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# Doing business with ADB

26 Feb 2026

Jenny Yan Yee Chu

ADB BUSINESS  
**OPPORTUNITIES**  
SEMINAR SERIES 2026  
PEOPLE. PARTNERSHIPS. POSSIBILITIES.



Solving Complex  
Challenges Together

# Agenda

Solving Complex Challenges Together

1. Opportunities overview (3mins)
2. ADB Procurement System - who, what, when, how (10mins)
3. Tips for business development and bidding/tendering (5mins)
4. Resources and upcoming events (2mins)



# Opportunities Overview

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Challenges Together

# How do we support our Developing Members?



Solving Complex Challenges Together



Financing: providing loans, technical assistance, grants, and equity investments while also mobilizing funds from other sources



Knowledge: Focusing on practical value that fits local conditions, identifying lessons, and replicating good practices



Partnerships: Promoting dialogue and collaboration among diverse partners and stakeholders

# Why pursue ADB-Financed Contracts?



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



Availability of funds



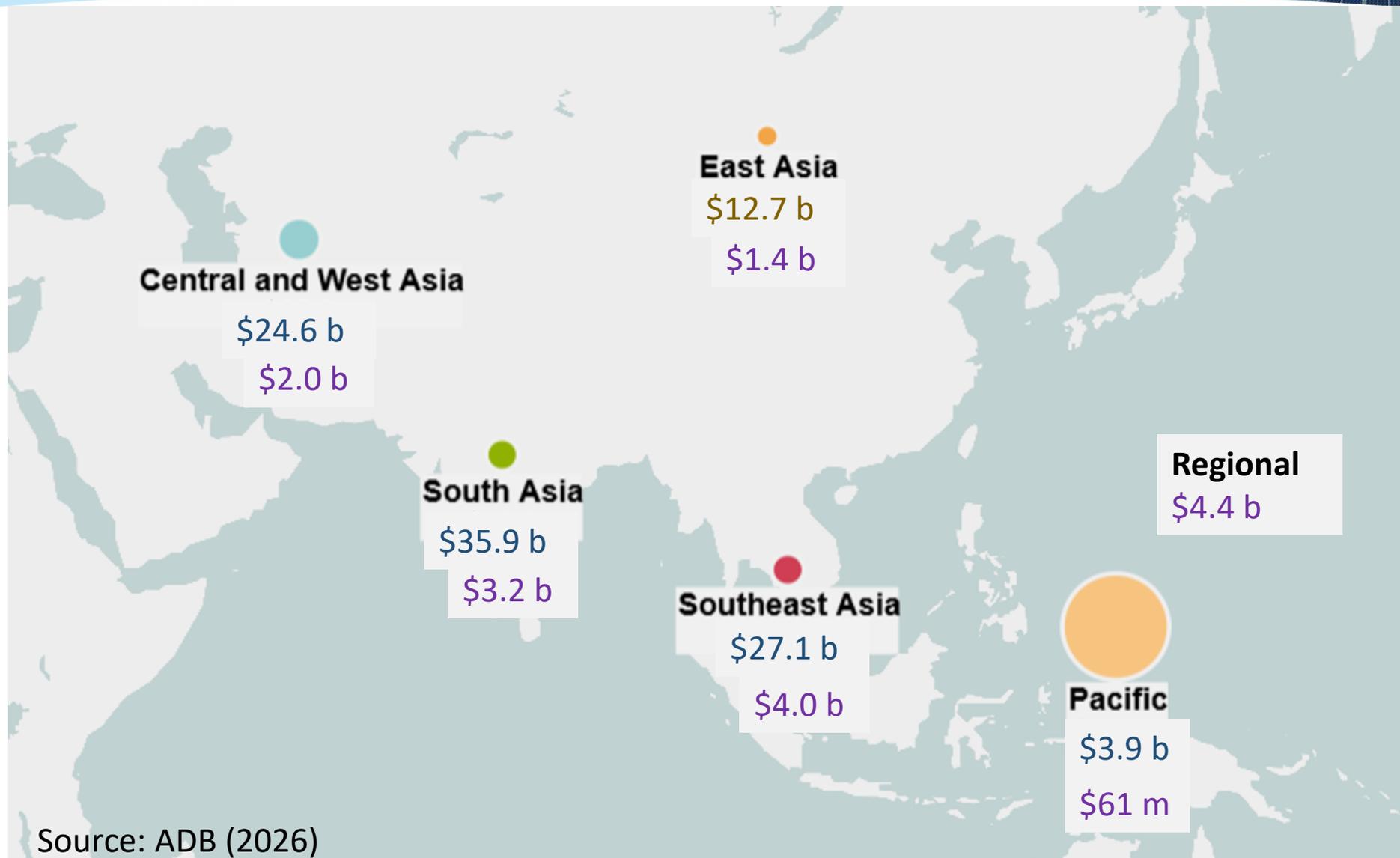
International best practice procurement procedures



