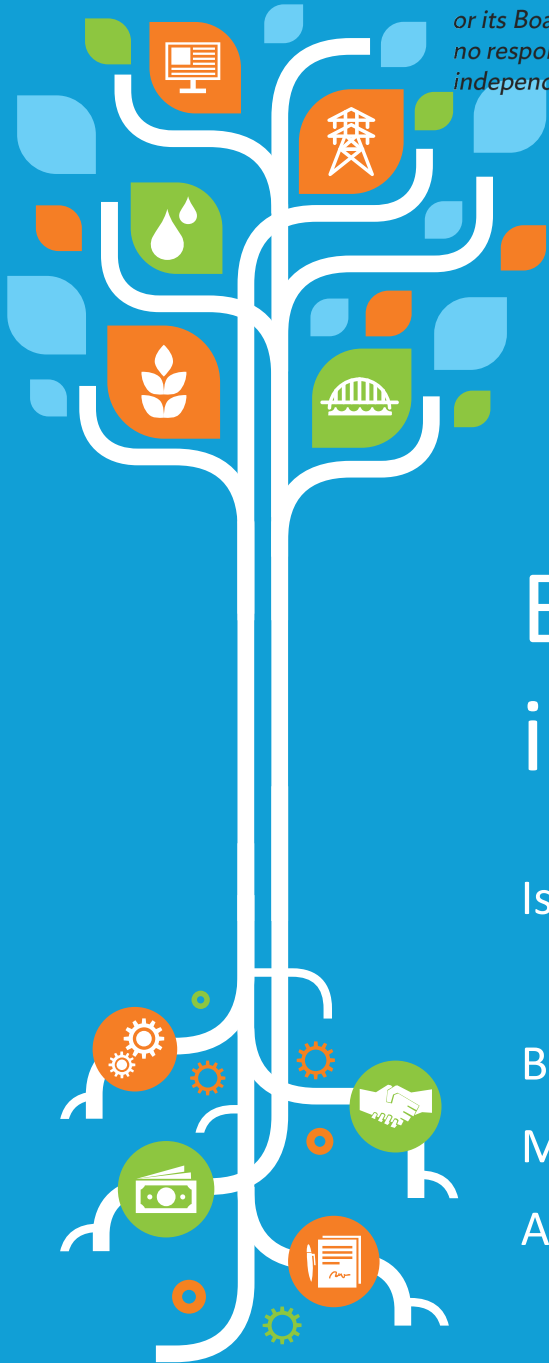


The views expressed in this presentation are the views of the author/s and do not necessarily reflect the views or policies of the Asian Development Bank, or its Board of Governors, or the governments they represent. ADB does not guarantee the accuracy of the data included in this presentation and accepts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



Business Opportunities in ADB-Financed Projects

Islamabad, 3 June 2024

Bisma Husen, Principal Procurement Specialist
Mohsen Islam Khan, Senior Procurement Officer
Asian Development Bank

