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Business Opportunities with ADB

Water Sector Engagement Conference – Tbilisi 20 March 2026

Olivier J. Leonard

Principal Procurement Specialist
Georgia Resident Mission

ADB

Solving Complex
Challenges Together

Overview

Solving Complex Challenges Together

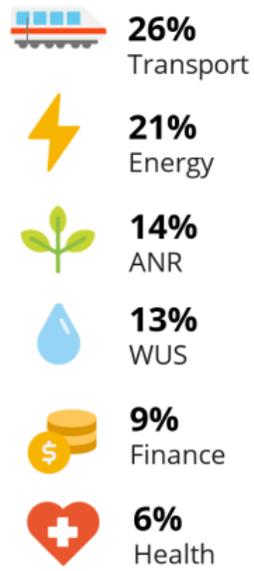
- 1. Overview of ADB Operations**
2. Business Opportunities
3. ADB Procurement Framework
4. Bidding Strategies
5. Consulting Services
6. How to find information

Overview of ADB Operations

Solving Complex Challenges Together



BY SECTOR



BY DEVELOPING MEMBER COUNTRY



Expected to increase significantly over next decade from 2023 capital adequacy reforms that unlock an additional **\$100 billion** of lending headroom.

Overview



1. About ADB
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Why pursue ADB-Financed Contracts?

Solving Complex Challenges Together



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

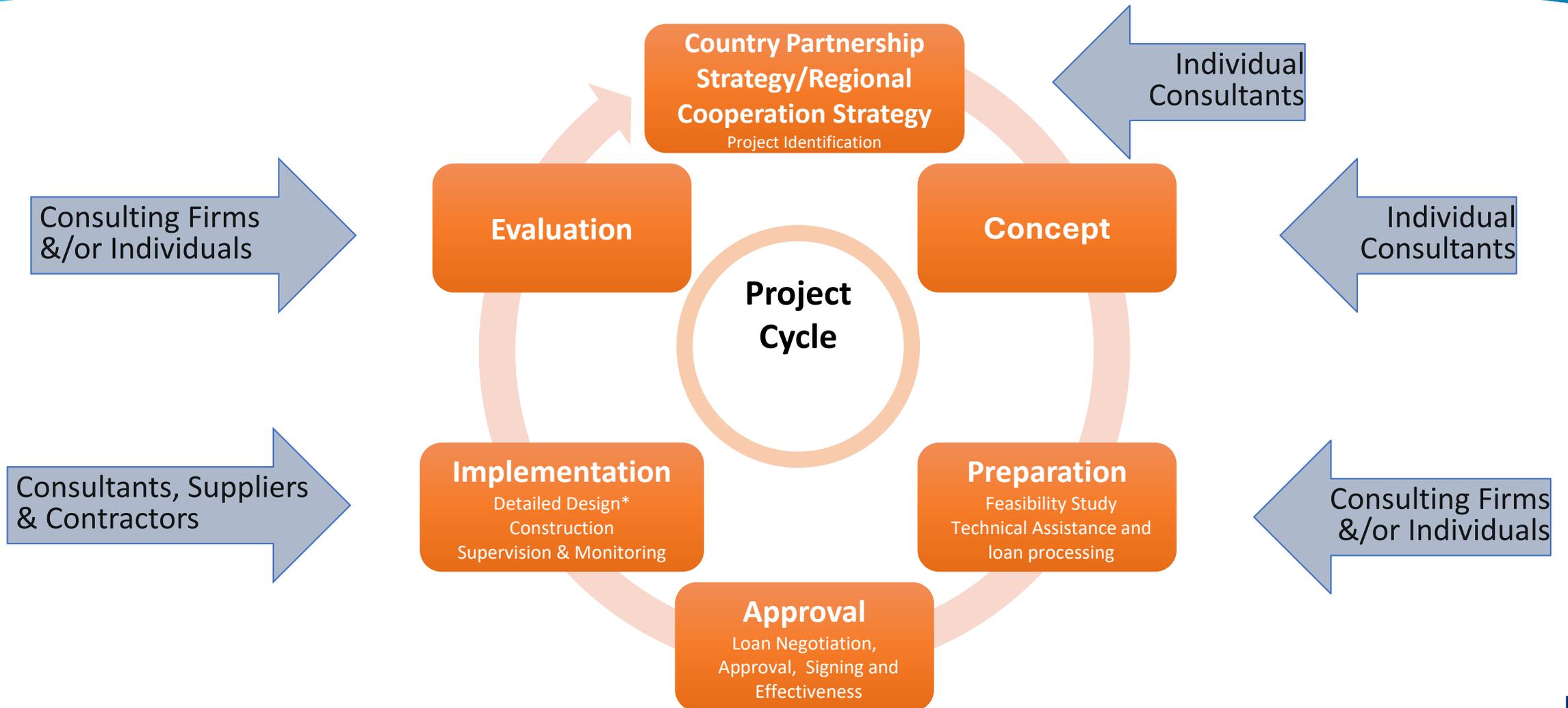
Types of Opportunities



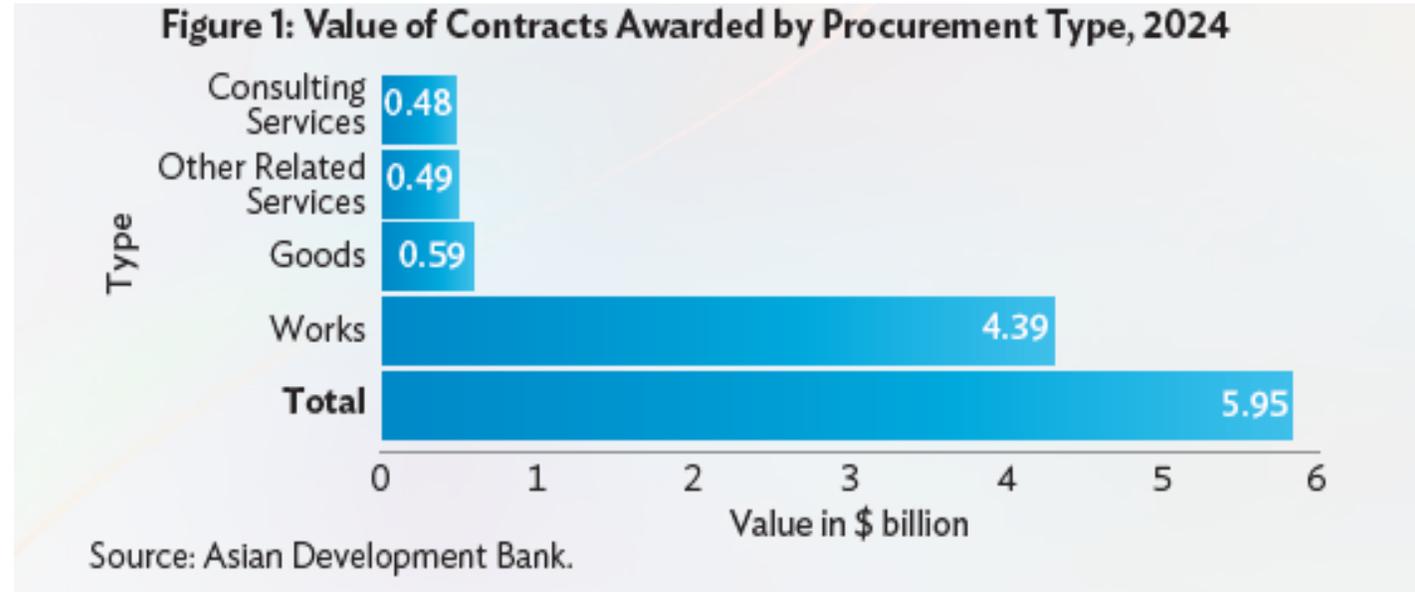
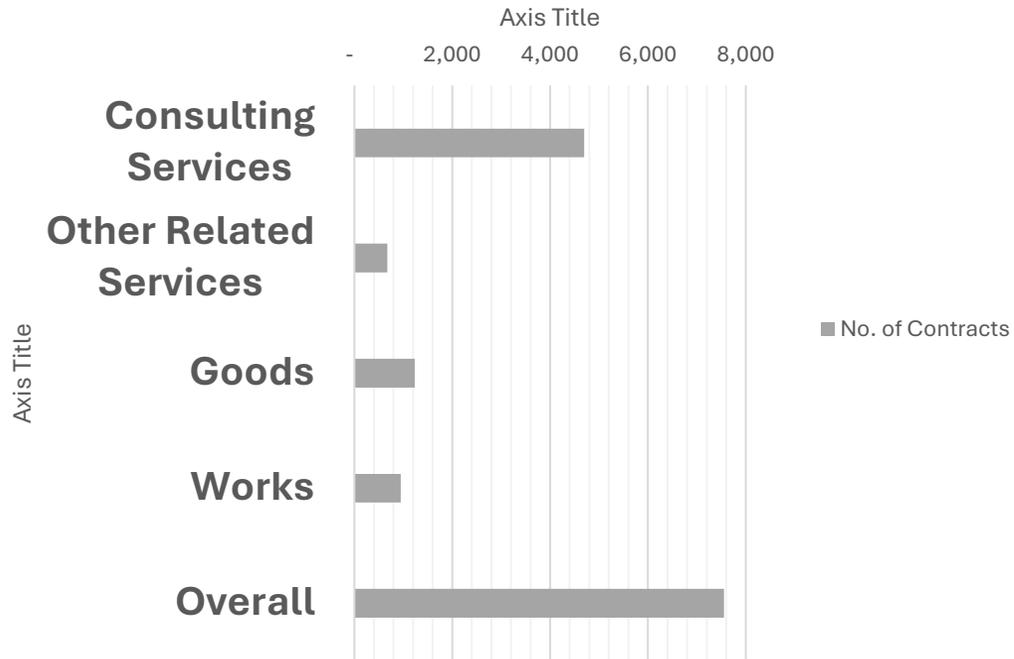
Solving Complex Challenges Together

- **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

When is Private Sector engaged in ADB Projects?



