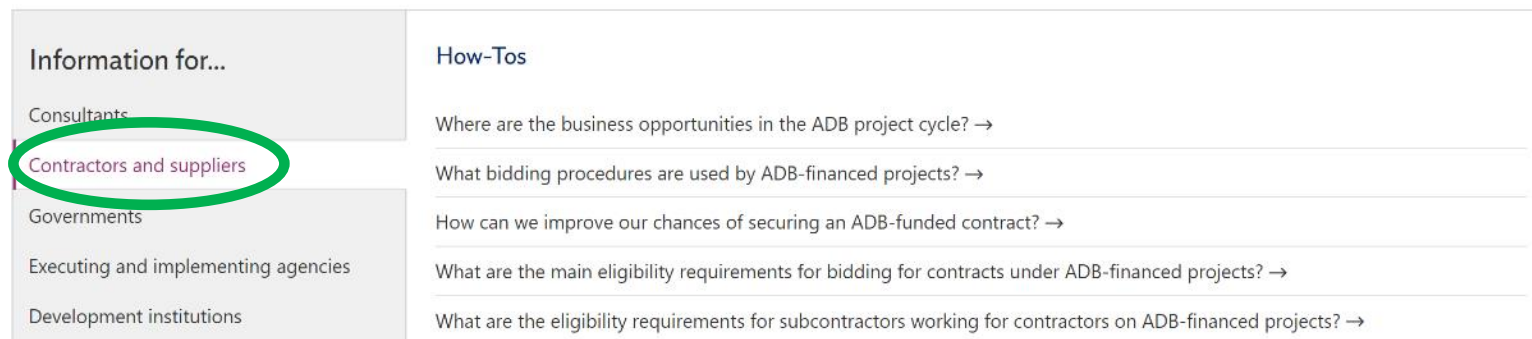


1. ADB Business Center – www.adb.org/business

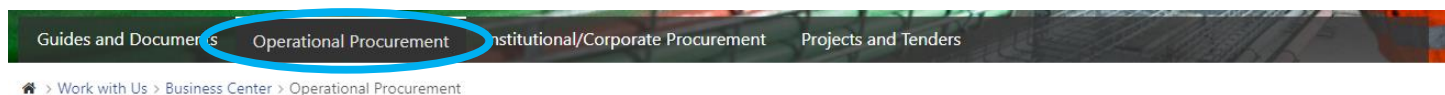


- How-Tos
- Policies & Regulations
- Procedures & Guidance
- Documents & Forms

Working with ADB

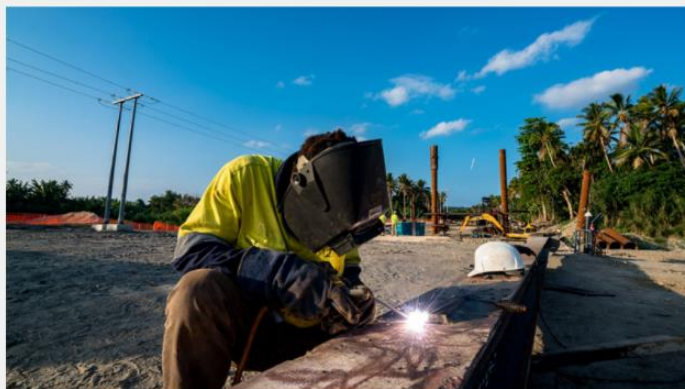


2. Operational Procurement



Operations Procurement

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 project life cycle. It also leads procurement and consulting services innovation and capacity building initiatives.



Goods, Works, and Non-Consulting Services →

ADB extends loans and provides technical assistance to its developing member countries for a broad range of development projects and programs involving the procurement of goods, works, and services.

<https://www.adb.org/business/operational-procurement/goods-services>



Advance Action

If requested by the borrower, ADB is prepared, in urgent cases, to authorize procurement prior to loan approval. This is particularly when early contracting of goods or works would be crucial for timely completion of the project or when substantial financial benefits would accrue.

Cor
ADB
cont
and

In such cases, ADB will approve the draft prequalification or bidding documents before they are issued and ensure that requirements for public advertising and notification of bid invitation be followed.

