

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.

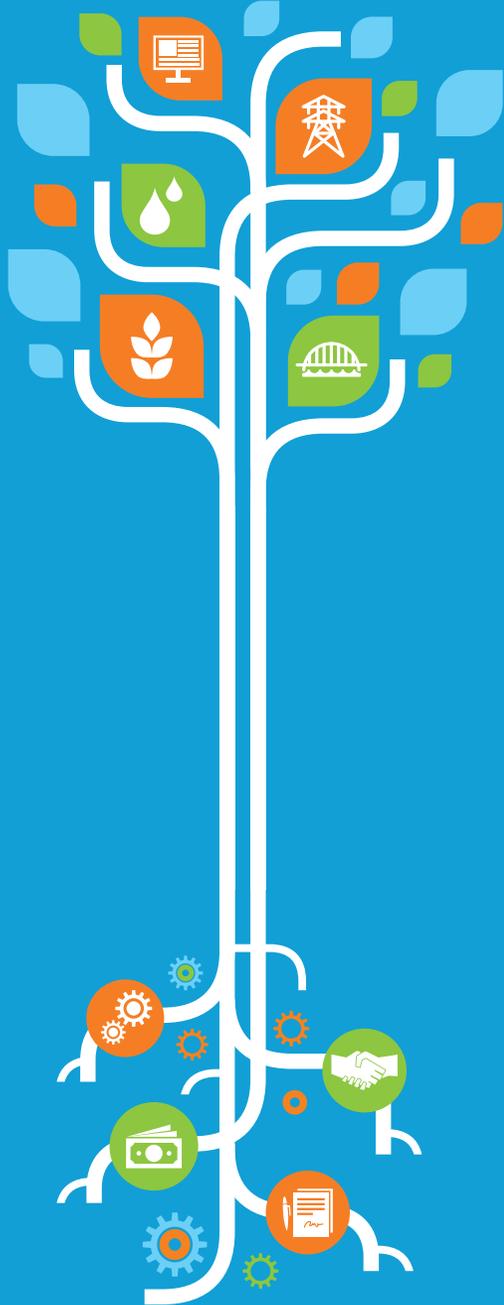
ADB

Doing Business with ADB: Procurement Opportunities in Central Asia

ADB Business Opportunities Outreach
12 March 2026

Julian Doczi
Senior Procurement Specialist
Procurement, Portfolio and Financial
Management Department

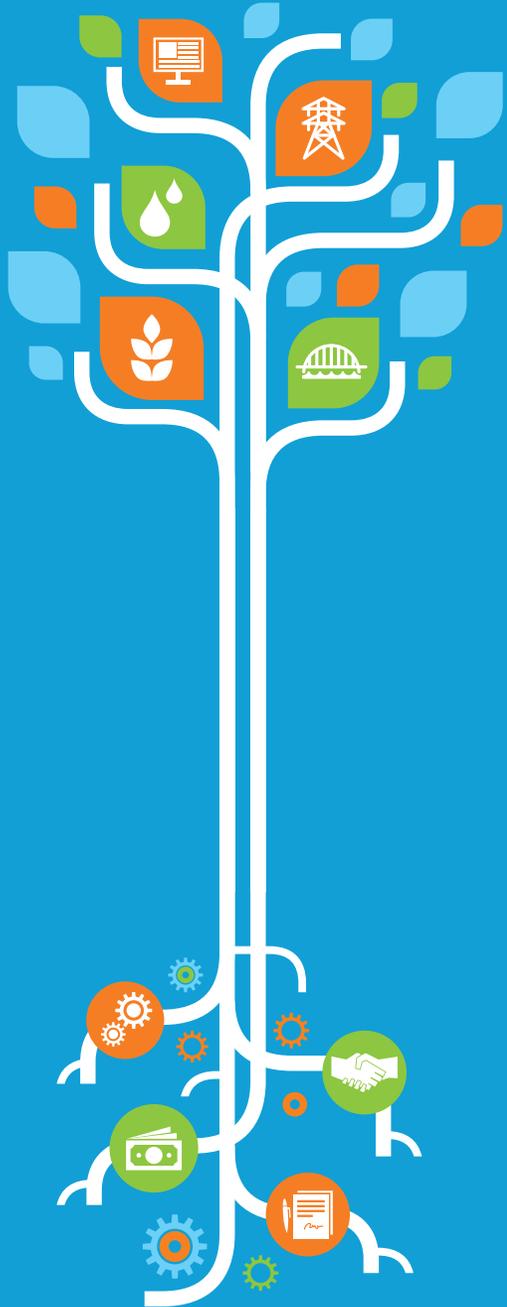
BUSINESS
OPPORTUNITIES



Overview

- ADB operations
- ADB business opportunities
- ADB procurement framework
- Bidding strategies and identifying opportunities





ADB Operations

A brief about ADB



- Founded in 1966, HQ in Philippines
- 69 members
- 50 regional & 19 non-regional
- 42 borrowing members

To support its clients, ADB works with:

- Private sector
- NGOs and CSOs
- Foundations
- Academia & think tanks
- Donors & international organizations

Main instruments: loans/grants, technical assistance, equity and guarantees

Delivered through: ADB's own resources (ordinary; concessional; special funds) and cofinancing

Largest borrowers in 2024: India, PR China, Bangladesh, Philippines, Pakistan

Strategy 2030: Seven Operational Priorities



Addressing remaining poverty and reducing inequalities



Accelerating progress in gender equality

At least 75% of committed operations by 2030



Tackling climate change, building climate and disaster resilience, and enhancing environmental sustainability

At least 75% of committed operations by 2030, \$80 billion from own resources from 2019–2030