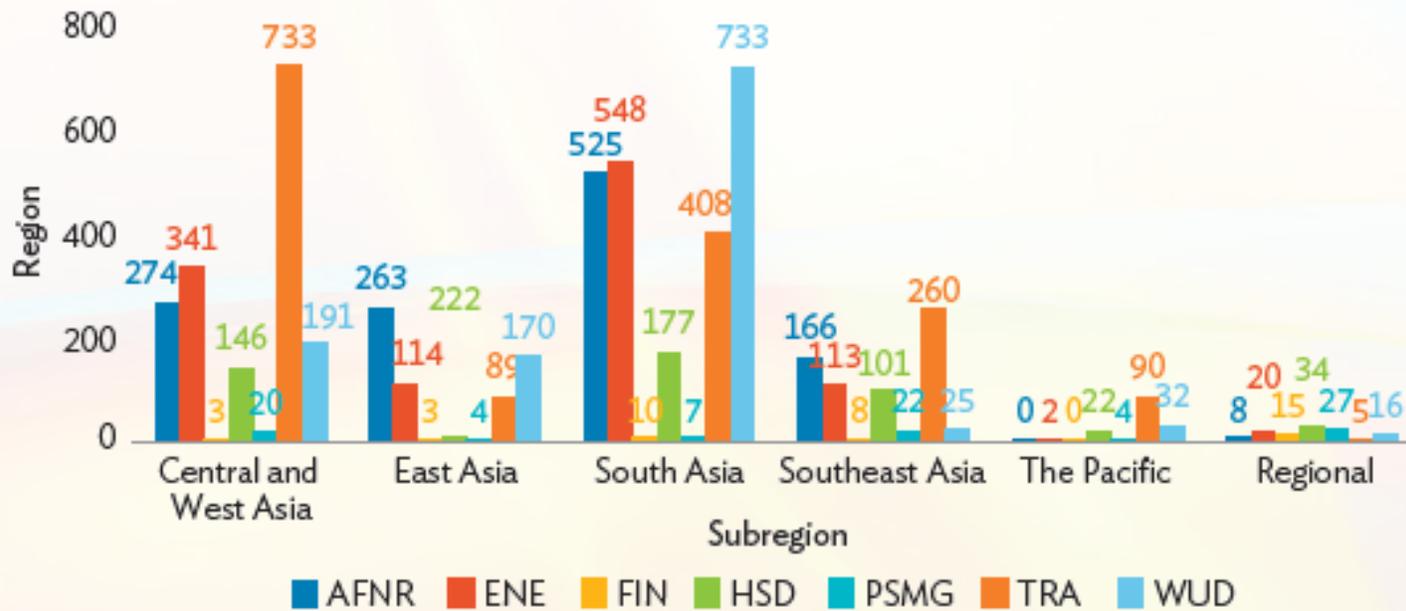
Procurement value and contract in 2024



Total Procurement by Region/Sector



Figure 5: Value of Awarded Contracts by Sectors and Subregions, 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.

Figure 3: Value of Awarded Contracts by Subregion, 2024

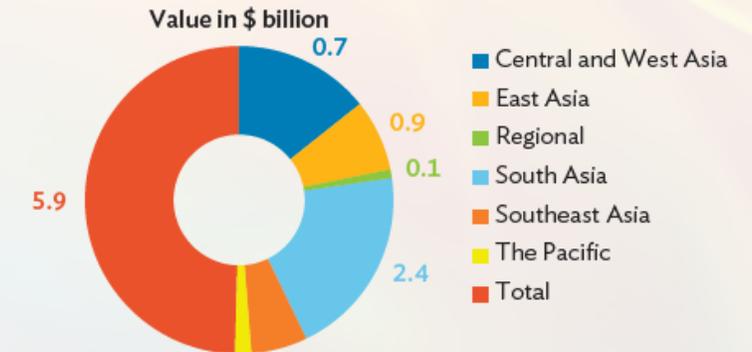
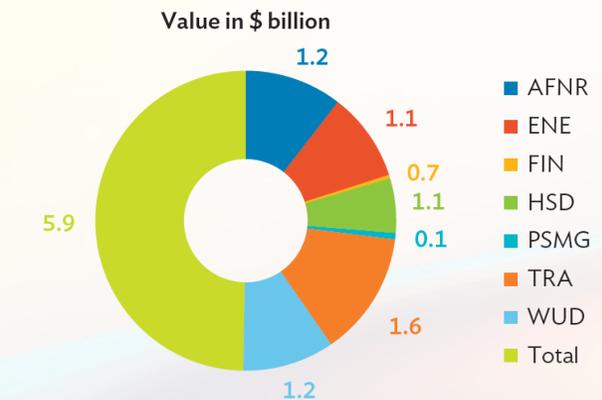
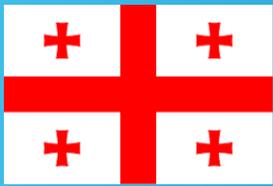


Figure 4: Value of Awarded Contract by Sector, 2024



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.