ADB's approval of such advance procurement is with the explicit understanding that it does not commit ADB to approve the project and loan, and that future ADB financing depends on compliance with ADB's procedural requirements.

[All Advance Notices](#)

[Archive](#)

Prequalified Contractors

The prequalification of contractors are undertaken for most large, ADB-financed civil works contracts, turnkey contracts and contracts for the supply of expensive and technically complex equipment. ADB reviews and approves the prequalification process conducted by the Borrower's executing agency and publishes lists of prequalified contractors for contracts with estimated value of \$10,000,000 and above.

[Current Prequalified Applicants](#)

[Archive](#)

Contracts Awarded

Contracts awarded for goods and civil works with contract value above US\$1.0 million. An archive of the previous year's contract awards is also provided.

[Current Awarded Contracts](#)

[Archive](#)

- Procurement Plan
- Advance Action
- Prequalified Contractors
- Contracts Awarded
- Bidding Procedures

3. Goods & Works – Specific Procurement Notice

ADB ASIAN DEVELOPMENT BANK

WHO WE ARE WHAT WE DO

PROJECTS & TENDERS

Projects Documents **Tenders**

Procurement of goods, works, and consulting services

Search

Results 1-20 of 21 ☒ Invitation f... ☒ Viet Nam ☒ Invitation f... ☒ Energy

46391-VIE: Ha Noi and Ho Chi Minh City Power Grid [ADB-HNPC-THD-G02] Status: Closed
46391-001; Viet Nam; Energy; Date posted: 05 Nov 2018
Notice Type: Invitation for Bids

3374-VIE: Power Transmission Investment Program, Tranche 3 [CT-G01] Status: Closed
42039-036; Viet Nam; Energy; Date posted: 27 Sep 2018
Notice Type: Invitation for Bids
Approval Number: 3374

3374-VIE: Power Transmission Investment Program, Tranche 3 [CT-G02] Status: Closed
42039-036; Viet Nam; Energy; Date posted: 27 Sep 2018
Notice Type: Invitation for Bids
Approval Number: 3374

3374-VIE: Power Transmission Investment Program, Tranche 3 [CT-W01] Status: Closed
42039-036; Viet Nam; Energy; Date posted: 23 Aug 2018
Notice Type: Invitation for Bids
Approval Number: 3374

Refine by ☒ CLEAR ALL

COUNTRY (1) [Clear]

☐ Solomon Islands
☐ Sri Lanka
☐ Tonga
☐ Turkmenistan
☐ Tuvalu
☐ Uzbekistan
☐ Vanuatu
☒ Viet Nam

SECTOR (1) [Clear]

☐ Agriculture, natural resources ...
☐ Education
☒ Energy
☐ Finance
☐ Health
☐ Industry and trade
☐ Transport

TYPE (2) [Clear]

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

Invitation for Prequalification

Date:	14 March 2018
Loan No. and Title:	Loan 3630/8335 Grant 0561--CAM: 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)

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

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

1. 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

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



Consulting Services Recruitment Notices (CSRN)

Refine by [Clear All](#)

[+ COVID-19 Related Assignment](#)

[+ Consultant Type](#)

[+ Eligibility of Consultant Country](#)

[+ Engagement Period](#)

[+ Country](#)

[+ Sector](#)

[+ Engagement Type](#)

[+ Consultant Source](#)

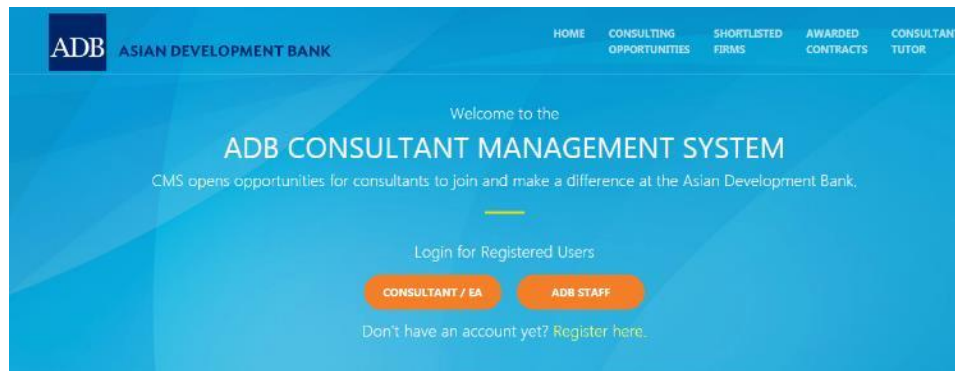
[+ Budget Amount](#)