Making cities more livable



Promoting rural development and food security



Strengthening governance and institutional capacity



Fostering regional cooperation and integration

Key Approaches



Expanding private sector operations

1/3 of ADB operations by 2024



Catalyzing and mobilizing financial resources for development

\$1 in private sector operations financing matched by \$2.50 of cofinancing

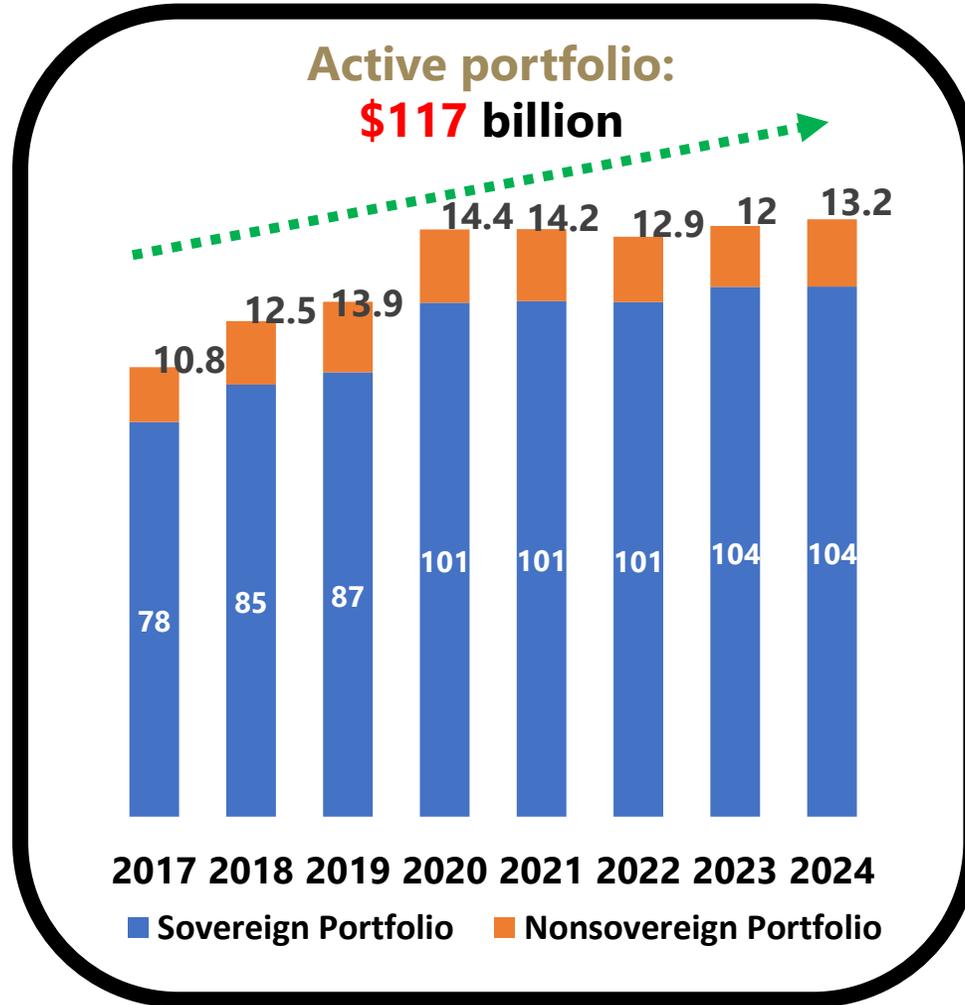


Strengthening knowledge services

<https://www.adb.org/documents/strategy-2030-prosperous-inclusive-resilient-sustainable-asia-pacific>



Overview of ADB Operations

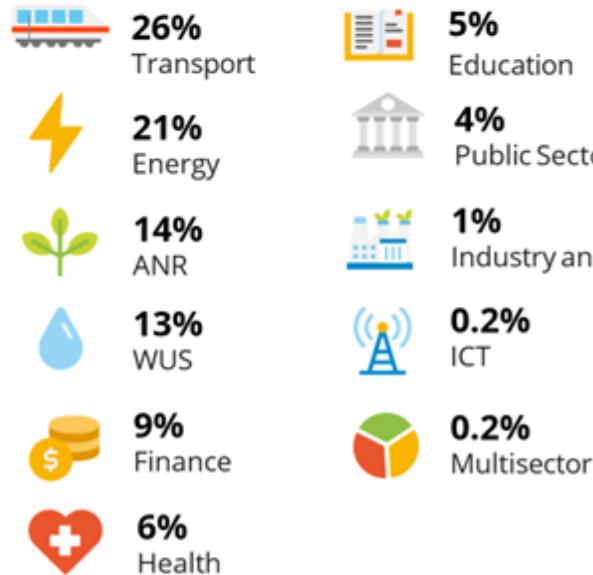


Expected to increase significantly over next decade from capital adequacy reforms that unlock an additional **\$100 billion** of lending headroom

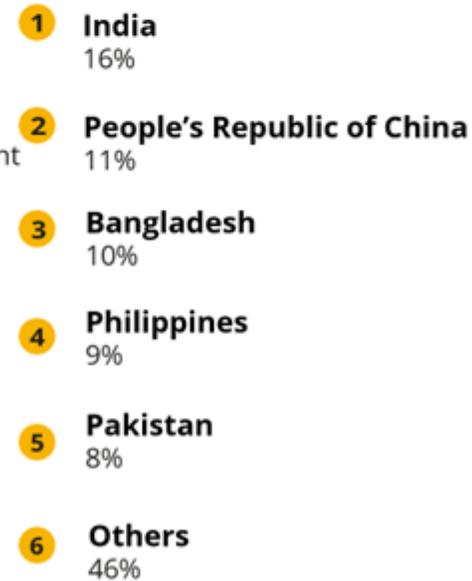
(<https://www.adb.org/news/adb-capital-management-reforms-unlock-100-billion-new-funding-over-next-decade-support-asia>)