Focus on Georgia

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

Item	Goods, Works, and Related Services	
	Amount (\$ million)	% of ADB Total
2023	34.03	0.24
2024	31.07	0.25
Cumulative (as of 31 Dec 2024)	1,672.63	0.61

Item	Consulting Services	
	Amount (\$ million)	% of ADB Total
2023	2.33	0.42
2024	2.57	0.54
Cumulative (as of 31 Dec 2024)	30.91	0.19

Item	Total Procurement	
	Amount (\$ million)	% of ADB Total
2023	36.35	0.25
2024	33.63	0.26
Cumulative (as of 31 Dec 2024)	1,703.53	0.59

Top 5 Contractors/Suppliers from Georgia Involved in Goods, Works, and Related Services Contracts under ADB Loan and Grant Projects, 1 January 2020–31 December 2024

Contractor/Supplier	Sector	Contract Amount (\$ million)
Construction Service LLC	TRA	17.59
Arali LLC	WUS	11.19
Insi LLC - Java LLC (JV)	WUS	9.57
Saba Construction LLC	WUS	8.53
Kartuli Samsheneblo Jgupi LLC	WUS	6.04
Others		788.07
Total		840.99

Top 5 Consultants from Georgia Involved in Consulting Services Contracts under ADB Loan, Grant, and Technical Assistance Projects, 1 January 2020–31 December 2024

Consultant	Sector	Contract Amount (\$ million)
Scientific, Project-Technological Enterprise Industry LLC	EDU	0.70
ILF Consulting Engineers Georgia LLC - ILF Beratende Ingenieure AG (JV)	WUS	0.53
Policy and Management Consulting Group	IND, TRA	0.31
BetterFly LCC	EDU	0.27
Atelier Architects LLC	WUS	0.25
Individual Consultants		9.64
Others		2.82
Total		14.52

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Solving Complex Challenges Together

1. About ADB
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Key Procurement Roles

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- Responsible and accountable for carrying out all procurement activities.
- Responsible for project implementation.
- Contract are between Borrower and Provider; ADB is not a party.

Borrower



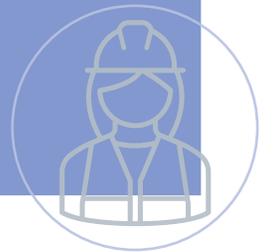
- ADB ensures funds are used only for their intended purpose by providing implementation support.
- ADB monitors and oversees procurement processes: ensures procurement is carried out per agreed procedures
- Prior or post review of procurement transactions

ADB



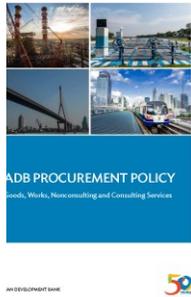
- Comply with requirements in bidding documents and contracts with Borrowers.

Providers of Goods, Works & Services



Procurement Framework

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ADB Procurement Policy 2017



Procurement Directive for ADB Borrowers 2026



Standard Bidding Documents and User Guides



Guidance Notes



Procurement Staff Instructions

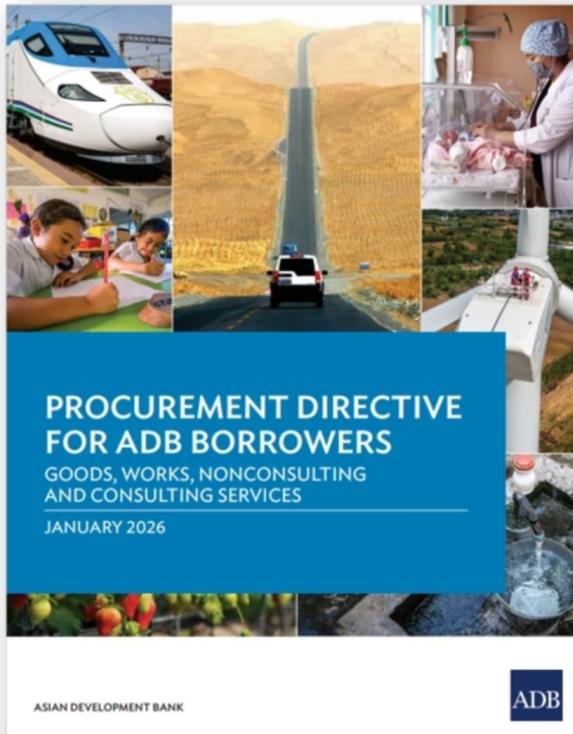
Procurement Principles



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.

Procurement Directive for ADB Borrowers: *What's Changed?*

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Promote Innovation and Enhance Supplier Base

Early market engagement, collaborative forms of contracting.

Reward Sustainable Procurement

Focus on environmental, social, economic & institutional considerations.

Improve Quality and Value for Money

Merit point criteria on internationally advertised works, nonconsulting services and specific goods contracts.

Foster Economic Growth and Local Development

Local labor requirement on internationally advertised works contracts.

Main Changes

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Early Market Engagement

Engaging the market before bidding to refine specs, attract bidders, and improve outcomes.



Merit Point Criteria

Evaluating bids on technical merit and cost to reward quality and innovation.



Local Participation

Requiring local labor on internationally advertised works to drive job creation and skills development.