Search by Expertise

[Go](#)

Project	Expertise	Consultant Type	Engagement Period (Months)	Published	Deadline (Manila local time)	View CSRN
LOAN 51132-002 GEO: Sustainable Water Supply and Sanitation Sector Development Program - CS-1 Construction Supervision Consultant - Telavi Water Supply Project	Supervision Consultant	Firm	17	27-Aug-2020	25-Sep-2020 11:59 PM	
LOAN 53118-001 GEO: Livable Cities Investment Project for Balanced Regional Development - LCIP/QCBS/01-2020 Supervision of Civil Works under the Project – Construction of Kindergartens and Sport Complexes in different regions of Georgia	supervision of civil works	Firm	24	18-Aug-2020	16-Sep-2020 11:59 PM	
LOAN-3803 GEO: North-South Corridor (Kvesheti-Kobi) Road Project - KKR/CS/ICS-03 Health, Safety, Environment and Social Advisor (International Position) (51257-001)	Health, Safety, Environment and Social Advisor	Individual	18	03-Sep-2020	09-Sep-2020 11:59 PM	
LOAN-3803 GEO: North-South Corridor (Kvesheti-Kobi) Road Project - KKR/CS/ICS-02 National Health and Safety Specialist (51257-001)	Health and Safety Specialist	Individual	12	03-Sep-2020	09-Sep-2020 11:59 PM	
TA-9624 REG: FCAS Specialist (52050-001)	FCAS Specialist	Individual	2.7	01-Sep-2020	07-Sep-2020 11:59 PM	