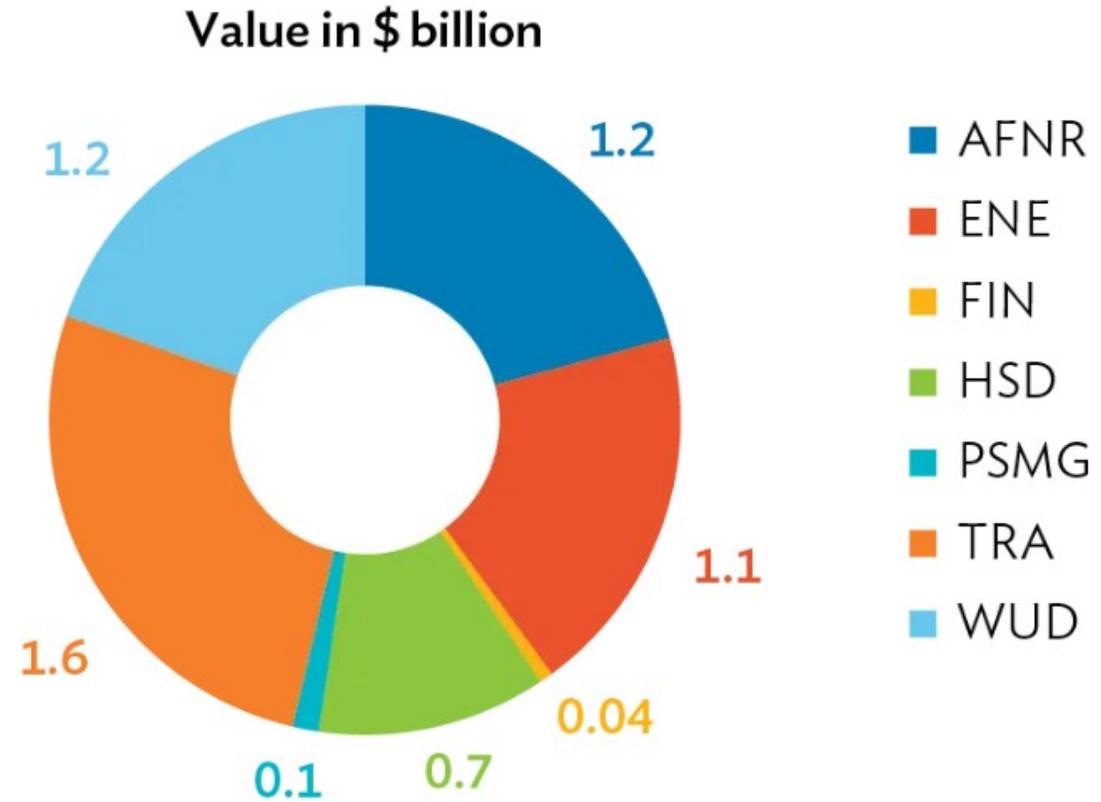
BY SECTOR



BY DEVELOPING MEMBER COUNTRY

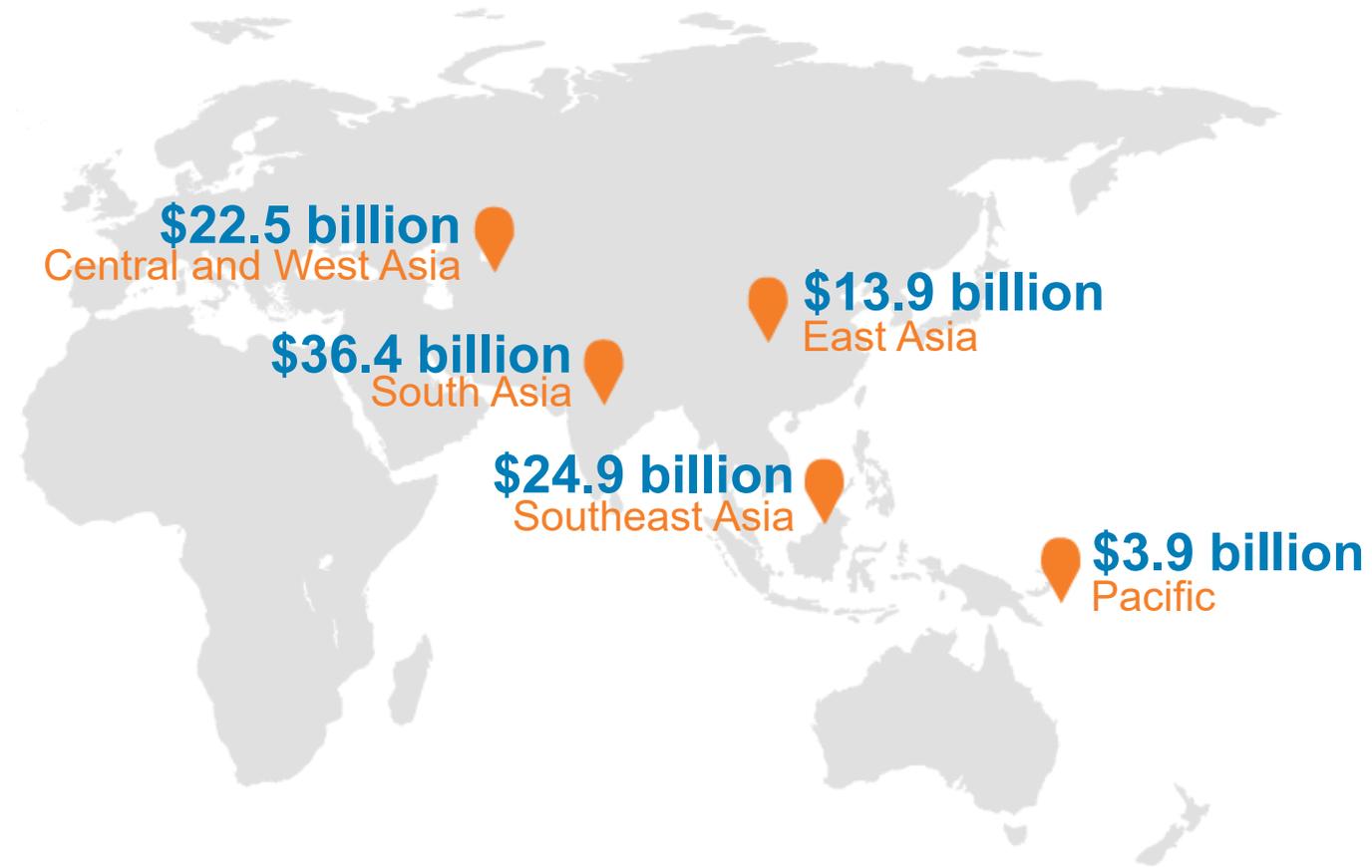


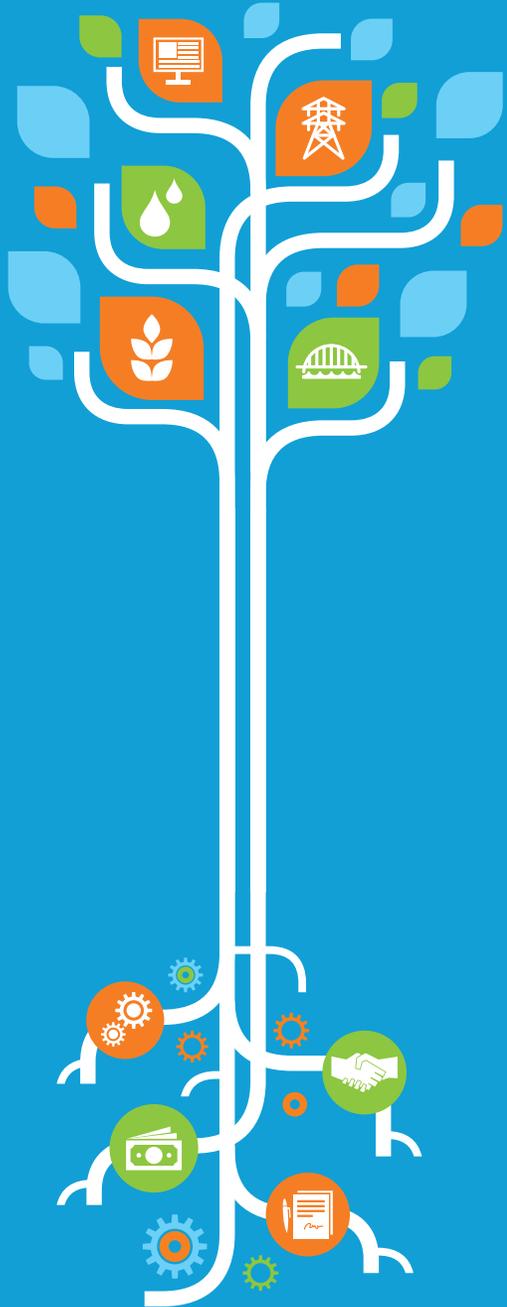
What do we work on? (Share of procurement by sector, 2024)



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.

Active sovereign portfolio by region





ADB Business Opportunities

Why pursue ADB funded contracts?