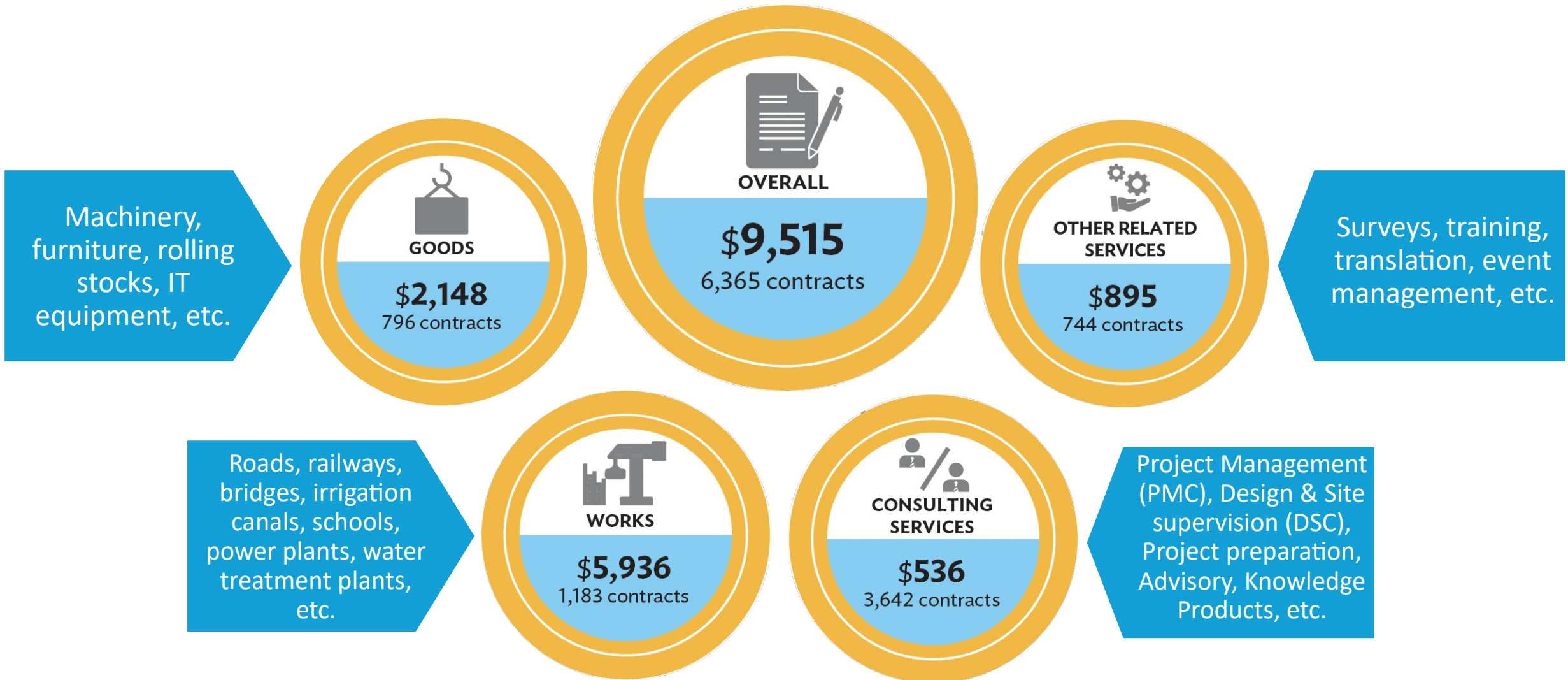
BUSINESS
OPPORTUNITIES 

Asian Development Bank



- A Multilateral Development Bank (MDB)
- 68 member countries:
49 regional, 19 non-regional
- Headquarter in Manila, Philippines

ADB Procurement in 2022



Share of Contracts Awarded to Companies from Pakistan



Pakistan: Share of Procurement Contracts for Loan, Grant, and Technical Assistance Projects

Item	Goods, Works, and Related Services	
	Amount (\$ million)	% of ADB Total
2022	2,171.87	13.30
2023	666.75	4.77
Cumulative (as of 31 Dec 2023)	22,712.09	8.70

Item	Consulting Services	
	Amount (\$ million)	% of ADB Total
2022	9.95	1.80
2023	29.86	5.63
Cumulative (as of 31 Dec 2023)	420.90	2.62

Item	Total Procurement	
	Amount (\$ million)	% of ADB Total
2022	2,181.82	12.92
2023	696.61	4.80
Cumulative (as of 31 Dec 2023)	23,132.99	8.35

ADB Procurement 2017-2022

Goods

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

Works

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

Consultants

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

Top Contractors, Suppliers, Consultants from Pakistan (2018-2023)

Top 5 Contractors/Suppliers from Pakistan Involved in Goods, Works, and Related Services Contracts under ADB Loan and Grant Projects, 1 January 2019–31 December 2023

Contractor/Supplier	Sector	Contract Amount (\$ million)
Zahir Khan and Brothers	TRA, WUS	292.86
National Logistics Cell	TRA, ENE	169.08
Ghulam Rasool and Co. Pvt. Ltd.	ANR	69.59
Umer Jan & Co. M/S	TRA	51.90
China Gezhouba Group Co. Ltd. Pakistan - Ghulam Rasool and Co. Pvt. Ltd. (JV)	ANR	44.05
Others		6,503.26
Total		7,130.75

ANR = agriculture, natural resources, and rural development; ENE = energy; JV = joint venture; TRA = transport; WUS = water and other urban infrastructure and services.

Top 5 Consultants from Pakistan Involved in Consulting Services Contracts under ADB Loan, Grant, and Technical Assistance Projects, 1 January 2019–31 December 2023

Consultant	Sector	Contract Amount (\$ million)
National Engineering Services Pakistan Pvt. Ltd.	ANR, FIN, PSM, TRA	25.83
Umar Munshi Associates	EDU, MUL	11.60
Engineering Consultants International Pvt. Ltd.	EDU, TRA	8.75
Associated Consulting Engineers Ltd.	WUS	7.46
Cameos Consultants	ANR, TRA	6.56
Individual Consultants		29.76
Others		20.27
Total		110.23

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

Why pursue ADB-financed Contract?



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



Availability of funds is assured



Internationally accepted procurement procedures



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

Planning for Business Opportunities in ADB-Financed Projects



News and Events ADB Institute Contact English ▾

ADB ASIAN DEVELOPMENT BANK

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

Pakistan and ADB

ADB helps Pakistan strengthen climate resilience; empower women; and improve institutional capacities, economic infrastructure, urban services, the private sector, public finance, energy, food security, transport, and social services.

Home In-Depth Project **Knowledge ▾**

🏠 > Where We Work > Pakistan and ADB

Jump to: Fact Sheet ▾ Data ▾ ADB Projects ▾ What's New ▾ Contacts ▾ PRM Holidays ▾

In the Spotlight



GUIDES
CAREC Road Safety Engineering Manual 6: Identifying, Investigating, and Treating Blackspots

This manual explains how to identify and address hazardous traffic blackspots in Central Asia Regional Economic Cooperation (CAREC) countries to help save lives, reduce injuries, and support economies.



ASIAN DEVELOPMENT BLOG
Birth Registration Can Be Boosted by Deploying More Health Workers

Civil registration systems are vital for providing legal identity and accessing essential services, as shown by discrepancies in COVID-19 mortality data and the ongoing challenges in birth registration, especially in poorer communities.



ASIAN DEVELOPMENT BLOG
Investing in Nurses is the Key to Sustainable Healthcare in Asia and the Pacific

International Nurses Day highlights the major contribution nurses make in delivering high-quality healthcare. They need innovative solutions to help the healthcare system rebound after the pandemic.



ASIAN DEVELOPMENT BLOG
How to Confront Gender-Based Violence in a Warming World

The correlation between rising temperatures and escalating gender-based violence is having a major impact on women and girls worldwide. The effects of heat stress on social dynamics and individual behavior underscore the urgent need for integrated climate and gender-based violence policy interventions.

Planning for Business Opportunities in ADB-Financed Projects



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

ADB ASIAN DEVELOPMENT BANK

Pakistan and ADB

ADB helps Pakistan strengthen climate resilience; empower women; and improve institutional capacities, economic infrastructure, urban services, the private sector, public finance, energy, food security, transport, and social services.