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

# ADB Active Portfolio totals \$119 billions

Solving Complex Challenges Together



Total Sovereign:  
\$104.2 b

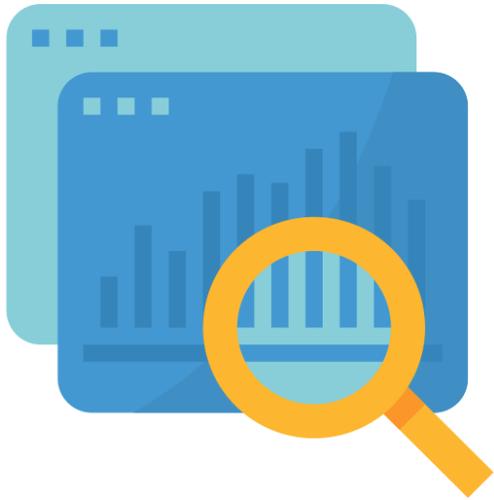
Total Non-Sov:  
\$15.1 b

Source: ADB (2026)

# Pacific Business Opportunities



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**\$3,927 m**

**Active Portfolio**



**\$3,615 m**

**2026-2028 Program**

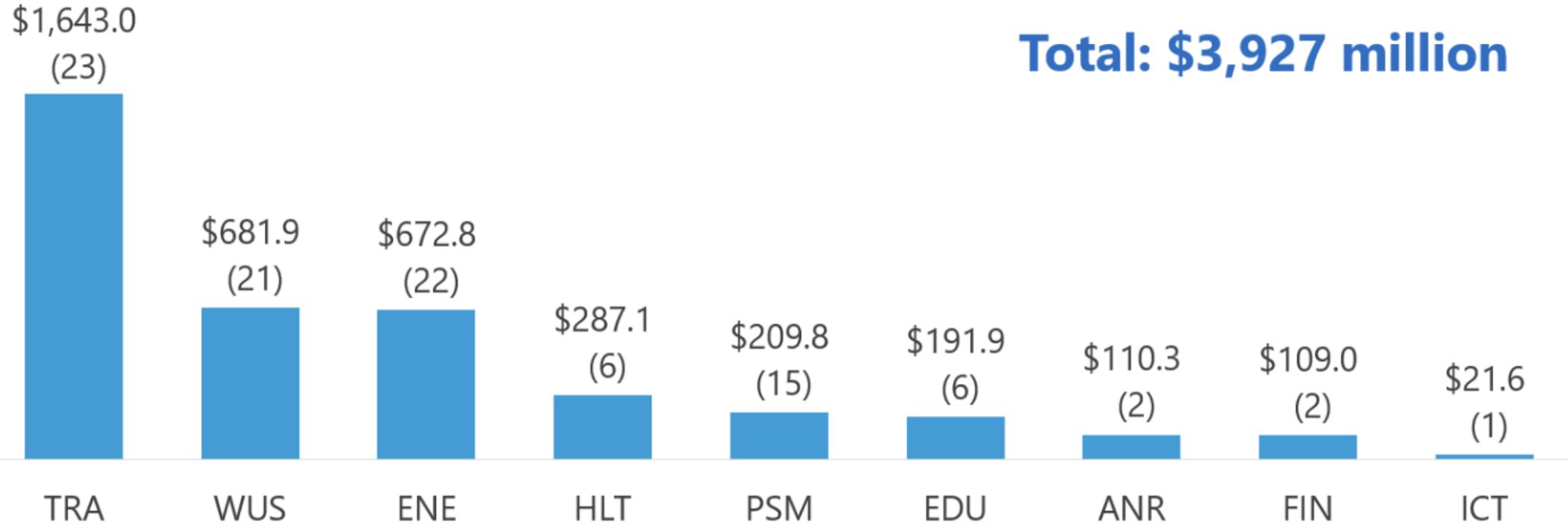


**\$872 m**

**Procurement Pipeline  
(2026-2028)**

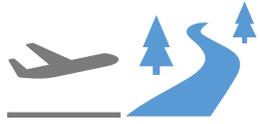
# ADB Pacific Active Portfolio (Sovereign) by Sector

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- Infrastructure projects in Transport, Water and Urban development, and Energy are driving the growth.
- Emerging areas includes health, education, agriculture and natural resources.
- ADB's infrastructure ambition is guided by measures to ensure quality outcome, such as enhanced field staffing, refined procurement approach, and expanded capacity building efforts.

# Upcoming Business Opportunities in the Pacific



## Transport

Construction of bridges, roads, airport infrastructure and systems upgrade

Consulting services for construction supervision

Estimated Transaction Value  
**\$367 million**



## Energy

Construction of solar power plants, battery energy storage systems.

Transition from diesel dependency

Estimated Transaction Value  
**\$59 million**



## Water & Urban Development

Construction of water treatment plants, sewerage systems, water supply networks, sanitation and solid waste, storage reservoir

Estimated Transaction Value  
**\$339 million**



## Agriculture

Construction of dam for flood management and hydropower

Consulting services for biodiversity, flood mgt, project management