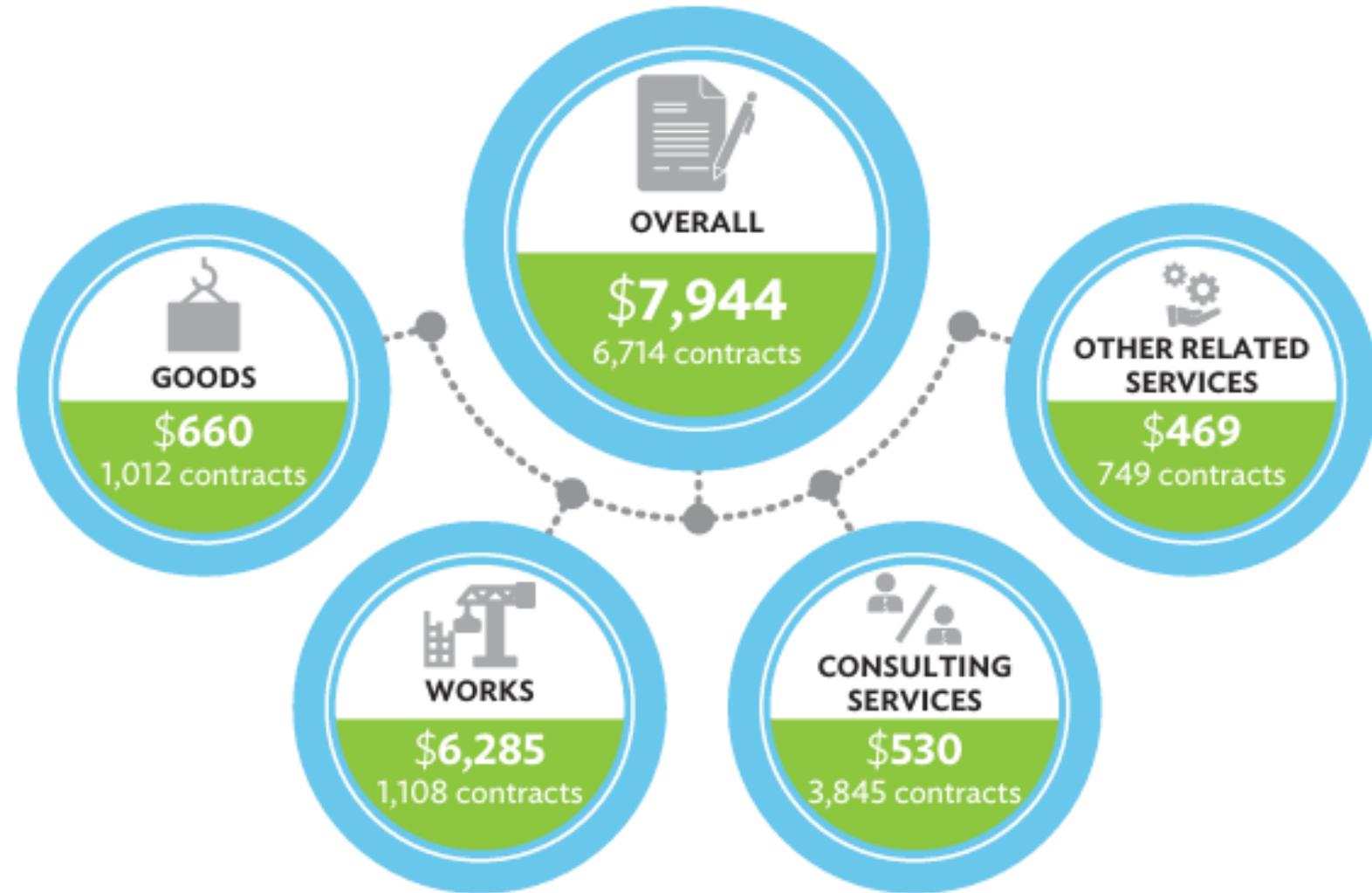
- Assured financing for goods, works, and services
- Gateway to new opportunities in fast growing economies across multiple sectors
- ADB's operations are rapidly growing
- Internationally accepted fair and transparent procurement procedures
- Strong integrity oversight



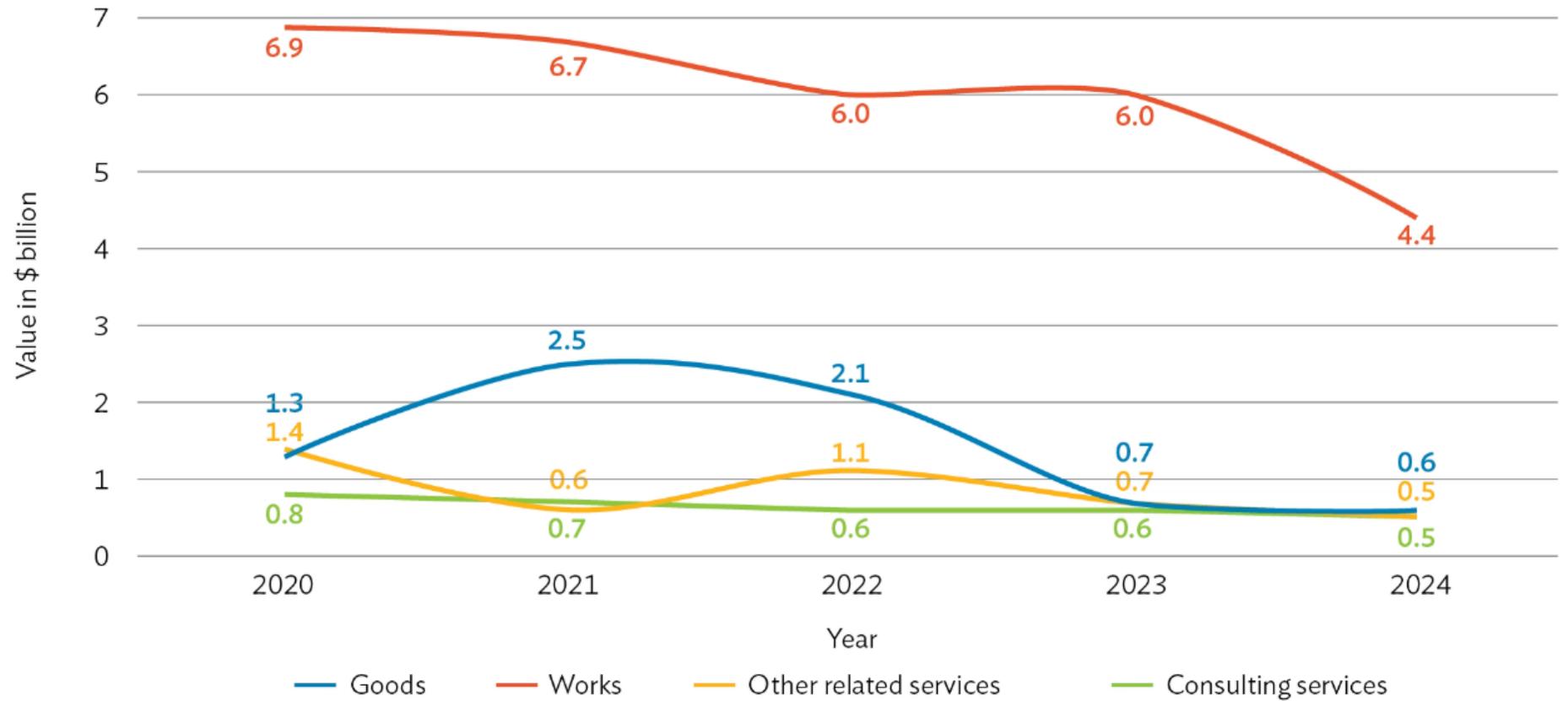
Types of business opportunities

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

Overall Procurement in 2023



Average contract size



<https://www.adb.org/multimedia/annual-procurement-report/procurement-statistics/index.html>



When is the Private Sector engaged?



Top Members for Goods

Procurement Ranking – Goods

	2019	2020	2021	2022	2023	2024
1	IND	IND	PRC	IND	PRC	PRC
2	PRC	PRC	BAN	PRC	BAN	IND
3	USA	INO	PHI	HKG	HKG	BAN
4	BAN	TUR	IND	BAN	UZB	PAK
5	VIE	HKG	DEN	SIN	SRI	INO

Top Members for Works

Procurement Ranking – Works

	2019	2020	2021	2022	2023	2024
1	PRC	IND	IND	PRC	IND	PRC
2	IND	PRC	PRC	KOR	PRC	IND
3	BAN	PHI	VIE	IND	PHI	BAN
4	INO	BAN	PAK	SPA	BAN	INO
5	PAK	PAK	INO	PAK	INO	PAK

Top Members for Consulting Services

Procurement Ranking – Consulting Services						
	2019	2020	2021	2022	2023	2024
1	IND	USA	IND	IND	IND	IND
2	AUS	KOR	INO	AUS	AUS	KOR
3	USA	IND	JPN	BAN	UKG	PRC
4	GER	INO	FRA	KOR	USA	PHL
5	FRA	AUS	AUS	UKG	JPN	GER

ADB and USA

- USA joined ADB in 1966 as a founding member
- USA's membership enables American companies to do business with ADB
- As of 2025:
 - 15.571% of ADB's shares and 12.747% of voting power on its Board of Directors
 - Contributed \$21.6 billion in overall capital and \$1.08 billion of paid-in capital, and \$5.015 billion to special funds (since 1966) that support ADB's lending and grant operations
 - Cofinanced 30 projects for ~\$4.02 billion since 2020
 - Contributed ~\$156.8 million to 3 trust funds
 - American companies have won \$13.104 billion of contracts from ADB to date, with \$518.61 million won in 2024



<https://www.adb.org/sites/default/files/publication/27810/usa-2024.pdf>

Top 5 Contractors/Suppliers from the United States 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)
Astrophysics Inc.	TRA	5.37
Algimed Trade Ltd.	HLT	0.90
CAM Innovation Inc.	TRA	0.85
East Island Aviation Services Inc.	PSM	0.40
Dateline Exports	WUS	0.35
Others		2.20
Total		10.07

HLT = health, PSM = public sector management, TRA = transport, WUS = water and other urban infrastructure and services.