Home In-Depth Projects Knowledge ▾

🏠 > Where We Work > Pakistan and ADB > Pakistan: Knowledge

Jump to: Perspectives ▾ Project Results ▾ News and Multimedia ▾

Latest Country Strategies and 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.

📄 All Country Planning Documents



COUNTRY PLANNING DOCUMENTS | 31 DEC 2020

Pakistan: Country Partnership Strategy (2021-2025)



COUNTRY PLANNING DOCUMENTS | 17 FEB 2021

Pakistan: Country Operations Business Plan (2021-2023)

Planning for Business Opportunities in ADB-Financed Projects



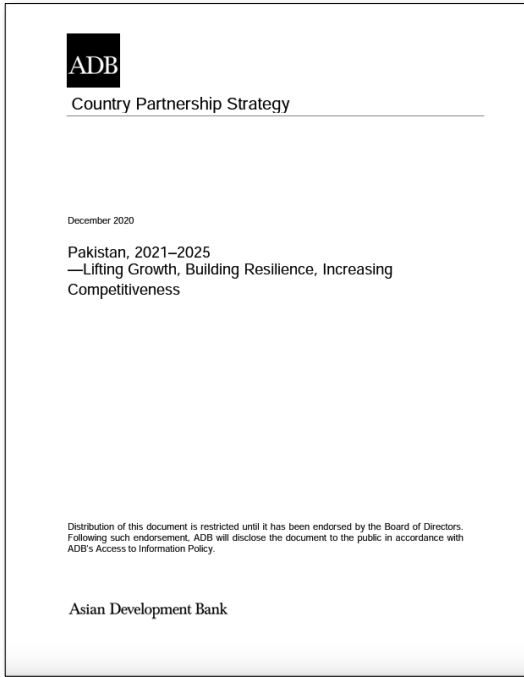