Estimated Transaction Value  
**\$83 million**



## Human & Social Development

Construction of hospital, referral laboratory, health centers

Consulting requirements for design and construction supervision

Estimated Transaction Value  
**\$22 million**



## Finance

Consulting services for financial access, financial inclusion, IT platform development

Estimated Transaction Value  
**\$1.89 million**



# Opportunities Overview

2026-2028 pipeline ANNEX

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# PARD: Indicative Project Pipeline 2026

ADB Financing  
Range (USD)

\$ = <\$20M  
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Sector	DMC	Project Name	Amount
AFNR	PNG	Fresh Food Marketing System Project	\$\$
EDU	NAU	Social Protection for Resilience and Inclusive Growth Project	\$
EDU	RMI	Lifting Educators and Advancing Results in Neighboring Islands (formerly Improving the Quality of Basic Education)	\$
ENE	PNG	Project Readiness Facility for Sustainable Energy Sector Development	\$\$
ENE	SAM	Energy Sector Reform Program	\$\$
ENE	SOL	Accelerating Solar-Powered Integrated Solutions (formerly Accelerating Solar Powered Sustainable Water Supply Services Project and Disaster Resilient Clean Energy Financing)	\$
ENE	SOL	Tina River Hydropower Project - Additional Financing	\$\$\$
FIN	VAN	Finance Sector Budget Support Program (Subprogram 2)	\$
FIN	VAN	Vanuatu Microfinance and Resilience Development Project	\$
HLT	FIJ	Health Sector Investment	\$\$\$
HLT	KIR	Tungaru Central Hospital Project Readiness Financing	\$
HLT	PNG	Strengthening Health Access and Rural Engagement	\$\$\$\$
HLT	RMI	Strengthening Health Care Services in the RMI	\$
HLT	VAN	SEFF Activity 2	\$
MUL	VAN	SEFF Activity 1	\$
MUL	VAN	Vanuatu Multisector SEFF	\$