Contract Management

Ensuring contracts of substantial/high risk and high value are actively monitored through contract management plans.



Sustainable Procurement

Embedding environmental, social, institutional and economic factors into procurement decisions, with up to 25% of the MPC technical score allocated to sustainability.

Merit Point Criteria



Required for internationally advertised works, nonconsulting services and specific goods to advance quality, sustainability and value for money.

Evaluating bids using MPC

Focuses on value for money and fit for purpose procurement by evaluating bids on technical merit as well as cost.

Rewards quality and innovation, encouraging stronger, more competitive bids.

Establishes well-defined and consistent quality standards that level the playing field.



YouTube

Maximizing Procurement Impact with Merit Point Crit

As part of ADB's commitment to quality, sustainability, and value for money in its projects, ADB is implementing changes in its procurement approach effective 1 January 2026 that ensures

❏ MPC does not apply to pharmaceuticals, vaccines, commodities, and low-value off-the-shelf goods.

When to Apply

Solving Complex Challenges Together

MPC will be utilized on internationally advertised contracts

For contracts with substantial/high procurement risk, minimum technical weighting is 50%

How is advertising determined?

- **International Advertising:** Used when participation by foreign firms will increase competition and help achieve VfM.
- **National Advertising:**
 - May be used if procurement is unlikely to attract international competition.
 - Decision informed by supply market, procurement risk, contract complexity & value.
 - National Advertising: Subject to ADB approval.

How is Procurement risk determined?

- Procurement risk is based on **procurement capacity, market conditions, contract complexity, contract size and implementation environment.**
- Borrower presents the procurement risk in the SPP report for ADB endorsement.

How is technical weighting applied?

- 50% for high/substantial procurement risk and high value
- 60% for high/substantial procurement risk and low value
- 10% for moderate/low procurement risk and high value
- 20% for moderate/low procurement risk and low value

Procurement Snapshot

EARLY MARKET ENGAGEMENT
Advancing market readiness, competition, and transparency in ADB-financed projects

What is Early Market Engagement?
Early Market Engagement (EME) is a transparent and structured way to engage with suppliers before bidding. It allows bidders to assess capacity, refine requirements, and identify risks and opportunities on projects as feasible, competitive, and aligned with market conditions.

Why EME?

- Improves Accuracy:** Refines technical specifications, budgets, and timelines, ensuring greater responsiveness aligns with what the market can deliver.
- Enhances Competition:** Allows potential bidders, leading to more competitive and inclusive procurement.
- Stimulates Innovation:** Allows suppliers to share emerging technologies and practices that improve sustainability and enhance development outcomes.
- Identifies Risks and Opportunities:** Helps anticipate potential delivery challenges, supply chain constraints, and opportunities before procurement begins.
- Strengthens Transparency and Trust:** Open and well-documented engagement fosters confidence among stakeholders, reducing transparency, and business to procurement.

Common EME Approaches

Market Discovery	Information Tools	Collaborative Platforms
Market sounding sessions	Advance purchase contracts	Project webinars
Feedback on specifications	Request for information	Webinars and virtual briefings
Workshops and roundtables	Q&A portal	Innovation calls and challenges

LOCAL PARTICIPATION
Advancing job creation, skills development, and economic growth in ADB-financed projects

What is Local Participation?
Local Participation refers to the meaningful, inclusive, and sustained engagement of local labor in project implementation. This approach rewards contractors that create local jobs and invest in skills development, fostering sustainable livelihoods and strengthening long-term development outcomes.

Why Local Participation?

- Community Ownership:** Strengthens community ownership and support for the project.
- Economic Engagement:** Reduces poverty and enhances local livelihoods.
- Capacity Building:** Develops local skills so communities can manage and sustain development outcomes beyond the project completion.
- Sustainable Growth:** Fosters inclusive, resilient, and sustainable economic growth.
- Partnerships:** Promotes inclusive participation and partnerships among communities, governments, and contractors.

Local Labor

- Qualified:** Meets formal qualifications or trade experience.
- Some-skilled:** Vocational training or on-the-job experience.
- Skilled:** Certified professionals.

MERIT POINT CRITERIA
Advancing quality, sustainability, and value for money in ADB-financed projects

What is Merit Point Criteria?
Merit Point Criteria (MPC) is a structured approach to bid evaluation used to compare and rank bids, while balancing quality and cost. It assigns weights and scores to criteria that are important to the borrower and rewards bidders with approaches that deliver value for money.