Long-term planning

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

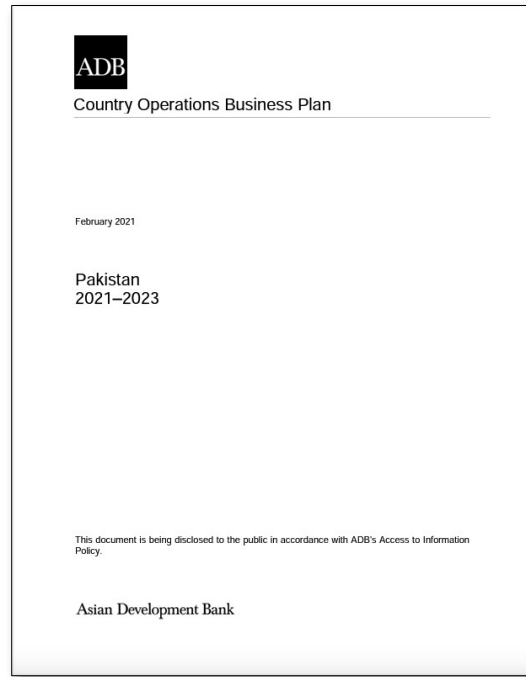
Short-term planning

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

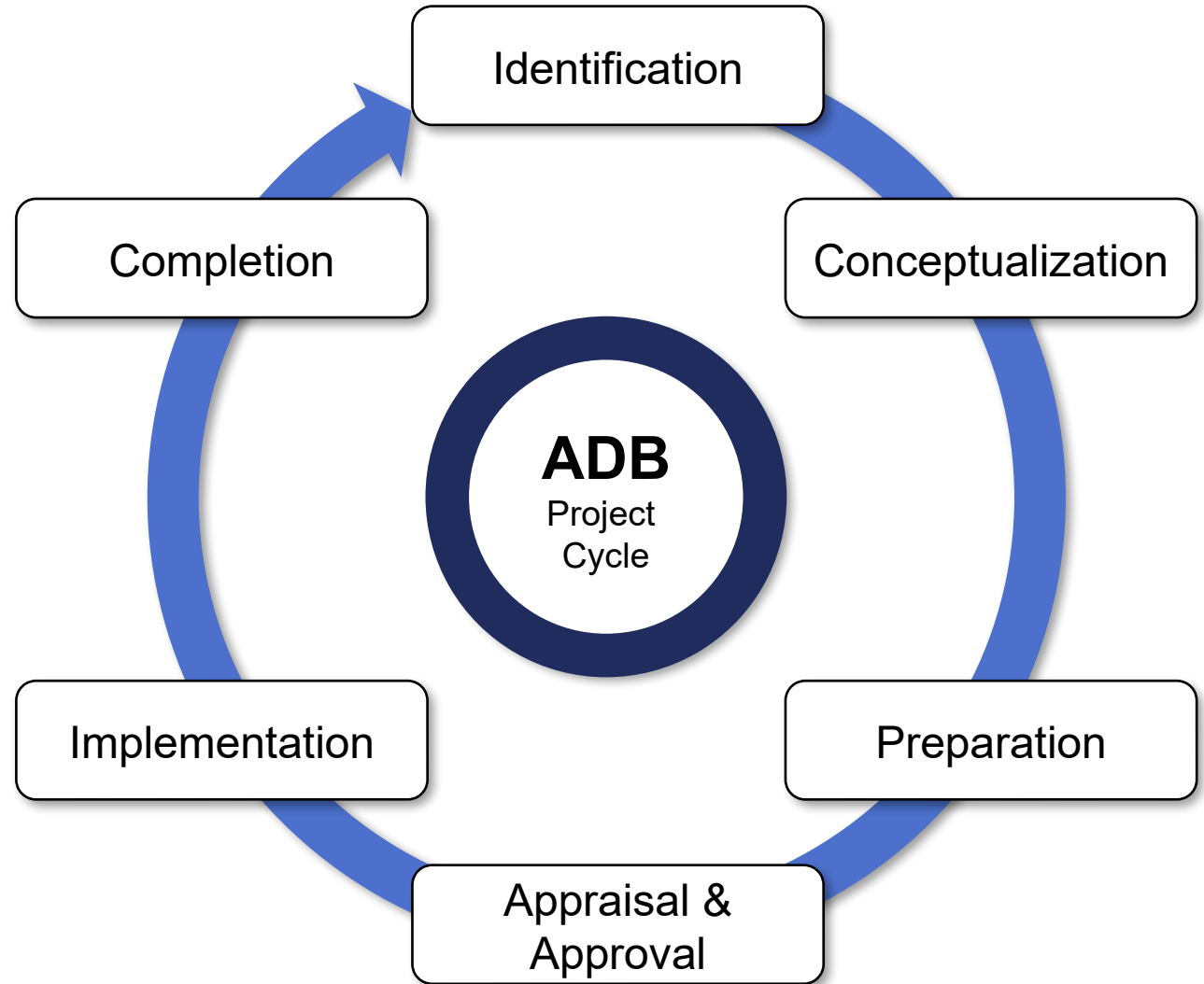
ADB Project Cycle



Country Partnership Strategy (CPS)



Country Operations Business Plan (COBP)





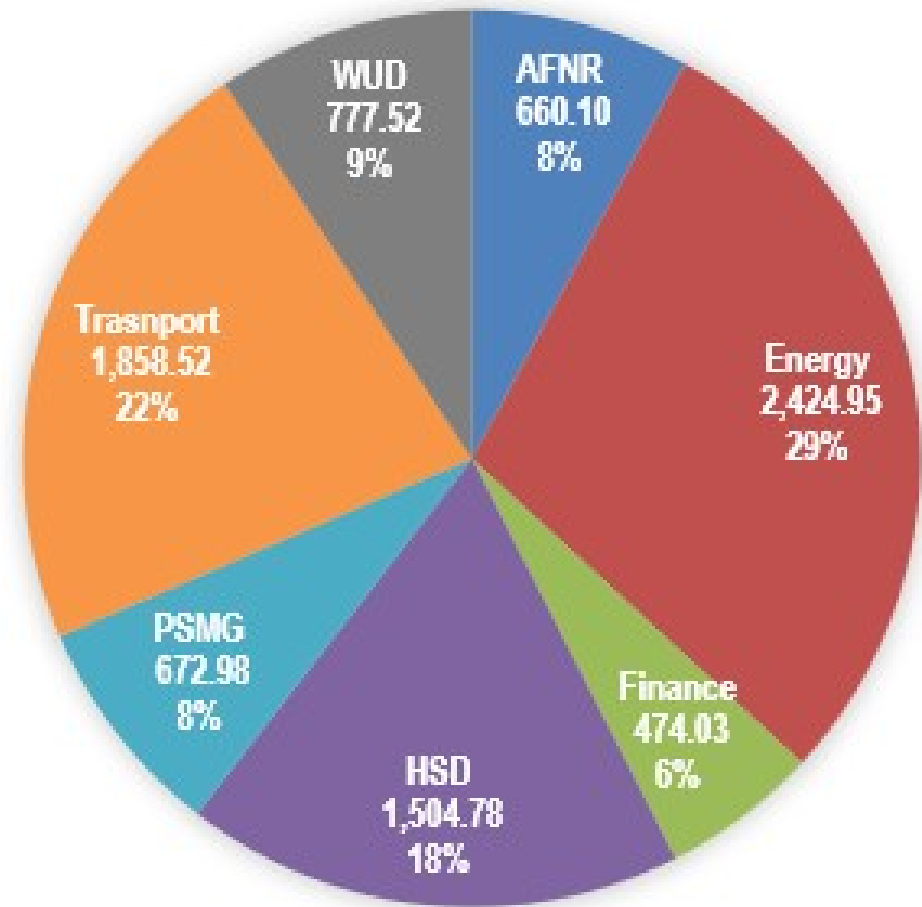
Finding Procurement Opportunities in ADB Financed Projects

Pakistan Portfolio at a Glance

\$ 8,372.87 Mn, 44 Projects or Programs

- 42 Projects (\$7,917.37Mn)
- 1 SDP (\$155.5Mn)
- 1 Program (\$300)