EDU = Education, ENE = Energy, FIN = Finance, HLT = Health, MUL = Multisector, PSM = Public Sector Management, TRA = Transport, WUS = Water and Urban Development

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Sector	DMC	Project Name	Amount
PSMG	FIJ	Sustainable and Resilient Growth Program, Subprogram 2	\$\$\$
PSMG	NAU	Improving Fiscal Sustainability Program, Subprogram 2	\$
PSMG	PAL	Strengthening Fiscal Resilience for Sustainable Development Program, Subprogram 2	\$\$
PSMG	PNG	Strengthening Governance and Accountability in the Public Sector Program, Subprogram 2	\$\$\$\$
PSMG	SAM	Strengthening Public Financial Management and Private Sector Development, Subprogram 1	\$\$
PSMG	SOL	Supporting Fiscal Recovery (Subprogram 1)	\$
TRA	PNG	Civil Aviation Development Investment Project III	\$\$\$\$
TRA	SAM	Central Cross Island Roads Upgrading Project (Additional Financing)	\$
TRA	SOL	Land and Maritime Connectivity Project, Tranche 3	\$\$\$
TRA	TUV	Operation and Maintenance for Transport Investments (Phase 1)	\$
TRA	TUV	Operation and Maintenance for Transport Investments (Phase 1) - Activity 1	\$
TRA	VAN	Maritime Development Project	\$\$\$
WUD	COO	Climate Resilience and Environmental Improvement for Communities Project	\$
WUD	FSM	Preparing the Water Security and Resilience Improvement Project (PRF)	\$
WUD	KIR	Sustainable South Tarawa Water Supply Operations Financing Facility	\$
WUD	KIR	Sustainable South Tarawa Water Supply Operations Financing Facility - Activity 1	\$
WUD	VAN	Greater Port Vila Urban Resilience Project - Second Additional Financing	\$

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Sector	DMC	Project Name	Amount
AFNR	RMI	National Adaptation Plan Implementation Project	\$
AFNR	SAM	Vaisigano River Integrated Flood Management Project	\$\$
AFNR	TUV	Funafuti Climate Adaptation and Disaster Resilience Infrastructure Project	\$\$
EDU	PAL	Building Resilience for Vulnerable Groups Project	\$
EDU	PNG	Education Access and Quality Improvement Project	\$\$\$
ENE	FIJ	Viti Levu Green Energy Circuit Project	\$\$
ENE	FSM	Climate Resilient Energy and Water Sector Project, Phase 2	\$
ENE	PNG	Sustainable Energy Sector Development Program, Subprogram 2	\$\$\$\$
ENE	RMI	Energy Project Readiness Financing	\$
ENE	TON	Sustainable and Resilient Power Network	\$
ENE	TUV	Tuvalu Climate-Resilient Integrated Cross-Sector Project	\$\$\$
ENE	VAN	Disaster-Resilient Renewable Energy Development Project	\$
FIN	PNG	Improving Financial Access Sector Development Program, Subprogram 2	\$\$\$\$
FIN	SAM	Scaling Access to Finance for Entrepreneurial Resilience (SAFER) Project	\$
HLT	FSM	Resilient human capital and public sector management strengthening project	\$
HLT	KIR	Climate-resilient Tungaru Health Infrastructure Project – Phase 1	\$\$
HLT	NIU	Niue Integrated Aged Care Project	\$
MUL	VAN	SEFF Activity 3	\$