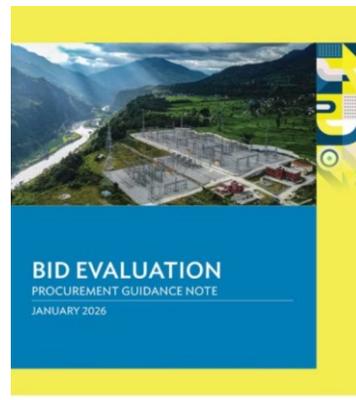
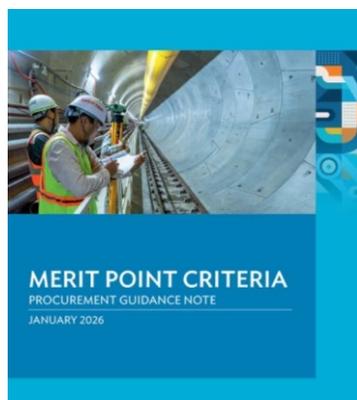
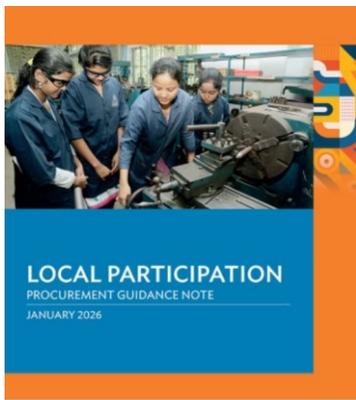
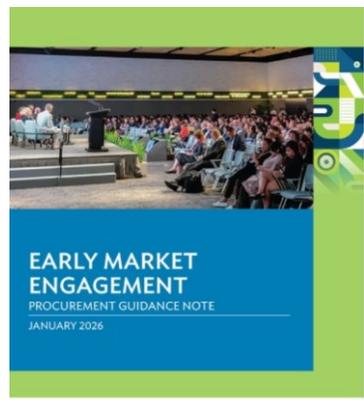
Why MPC?

- Empowers Quality:** Focuses on value for money and fits for purpose procurement by evaluating bids on technical merit as well as cost.
- Spotlights Solutions:** Rewards quality and innovation, encouraging stronger, more competitive bids.
- Supports Fair Competition:** Establishes well-defined and consistent quality standards that level the playing field.
- Enhances Transparency:** Provides clarity in evaluations, strengthening trust among stakeholders.
- Aligns with Development Priorities:** Advances climate resilience, sustainability, and innovation.

How MPC Works
MPC uses both technical and financial weightings to provide a balanced and transparent evaluation process. These weightings are published in the bidding documents. How evaluation criteria and their weightings are applied depends on procurement risk and contract value.

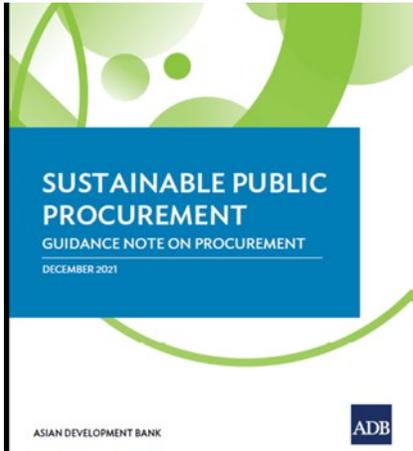
Applying guidelines: Technical scoring for bid evaluation assesses commercial and transparent approaches and strengthens the integrity and credibility of the procurement process.

Procurement Guidance Note



Sustainable Public Procurement

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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

Overview

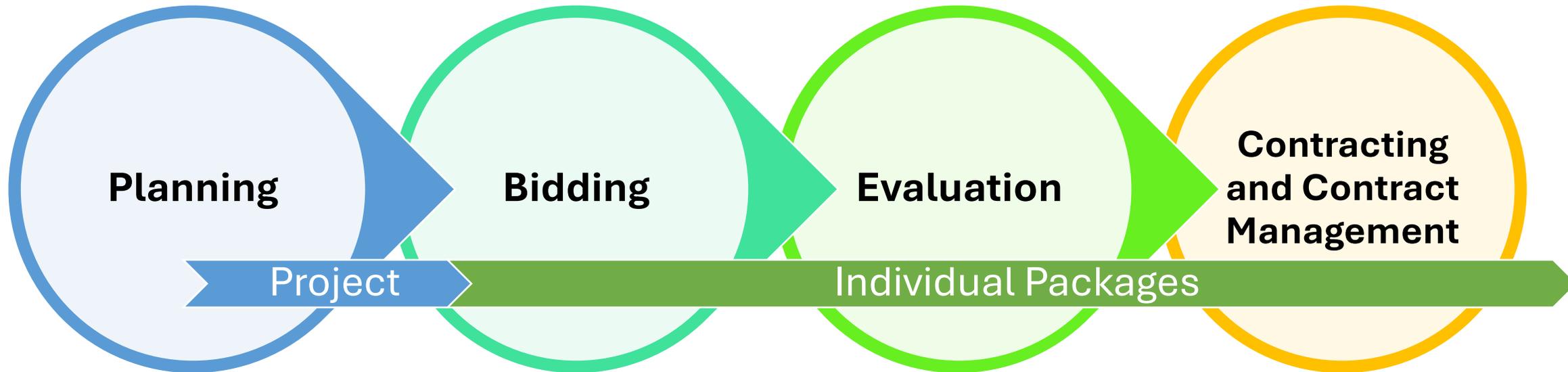


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Procurement Process



Solving Complex Challenges Together



Preparing a Bid/Proposal

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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

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Types of Consultants

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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.