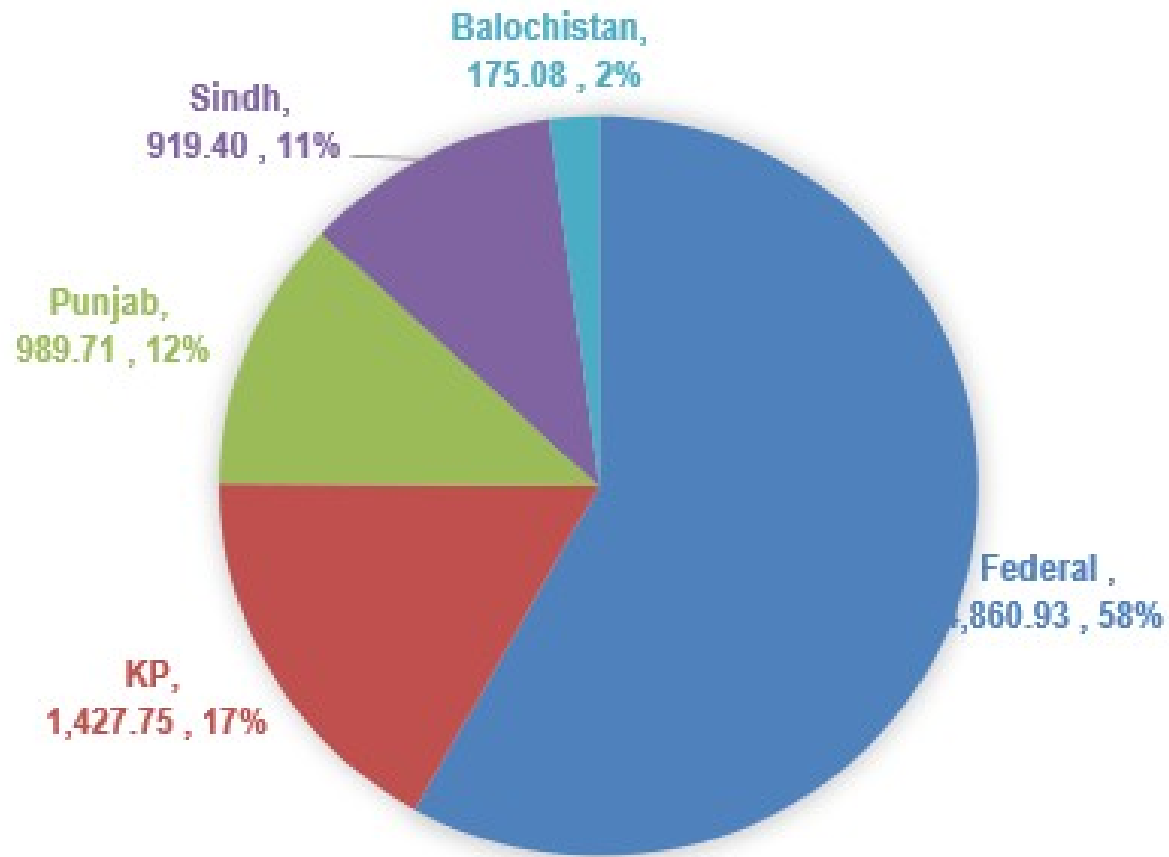
PAK Total Active Portfolio by Sector



Pakistan Portfolio at a Glance



PAK Total Active Portfolio by Province



PAK Portfolio: Contract Awards vs. Portfolio Value



Finding Business Opportunities - Current



News and Events ADB Institute Contact English ▾

ADB ASIAN DEVELOPMENT BANK

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

Projects & Tenders

Projects Documents **Tenders**

Filter results [CLEAR ALL](#)

Country/Economy (1) [\[CLEAR\]](#) ▾

- Regional
- Armenia
- Azerbaijan
- Bangladesh
- Bhutan
- Cambodia
- China, People's Republic of
- Costa Rica

Sectors ▾

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

Type (1) [\[CLEAR\]](#) ▾

- Advance Notice
- Contracts Awarded

Procurement of goods, works, and consulting services

Search tenders 🔍

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

Pakistan × Invitation for Bids ×

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

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

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

Key Documents

- Procurement Plans
- Procurement Policy
- Procurement Regulations

Shortlisted Firms - Consulting Services

[See the list →](#)

Archive: Contracts Awarded - Goods, Works, and Services

[See the list →](#)

Business Center

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

Finding Business Opportunities - Current



Invitation for Bids

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

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

Finding Business Opportunities - Current



PROCUREMENT PLAN

Basic Data

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

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

Tips for Preparing A Competitive Bid

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

Bidding Do's

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

Bidding Don'ts

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

When in doubt, always seek written clarification

Debriefing and Complaints

Debriefing:

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

Complaints:

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

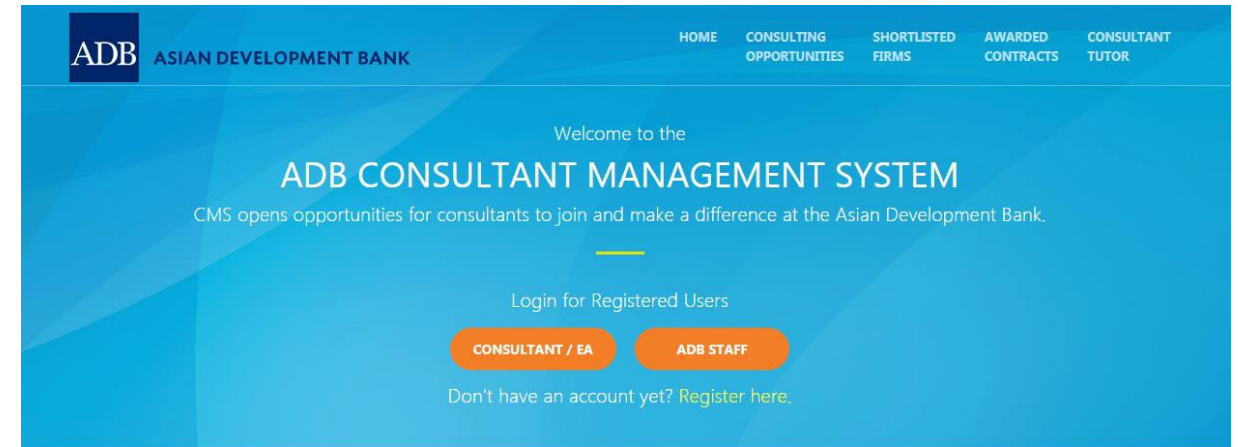


Finding Consulting Opportunities

Consultant Management System (CMS) Website

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

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



Search Consulting Opportunities

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



View Shortlisted Firms

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



View Awarded Contracts

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

ADB CMS Tutor –How to use CMS

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

ADB Consultant Tutor

HOME INDIVIDUALS FIRMS Search this place

CONSULTING FIRM ACCESS

- Submit Expressions of Interest
- Prepare and submit proposals online
- Negotiate contract details

support
 Email: cmshelp@adb.org
 Support Hours: 08:00 - 17:00 (GMT+8)

About CMS
 CMS is an integrated web-based facility system to support ADB's:

- Consultant Information Management
- Consulting Opportunities Advertisement
- Consulting Services Recruitment
- Contract Administration

Simply put, CMS covers the end-to-end processes involved in consultant engagement!