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Sector	DMC	Project Name	Amount
PSMG	COO	Resilient Transformation Program, Subprogram 2	\$\$
PSMG	KIR	Climate and Economic Resilience Program, subprogram 1	\$
PSMG	RMI	Public Financial Management Project (Phase 2)	\$
PSMG	RMI	Public Sector Reform Program - Subprogram 2	\$
PSMG	SOL	Domestic Resource Mobilization Project (Phase 2)	\$\$
PSMG	TON	Public Sector Reform Program, Subprogram 1	\$
PSMG	TUV	Supporting Public Sector Management Reforms, Subprogram 2	\$
PSMG	VAN	Enduring Fiscal Position (Subprogram 2)	\$
PSMG	VAN	Financial Management Information System	\$
TRA	FIJ	Critical Bridges Resilience Project Phase 2	\$\$\$\$
TRA	FSM	Sustainable Transport and Connectivity Enhancement Project	\$
TRA	PNG	Mountainous Road Improvement and Resilience Project (MRIRP)	\$\$\$\$
WUD	FSM	Water Security and Resilience Improvement Project	\$
WUD	NAU	Coastal Area Resilience Enhancement for Nauru	\$
WUD	PAL	Accelerated Infrastructure Project Preparation and Innovation Facility	\$
WUD	SOL	Circular Economy Improvement in the Pacific via Regional Recycling Network	\$
WUD	SOL	Resilient Urban Services for Sustainable Tourism and Wetland Preservation	\$\$

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# PARD: Indicative Project Pipeline 2028

ADB Financing Range (USD)

\$ = <\$20M  
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Sector	DMC	Project Name	Amount
AFNR	SAM	Alaoa Multipurpose Dam Project (Additional Financing)	\$\$
EDU	PNG	Improved Technical and Vocational Education and Training for Employment Project, Phase 2	\$\$\$
EDU	SOL	Senior Secondary Education Improvement Project (Phase 2)	\$
EDU	VAN	SEFF Activity 4	\$
EDU	VAN	Supporting the Delivery of Skills Development Project (Additional Financing)	\$
ENE	PAL	Financial Sustainability Improvement of PPUC program	\$\$
ENE	RMI	Energy Security Project, Phase 2	\$
ENE	SOL	Renewable Energy Development, additional financing	\$
FIN	FIJ	Housing Finance Sector Project	\$\$\$
FIN	SOL	Microfinance and Resilience Project	\$\$
HLT	NAU	Health Improvement Project	\$
PSMG	NAU	Fiscal and Financial Resilience Program (Subprogram 1)	\$
PSMG	PNG	Strengthening Fiscal Resilience Program, Subprogram 1	\$\$\$\$
PSMG	REG	Pacific Disaster Resilience Project (Phase 6)	\$\$\$

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# PARD: Indicative Project Pipeline 2028

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Range (USD)

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Sector	DMC	Project Name	Amount
PSMG	SAM	Strengthening Public Sector Management Program, subprogram 2	\$
PSMG	SOL	Supporting Fiscal Recovery, Subprogram 2	\$
TRA	COO	Rarotonga Airport Infrastructure Upgrade Project (formerly Rarotonga Airport Development Project)	\$\$
TRA	FIJ	Project Readiness Financing for Strengthening Transport Resilience	\$
TRA	KIR	Climate Adaptive Transport Infrastructure Investment Project	\$\$
TRA	PNG	Port Moresby Sustainable Urban Transport Project	\$\$\$\$
TRA	PNG	Mountainous Road Improvement and Resilience Project 2	\$\$\$\$
TRA	SAM	Climate Resilient Land Transport Connectivity Project	\$\$
WUD	PAL	Affordable and Resilient Urban Development Project	\$
WUD	PNG	Urban Water Supply and Sanitation Security and Resilience Improvement Project (Additional Financing)	\$\$\$
WUD	RMI	Urban Resilience Improvement Project	\$\$
WUD	SAM	Climate Resilient Water Supply and Sanitation Project	\$
WUD	TUV	Funafuti Water Supply and Sanitation Project, additional financing	\$