Register for alerts



Search Consulting Opportunities

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



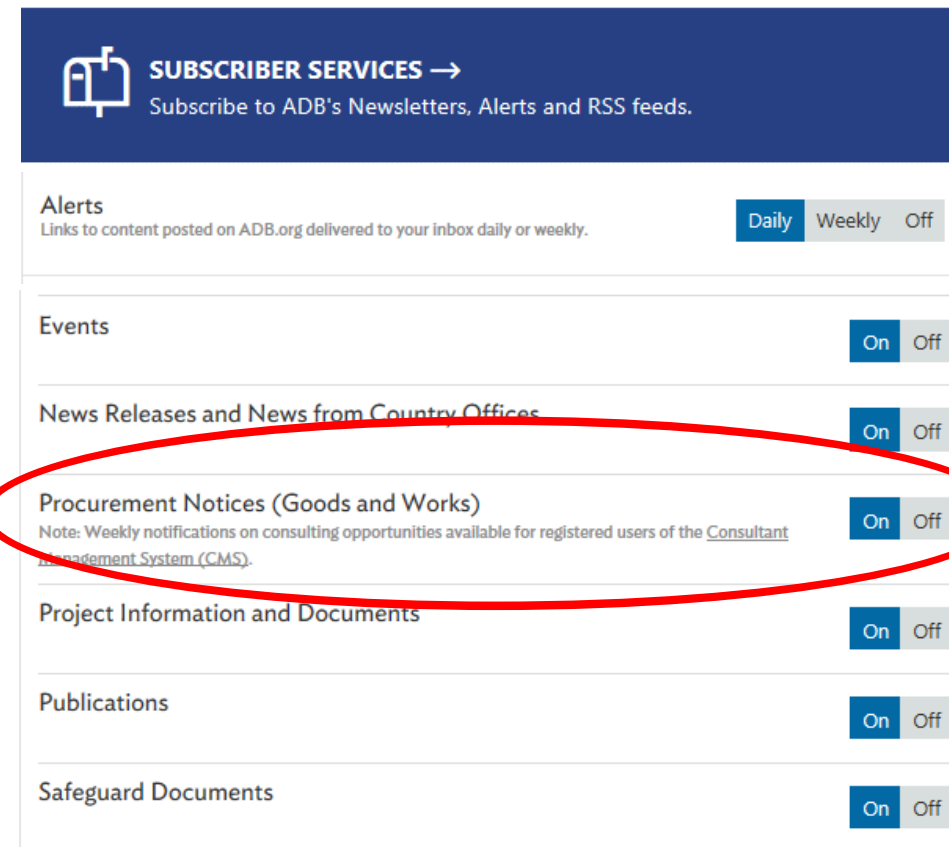
View Shortlisted Firms

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

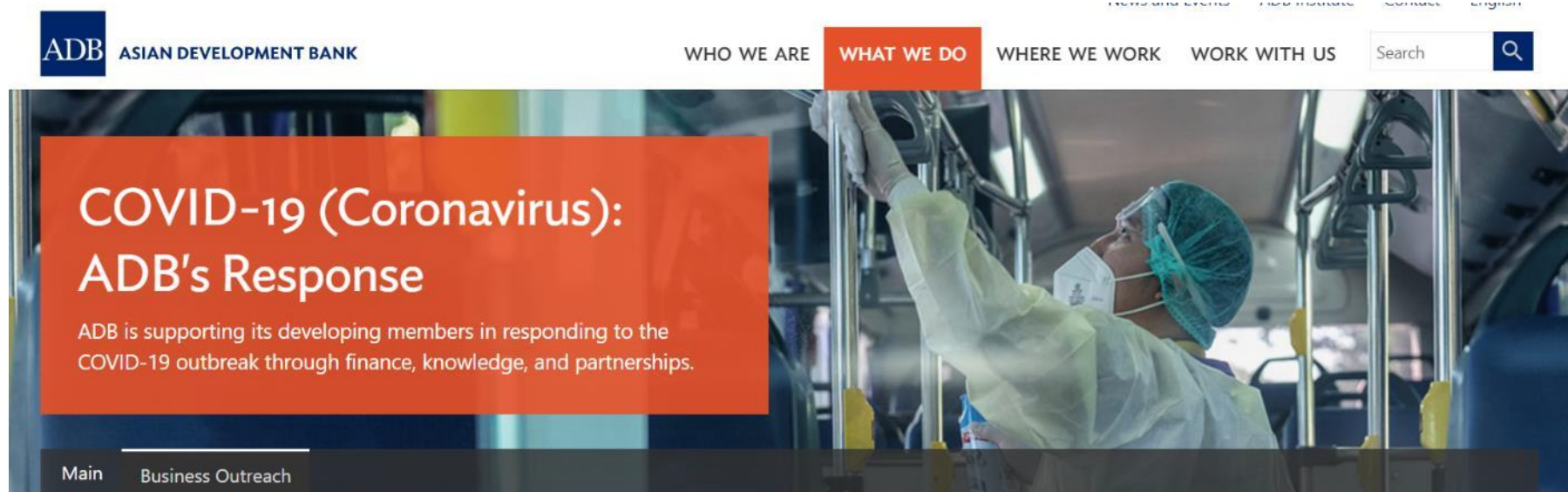
ADB Project contracts that are awarded to consulting firms are disclosed to the public. Visit the page to view the list of contracts awarded to consulting firms, along with associated contract details.



ADB's CMS System: <http://cms.adb.org>

Goods & Works Notices: <https://alerts.adb.org>

COVID-19 Opportunities



🏠 > COVID-19 (Coronavirus): ADB's Response > ADB Business Outreach Activities for CO...



ADB Business Outreach Activities for COVID-19 Pandemic Response

Recognizing the urgency of the global coronavirus pandemic, ADB announced a \$20 billion package to address the immediate needs of its DMCs as they respond to COVID-19.

As part of the response, ADB has engaged with the international business community to:

- **understand and connect** with the global market and
- facilitate **regional support** for emergency procurement of COVID-19 related critical products.