Training Materials

- Materials and Videos for Individual Consultants
- Materials and Videos for Consulting Firms
- ADB Treasury Departments Guidance on Intermediary Bank Details
- (New) Business Opportunities Fair 2018

Typical Issues Faced by Consultant

Short-list

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

Proposal

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

Collect Relevant Information

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

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



Build Your Brand



Visit Events Organized by ADB and the EAs

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

Build up your Portfolio

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



Understand the projects you wish to undertake



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

Prepare a Robust Proposal

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



Avoid Common Mistakes

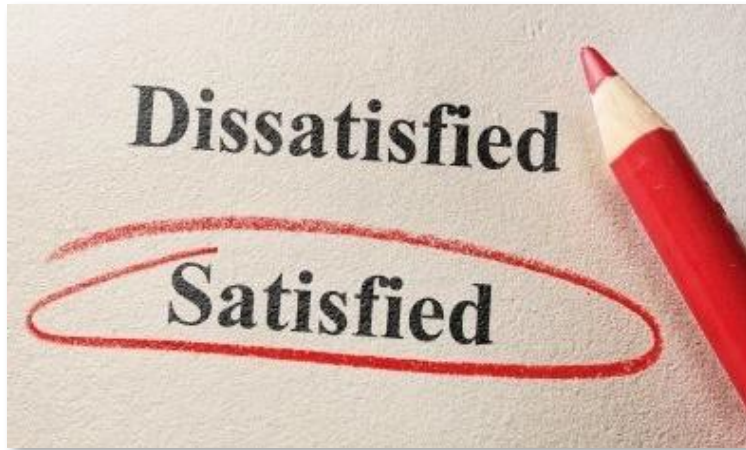
- Firm or associates not from ADB member countries*.
- Proposal received late: lack of time allocated to enter a proposal into CMS.
- Non-compliant proposal (e.g., number of person-months or inclusion of non-nationals for national expert positions).
- Failure to specifically respond to Client requirements.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

Debriefing: Lessons Learned for Future Participation

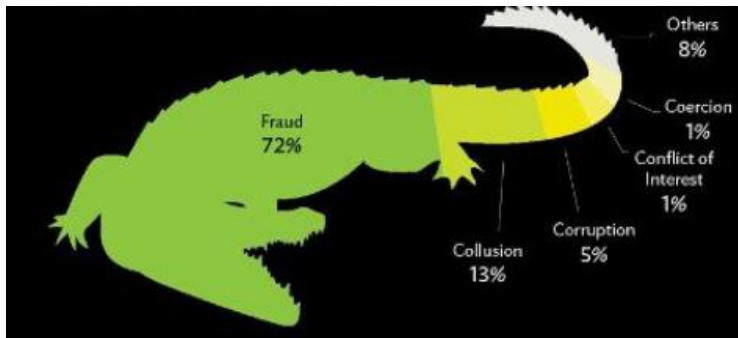


- Unsuccessful bidders may request a debriefing from Executing Agency (EA).
- Bidders can improve their participation in future tenders from feedback received during debriefing.
- Bidders may contact ADB if debriefing request is not fulfilled by the EA.

Complaints and Integrity Concerns



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



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



Resources on Procurement

Finding Opportunities in ADB-



> About ADB > Procurement

Procurement

Goods, Works, Non-Consulting and Consulting Services

www.adb.org/about/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 procurement life cycle. It also leads procurement and consulting services innovation and capacity building initiatives.