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# ADB Procurement System

2026-2028 pipeline ANNEX

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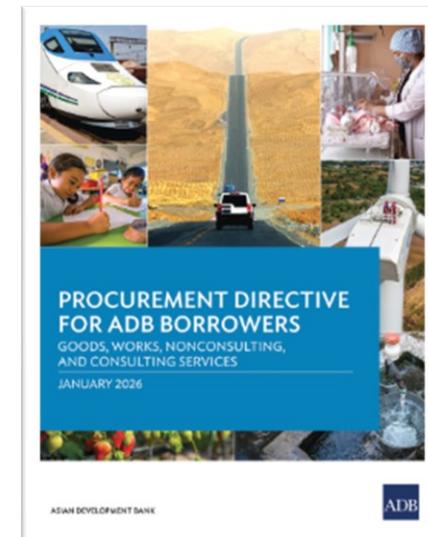
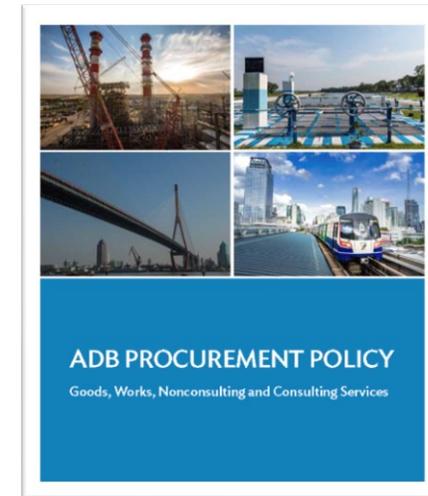


Solving Complex  
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# ADB Procurement Framework



- Applicable for all projects – financed in full or part by ADB loans, grants or ADB administered funds
- Roles and Responsibilities - *Borrower as Procuring Entities*
- Core Procurement Principles ( Economy, Efficient, Fairness, Transparency, Quality and Value for Money)