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

Consultant	Sector	Contract Amount (\$ million)
T.Y. Lin International	TRA	58.79
HJI Group Corp.	ANR, EDU, ENE, HLT, IND, TRA	12.94
Tetra Tech ES Inc.	ENE	8.24
Paradigm Applications LLC	FIN, PSM	6.85
Logit Consulting Inc.	TRA, WUS	4.97
Individual Consultants		50.78
Others		55.18
Total		197.76

ANR = agriculture, natural resources, and rural development; EDU = education; ENE = energy; FIN = finance; HLT = health; IND = industry and trade; PSM = public sector management; TRA = transport; WUS = water and other urban infrastructure and services.

ADB Operational Procurement Stats

Operational Procurement Statistics Dashboard (ProcDash)

Asian Development Bank Public sector governance

Welcome to ADB's Operational Procurement Statistics Dashboard (ProcDash)

The Operational Procurement Statistics Dashboard (ProcDash) presents the value of all goods, works and consulting services contracts awarded for projects under the Asian Development Bank operations. It has four sections, namely, overview, operational procurement by nationality, operational procurement by origin of goods and services, and operational procurement by threshold. For purposes of this dashboard, **value of operational procurement is reported in terms of the amount financed by ADB.**

The overview section presented below shows data on operational procurement statistics by region, nature, sector and by borrowing country. Data can be further filtered by contract year and modality. To determine the allocated procurement for policy-based support and results-based lending, click these two items in the modality filter.

For other details about ProcDash, refer to [ProcDash FAQ](#).

ProcDash can also be used to supplement the operational procurement statistics under the Operational Data section of the ADB [Annual Report](#) and the figures from the member Fact Sheets. More information on operational procurement contracts is available on the [Tenders](#) page of ADB's website (choose "Contracts Awarded" from the "Type" selection).

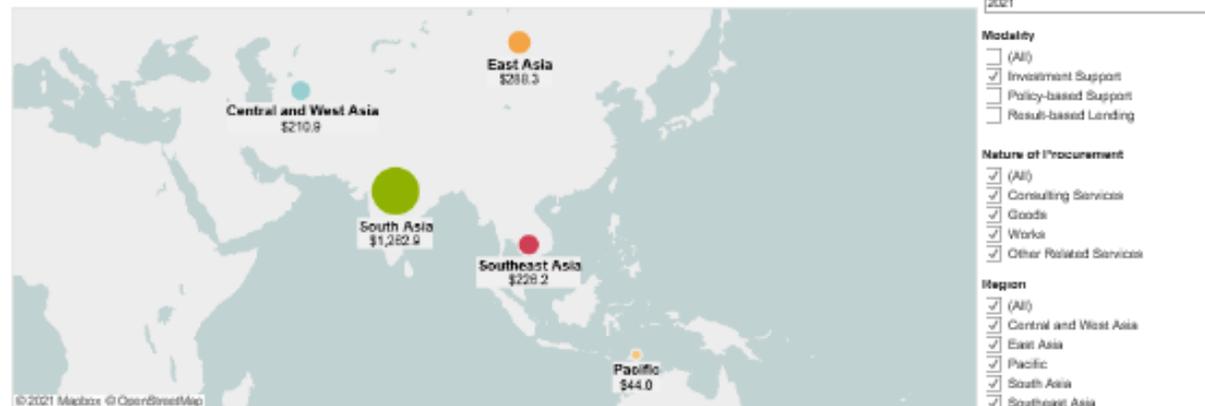
The ProcDash currently shows data as of 31 March 2021. This will be updated every quarter.

Overview By Nationality of contractor By Origin of goods and services By Threshold

Total operational procurement based on contract year, US\$ million

\$2,062.5

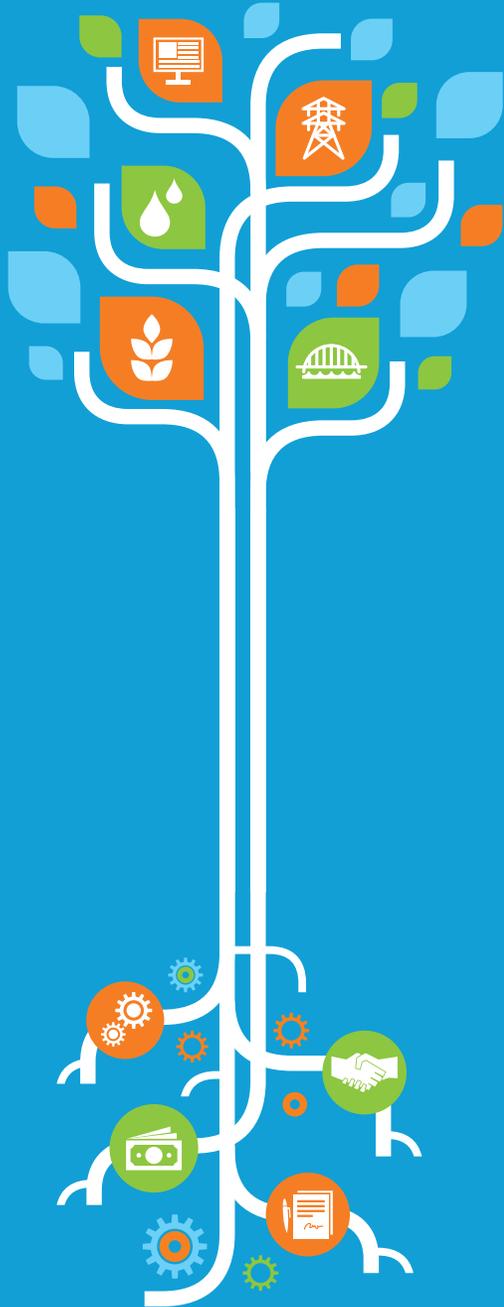
Operational Procurement by Region, US\$ million



Note: Contracts awarded from regional projects amounted to : \$30.1 million

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

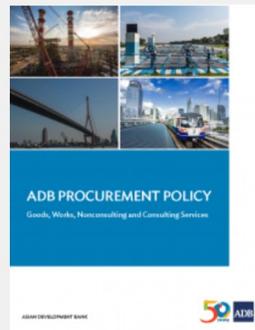
ADB Procurement Framework



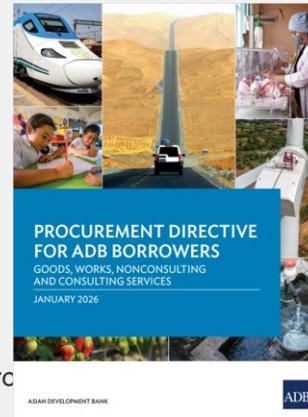
ADB's procurement frameworks

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 Directive 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 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.