ADB Business Center

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



Home > Work with Us > Working with ADB

Working with ADB

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












Online Training on ADB Procurement



FINANCE

New Procurement Framework

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

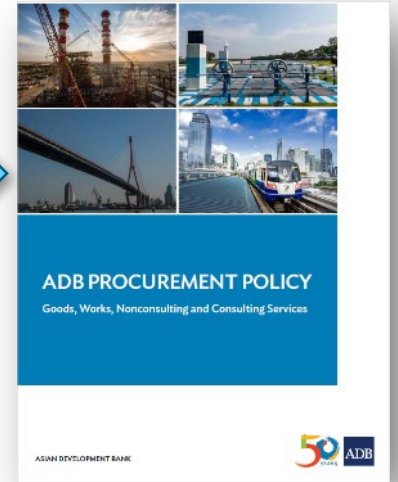
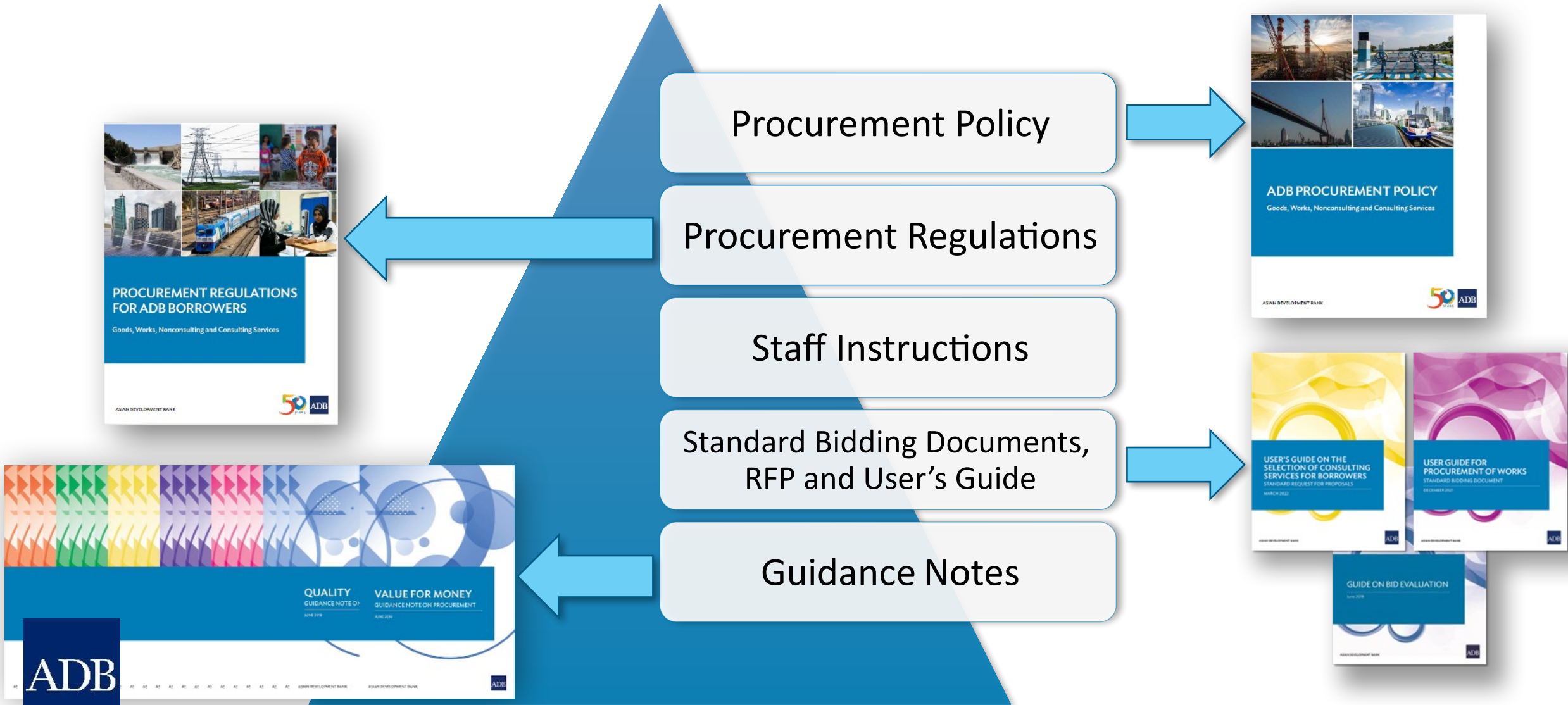
-  Module 1: Overview of NPF
-  Module 2: Strategic Procurement Planning
-  Module 3: Risk Management
-  Module 4: Analysis
-  Module 5: Procurement Strategy Development
-  Module 6: Bidding Procedures
-  Module 7: Consulting Services
-  Module 8: Bid Evaluation
-  Module 9: Contract Management
-  Module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