<https://www.adb.org/what-we-do/covid19-coronavirus/procurement>

COVID-19 filter functions available

Consulting Opportunities

Consulting Services Recruitment Notices (CSRN)

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

Refine by [Clear All](#)

☐ [COVID-19 Related Assignment](#)

☒ Yes (7)

☐ No (188)

☐ [Consultant Type](#)

☐ Firm (57)

☐ Individual (138)

☐ [Eligibility of Consultant Country](#)

☐ Open to Member Countries Only (187)

☐ Non-Member Countries Allowed (8)

☐ [Engagement Period](#)

☐ Less than 3 months (16)

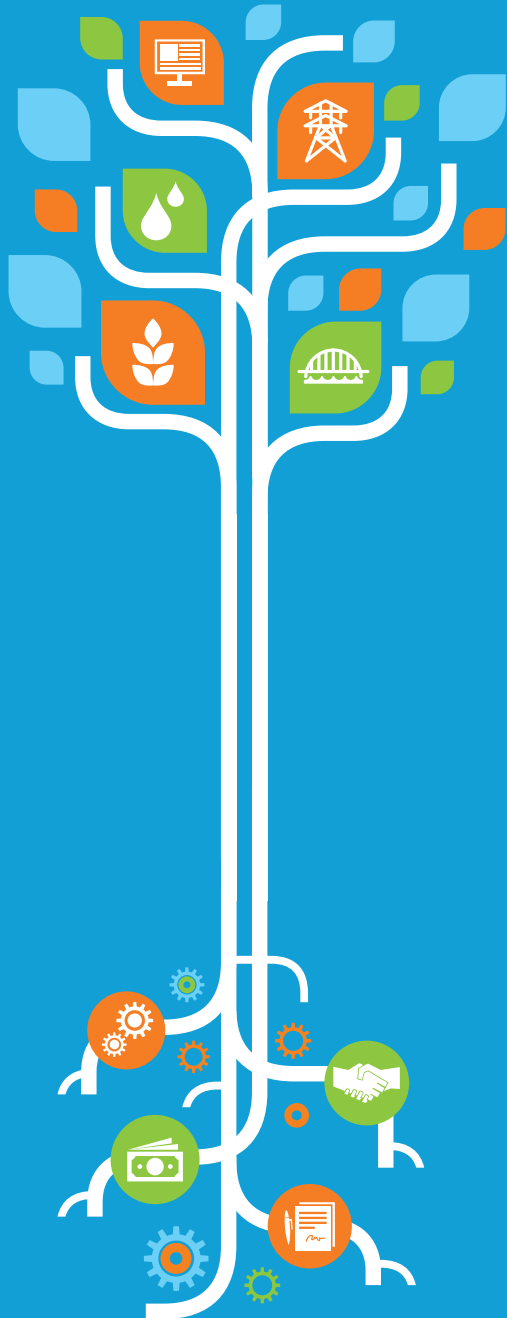
☐ 3 months to 1 year (75)

☐ More than 1 year (104)

Search by Expertise

Go

Project	Expertise	Consultant Type	Engagement Period (Months)	Published	Deadline (Manila local time)	View CSRN
TA-6562 INO: PT Cisarua Mountain Dairy: Gender empowerment in dairy - Training on dairy farming (54216-002)	International dairy farmer expert	Firm	16	22-Oct-2020	05-Nov-2020 11:59 PM	
TA-6562 INO: PT Cisarua Mountain Dairy: Gender empowerment in dairy-Training on financial literacy (54216-002)	National financial literacy expert	Firm	16	22-Oct-2020	05-Nov-2020 11:59 PM	
TA-6553 MON: Strengthening Institutional Capacity to Respond to COVID-19 - Communication Agency (54226-001)	Communications Specialist	Firm	18	22-Oct-2020	05-Nov-2020 11:59 PM	
TA-6563 REG: Regional Support to Build Disease Resilient and Energy Efficient Centralized Air-conditioning Systems - Centralized Air-conditioning Energy Efficiency Expert (54210-001)	Air-conditioning/Energy Efficiency Expert	Individual	12.3	27-Oct-2020	02-Nov-2020 11:59 PM	
TA 54317-001 MON: Managing the Risks of Food Insecurity in Mongolia during the COVID-19 Crisis	Agriculture and Food Security, Food Supply Chain	Firm	16	17-Oct-2020	31-Oct-2020 11:59 PM	



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/>

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