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

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The screenshot shows the ADB Consultant Management System (CMS) website. The header includes the ADB logo and the title "Consultant Management System". Below the header are navigation tabs for "Overview" and "FAQ". The main content area is divided into several sections:

- Welcome to the Asian Development Bank's Consultant Management System:** A introductory paragraph explaining the system's purpose.
- Consultants:** A section with an icon of a person, describing how consultants can create and update their profiles, search for opportunities, and submit proposals. It includes a link to know who can register and a note about accepting terms and conditions.
- ADB Project Team Members:** A section with an icon of a globe, describing how team members can access various CMS functions like creating selections and sending proposals.
- Executing Agencies (EAs):** A section with an icon of a person, describing how EAs can post consulting opportunities. It includes a list of details to be provided when requesting an EA account.
- Consulting Services Recruitment Notice (CSRN):** A section explaining the CSRN and providing a link to view the list of advertising opportunities.

On the right side of the page, there are three main sections:

- Login:** A section with a key icon, containing a login form with fields for "Username" and "Password", a "Login" button, and a "Login Assistance" link. A note mentions that Oracle users can also login.
- Registration:** A section with a "New user? Register now!" prompt and two buttons: "Register as Consulting Firm" and "Register as Individual Consultant".
- Need Help?:** A section providing contact information for system inquiries via email at cmshelp@adb.org.

At the bottom right, there is a **CMS SYSTEM UPDATE** section with a "Dear CMS Users," salutation, a message about the transition from CSRN to CMS, and contact information for the CMS Team. A **NOTE** at the very bottom indicates weekly maintenance activities.

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Solving Complex Challenges Together

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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)

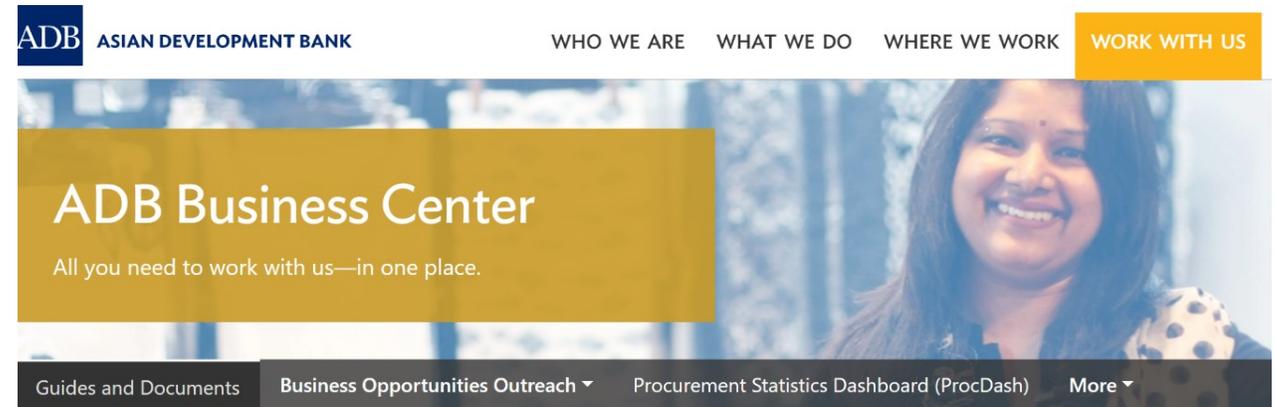
Operational
Procurement

How to find Information on our Website



Business Center
www.adb.org/business

- How-Tos
- Policy & Directive
- Procedures & Guidance
- Documents & Forms



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

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

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The image displays two side-by-side screenshots of the ADB website's 'Projects & Tenders' section. The left screenshot shows the 'Projects' tab selected, with the 'Projects' label circled in red. The right screenshot shows the 'Tenders' tab selected, with the 'Tenders' label circled in red. Both screenshots feature a search bar, filter panels on the left, and a list of results. In the left screenshot, the 'Energy' filter in the Sector panel and the 'Sovereign' filter in the Type panel are circled in green. In the right screenshot, the 'Energy' filter in the Sector panel and the 'Consulting Services' filter in the Group panel are circled in green.

Projects & Tenders - Projects

Project data sheets for loans, grants, TAs

Search projects

Results 1-20 of 809 RSS Sort by

Energy X Sovereign X

Project Name	Status	Approval Date
Power Distribution Modernization Project (formerly Electricity System Strengthening and Sustainability Project)	Approved	26 Oct 2021
Development of the Pacific Energy Regulators Alliance	Active	25 Oct 2021
Promoting Increased Renewable Energy Deployment, Energy Efficiency, and Power System Resilience	Approved	14 Oct 2021
Power Sector Reform Support Program	Approved	02 Oct 2021
Research on Addressing Climate Change in Ningxia through the Use of Science and Technology	Approved	28 Sep 2021

Projects & Tenders - Tenders

Procurement of goods, works, and consulting services

Search tenders

Results 1-20 of 3032 RSS Sort by

Energy X

Tender Name	Status	Deadline
51122-SRI: Power System Reliability Strengthening Project [OCB No: CEB/AGM/PRO/2021/OCB/PSRSP-P1B]	Active	05 Jan 2022
National Senior Transmission Engineer	Active	03 Nov 2021
National Transmission Engineer	Active	03 Nov 2021
Project Coordination Expert	Active	03 Nov 2021