Objectives of new Procurement Directive

Promote Innovation and Enhance Supplier Base

- Early market engagement, collaborative forms of contracting.

Improve Quality and Value for Money

- Merit point criteria on internationally advertised goods¹, works and nonconsulting services contracts.

Reward Sustainable Procurement

- Focus on environmental, social, economic & institutional considerations.

Foster Economic Growth and Local Development

- Local labor requirement on internationally advertised works contracts.

Align with ADB Policy Architecture

- Transition the title to “Directive”; streamline content

¹ Some limited exceptions apply

Early Market Engagement

Required for internationally advertised contracts to advance market readiness, competition and transparency



Engaging with the market before bidding

- Refines technical specifications, budgets, and timelines, ensuring project expectations align with what the market can deliver.
- Alerts potential bidders, leading to more competitive and inclusive procurement.
- Allows suppliers to share emerging technologies and practices that improve sustainability and enhance development outcomes.

Types of Early Market Engagement



Market Dialogues

- Market sounding sessions
- Feedback on specifications
- Workshops and roundtables



Information Tools

- Advance contracting notices
- Request for information
- Q&A portal



Collaborative Platforms

- Project roadshows
- Webinars and virtual briefings
- Innovation calls and challenge

Local Participation

Required for internationally advertised works contracts to advance job creation, skills development and economic growth



Investing in local labor

- Strengthens community ownership and support, empowering people to lead and sustain development efforts beyond the project.
- Reduces poverty and improves local livelihoods by fostering inclusive, resilient, and sustainable economic opportunities.
- Builds local capacity and partnerships by developing community skills and promoting inclusive collaboration.

How to incorporate Local Participation requirements



Qualification Criteria

- Half of the workforce shall be local labor.
- Lower threshold permitted in certain situations, if justified in SPP report.
- Calculation by person-days of inputs under the contract.

Evaluation Criteria

- Borrowers may give MPC scoring benefits to contractors exceeding the minimum local participation requirement.
- MPC can also support other local participation objectives.

Merit Point Criteria (MPC)

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



Assessing bids based on merit point evaluation

- 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.

**Excludes pharmaceuticals, vaccines, commodities, and low-value off-the-shelf goods.*

When is MPC required to be used?

MPC will be utilized on internationally advertised contracts

How is the advertising method determined?

International Advertising

- Used when participation by foreign firms will increase competition and help achieve VfM.

National advertising,

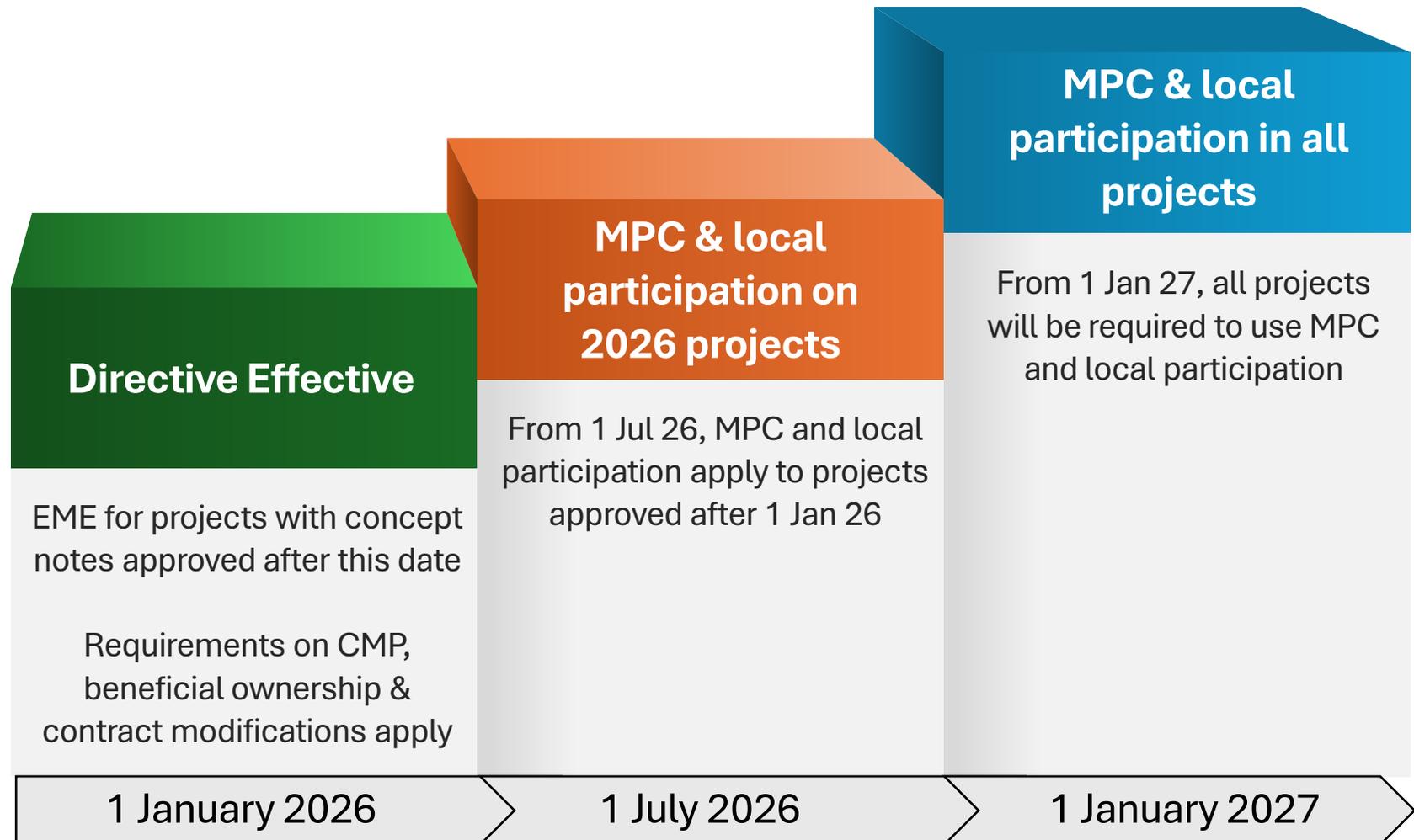
- May be used if procurement is unlikely to attract international competition.
- Decision informed by supply market, procurement risk, contract complexity & value.
- Subject to ADB approval.

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

How is Procurement risk determined?