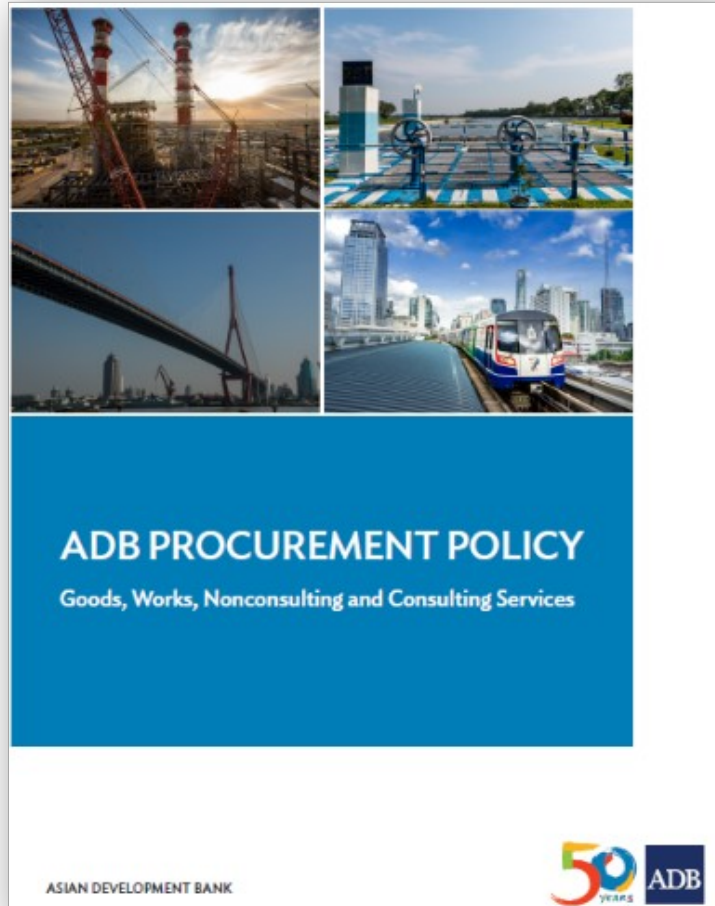


ADB Procurement Framework

ADB Procurement Framework



ADB Procurement Policy

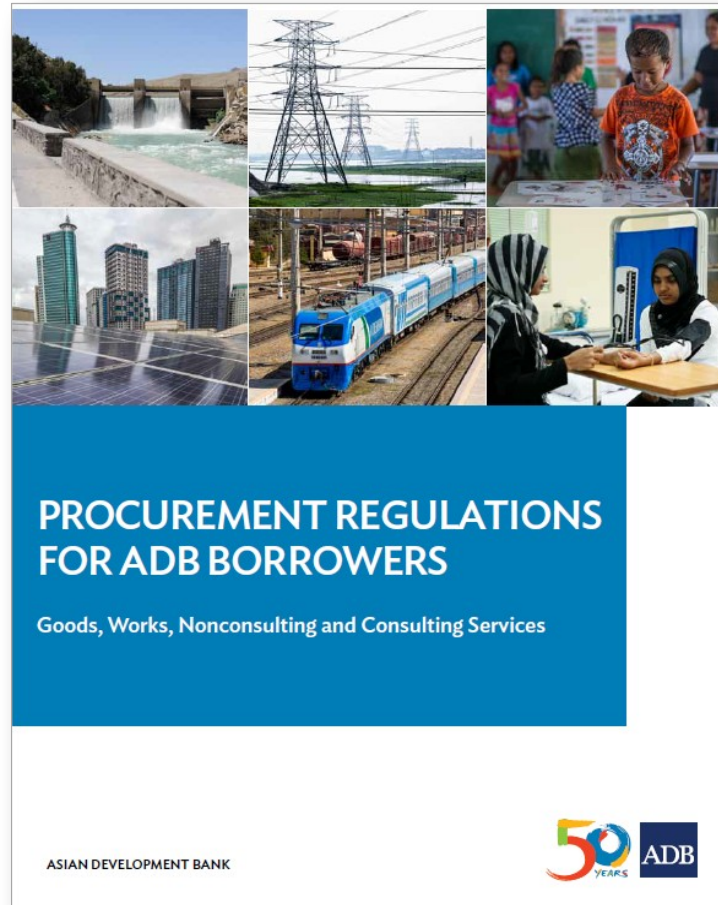


- It contains the core procurement principles.
- It specifies the requirement to apply the ADB Procurement Policy and Regulations for projects financed by ADB.

Core Procurement Principles (III)



ADB Procurement Regulations



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

Standard Bidding Documents (SBDs)



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

Guidance Notes

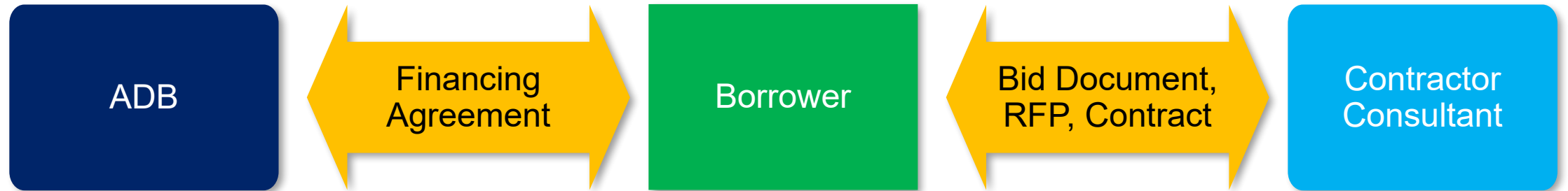
- It is used to operationalize ADB Procurement policy and Regulations.
- It is grouped based on themes.



GUIDANCE NOTES

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

Roles of Key Stakeholders in ADB Procurement



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

Eligibility

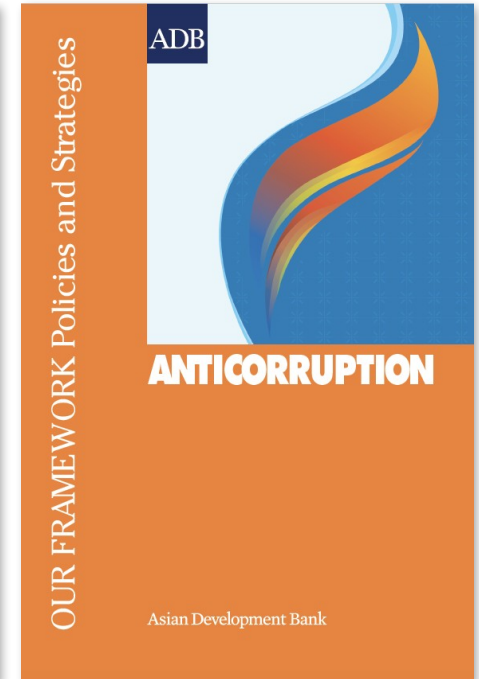
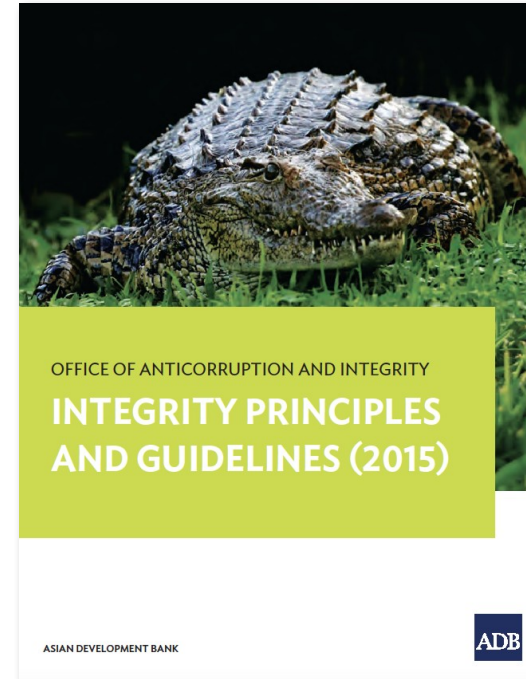
- To be eligible to participate in procurement for contracts financed by ADB, the bidder, and all parties constituting the Bidder...
 - shall have the nationality of an eligible country;
 - shall not have a conflict of interest;
 - shall not be under temporary suspension or debarment by ADB
 - and shall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

Eligibility

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

Integrity

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



Respectful Working Environment

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



Conflict of Interest

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

Where to access information online

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