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



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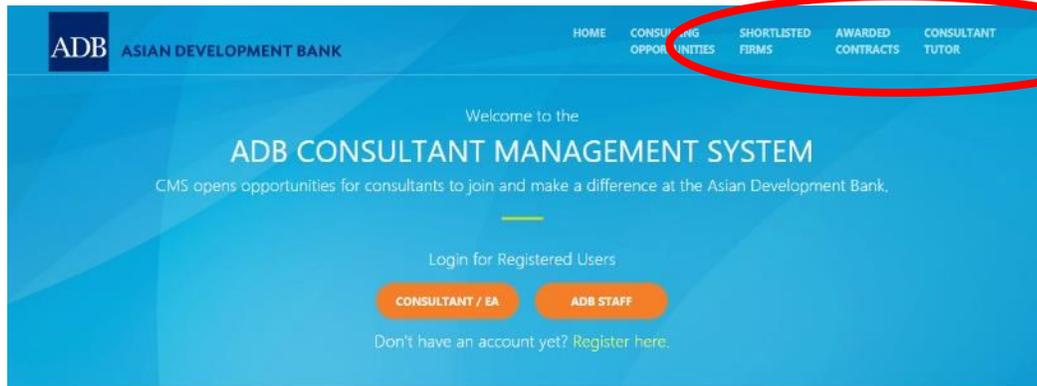
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Alerts Links to content posted on ADB.org delivered to your inbox daily or weekly.	<input checked="" type="radio"/> Daily <input type="radio"/> Weekly <input type="radio"/> Off
Articles and Videos	<input checked="" type="radio"/> On <input type="radio"/>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

Solving Complex Challenges Together



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.



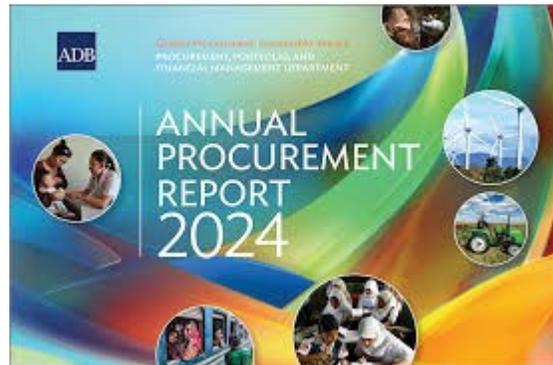
View Awarded Contracts

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

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[Operational Procurement | Asian Development Bank](#)



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

<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

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

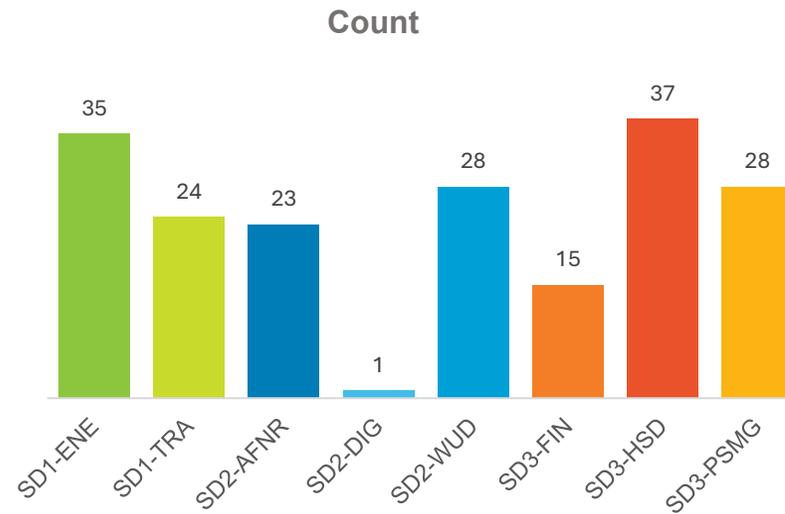
Region

- (All)
- Central and West Asia
- East Asia
- Pacific
- South Asia
- Southeast Asia

Pipeline by Sector



2026 Approval Pipeline (As of 14 November 2025)



1. Energy (ENE)
2. Transport (TRA)
3. **Water-Urban (WUD)**
4. Human and Social Development (HSD)

5. Agriculture, Food, Nature, and Rural Development (AFNR)
6. Finance (FIN)
7. Public Sector Management and Governance (PSMG)

Pipeline by Sector

Solving Complex Challenges Together

Water-Urban (WUD)



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Detailed List of Projects



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

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16-17 September 2025
Manila, Philippines

ADB: Business Opportunities Fair 2025

The ADB BOF is a one-stop forum for consultants, consulting firms, contractors, manufacturers, suppliers, and civil society organizations looking to provide goods, works, and services for ADB projects. It has proven to be an excellent opportunity to network with peers in the industry and with ADB specialists in the energy, transport, water, urban development, agriculture, public management, finance, health, education, and human and social development sectors, as well as specialists from the following thematic areas, namely, climate change, environment, gender, fragility and engagement, digital technology, and regional cooperation and integration and trade.

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