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

Effectiveness and Phased implementation



ADB



Consulting Services



Types of Consultants



Consulting Firms

Technical Assistance, Loans and Grants



Individual Consultants



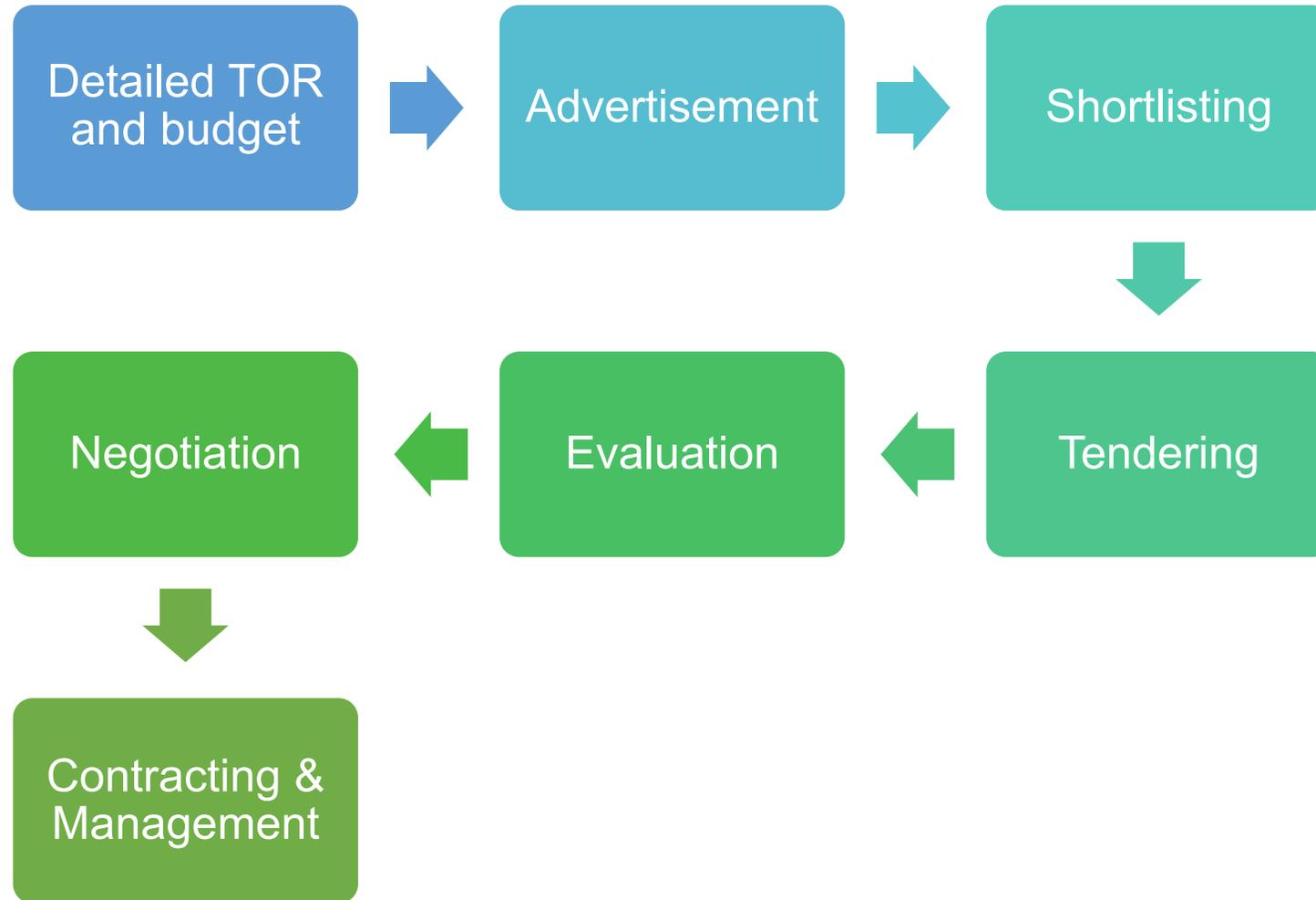
Staff Consultants

ADB staffing budget

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.

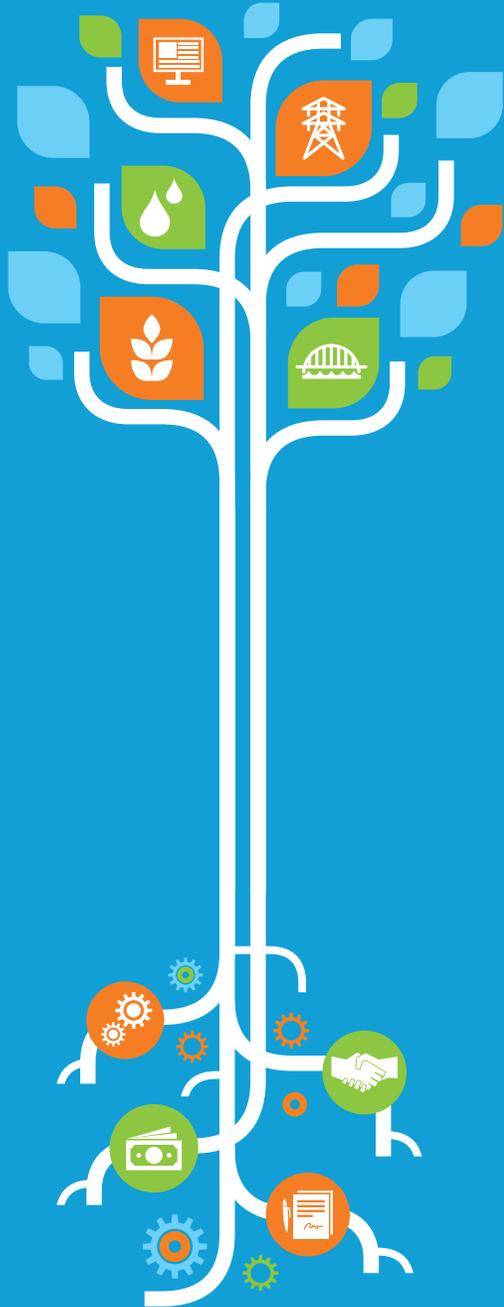
Recruitment Process



Procurement Methods to Recruit Firms



Central Asian Insights and Opportunities



Tips for Central Asia

- ADB defines 'Central and West Asia' (CWRD) as:
 - Afghanistan
 - Armenia
 - Azerbaijan
 - Georgia
 - Kazakhstan
 - Kyrgyz Republic
 - Pakistan
 - Tajikistan
 - Türkiye
 - Turkmenistan
 - Uzbekistan

A very diverse region with economies at various stages of development

Tips for Central Asia

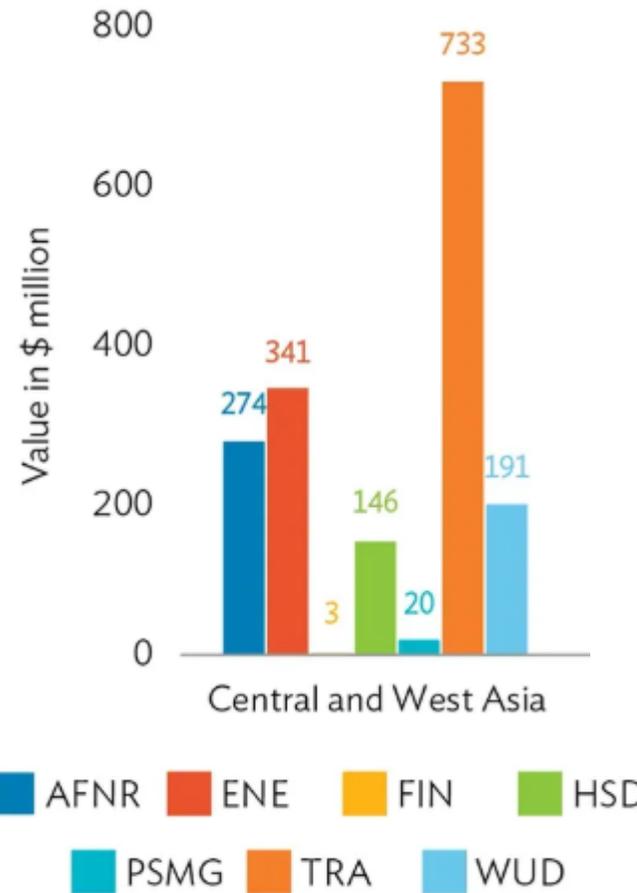
- Recognize that several of the CWRD members represent transition economies with historically significant state influence and control over key sectors and relatively ‘closed’ markets
- The business environments can require local presence – it is imperative to open a local representative office and obtain an ‘electronic digital signature’ (along with other local regulatory documents or certificates) in several CWRD members before it becomes possible to interact with the government and be awarded government contracts through electronic procurement systems
- Some CWRD members have strong domestic preference policies set out in law
- Commercial dispute resolution processes are not always well developed in local law, although there are some well-regarded regional arbitration centers emerging

Tips for Central Asia

- Several of the CWRD economies are experiencing strong growth and becoming stronger global geopolitical players, especially in key sectors such as IT, critical minerals, energy, agriculture, and tourism
- The region is vulnerable to shocks and stresses, including from several ongoing regional conflicts, water resource scarcity, aging infrastructure, climate change, etc. – ADB supports the Central Asian Regional Economic Cooperation (CAREC) Initiative to support CWRD economies to enhance integration and resilience to these challenges and the bolster their competitiveness and trade
- ADB's portfolio in each CWRD economy varies widely – some economies like Pakistan and Uzbekistan are borrowing heavily for both sovereign and nonsovereign projects while others borrow less



Value of Awarded Contracts by Sector in CWRD, 2024



A good mix of opportunities under ADB-financed projects in CWRD, though with a significant focus on transport sector



Read more about ADB's work in each CWRD economy

adb.org

[News and Events](#) [ADB Institute](#) [Contact](#)



Solving Complex
Challenges Together

[WHO WE ARE](#)

[WHAT WE DO](#)

[WHERE WE WORK](#)

[WORK WITH US](#)

Learn about ADB activities in member countries and regional offices.

Get information on country economic data and analysis, development assistance, and regional initiatives.

[CENTRAL AND WEST ASIA](#)

[EAST ASIA](#)

[SOUTH ASIA](#)

[SOUTHEAST ASIA](#)

[THE PACIFIC](#)

ADB Central and West Asia Operations

Afghanistan

Georgia

Pakistan

Turkmenistan

Armenia

Kazakhstan | Русский

Tajikistan

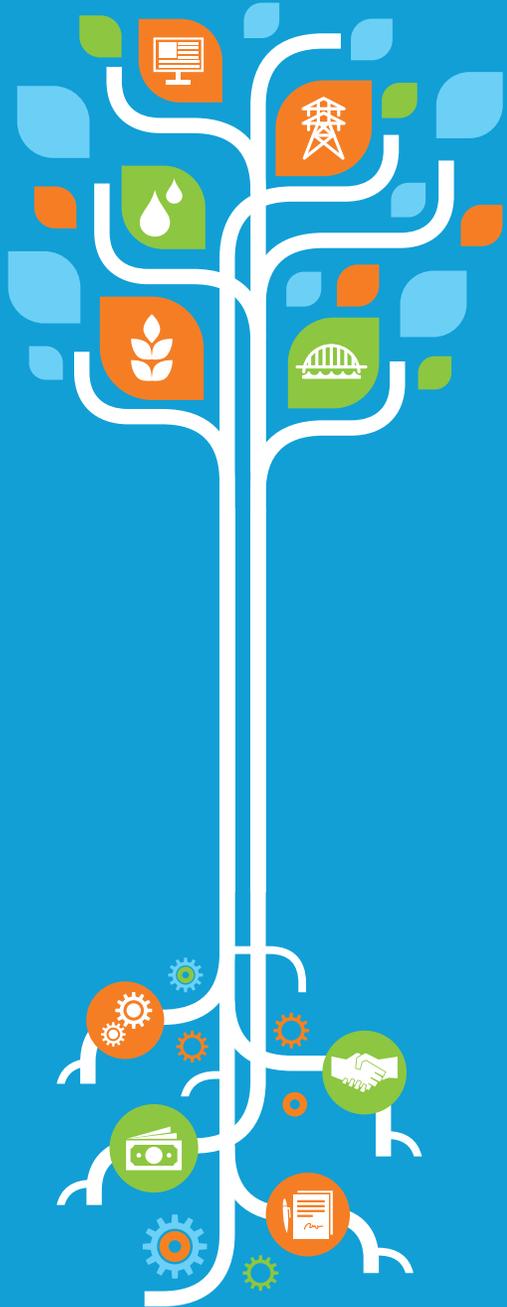
Uzbekistan

Azerbaijan

Kyrgyz Republic

Türkiye





Bidding Strategies

Tips for winning ADB-financed assignments

- Collect relevant business intelligence – network!
- Focus on performance and reputation for successful work
- Express interest
- Understand the country, project, and client requirements
- Position yourself to your competitive advantage
- Study the bidding documents and understand the selection method and evaluation criteria
- Engage partnership with firms likely to be shortlisted
- Prepare a responsive and strong technical proposal
- Seek clarifications in writing
- Be ready for possible bid extensions or amendments



What NOT to do

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

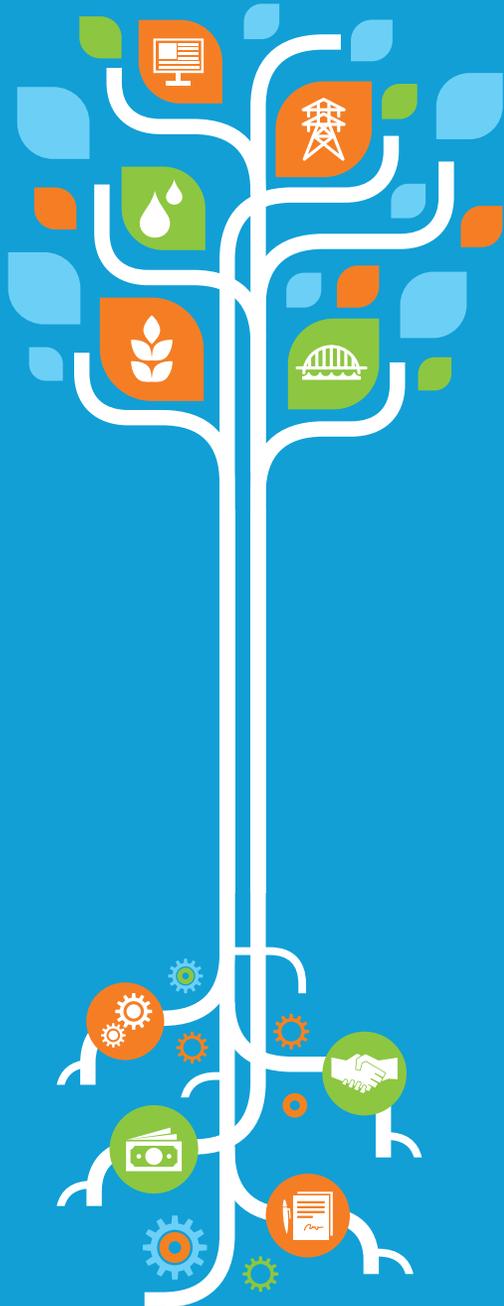
- Unsuccessful bidders may request debriefing from the procuring entity (the EA or ADB). If they are not satisfied with the explanation given, they may submit a complaint.
- Debriefings are an excellent learning opportunity for future bids!

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



For more: 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/>