# Type of ADB Operations Procurement

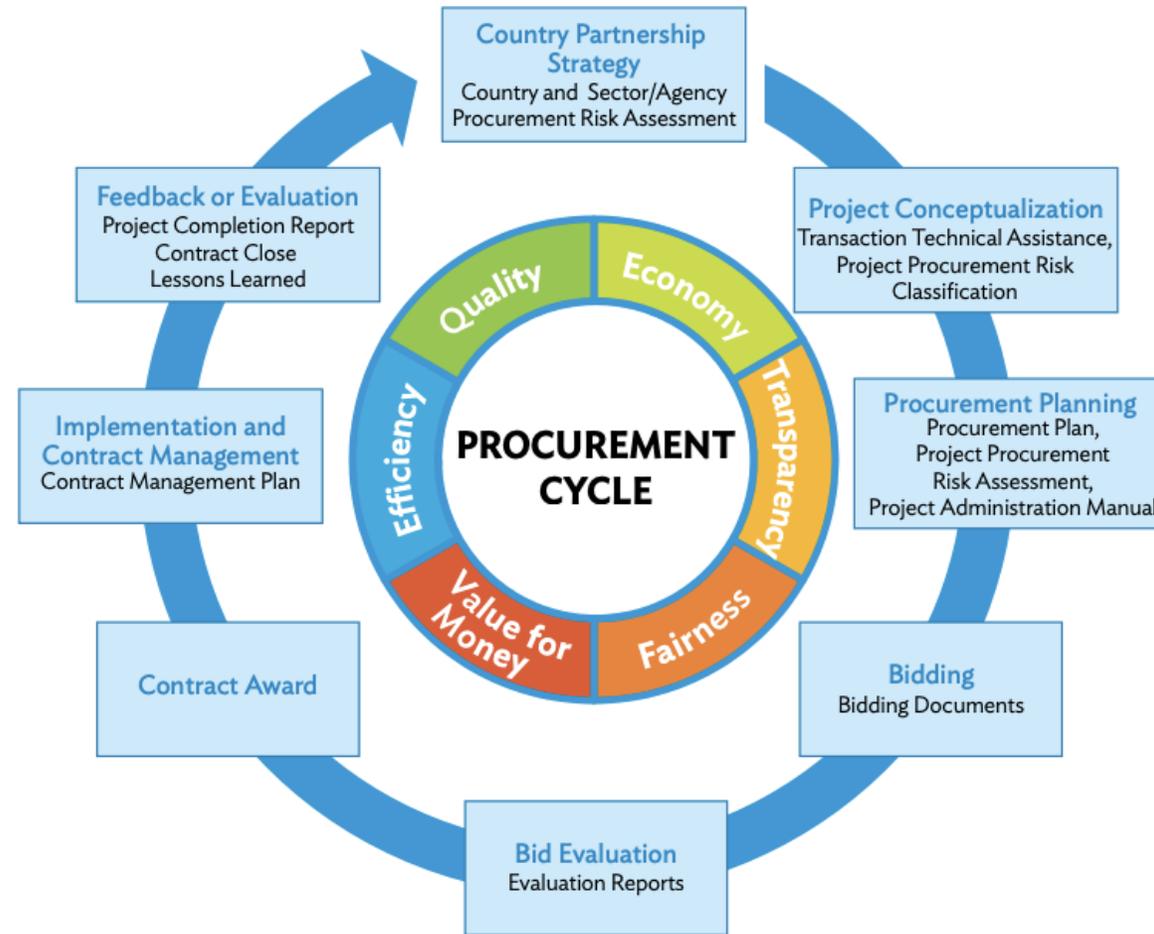


1. Consulting Services (individual / firm)
  - ADB administered (Technical Assistance)
  - EA administered (Loan/Grant)
2. Goods Supply (mostly EA administered)
3. Works (mostly EA administered)
4. Non-Consulting Services (mostly EA administered)

Note: EA = Executing Agency (i.e. Borrower/Grant receiving Government)

# ADB Project Procurement Cycle

Solving Complex Challenges Together



Source: Asian Development Bank.

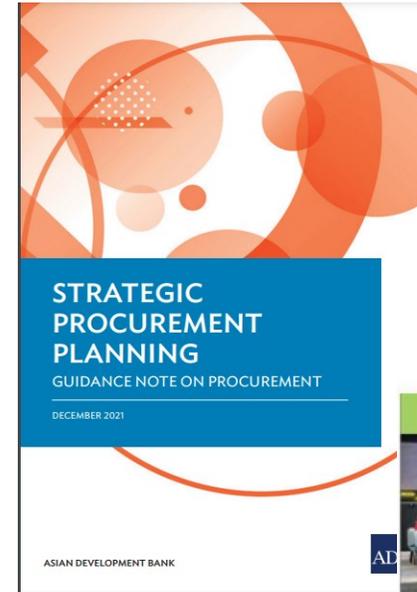
# Development of Procurement Strategy

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A procurement strategy is developed for each project that leads to a project procurement plan

Early Market Engagement is one of the key element of this strategy to understand the interest and capacity

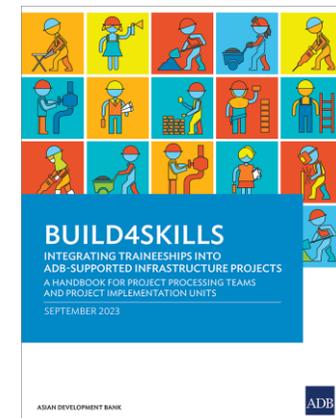
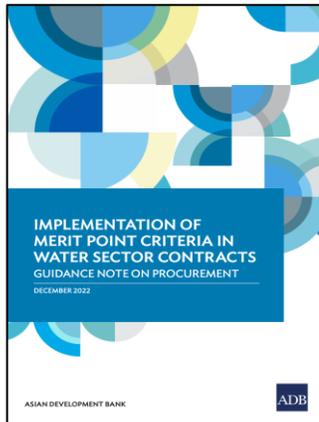
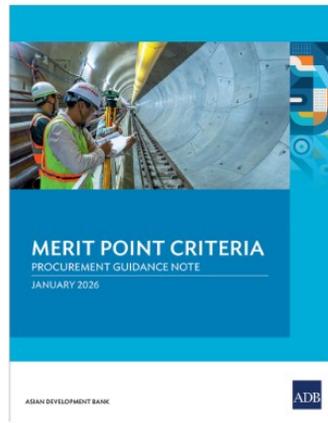
Potential risks associated to each party



# Merit Point Criteria – leveraging your quality competitive advantage

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- Since January 2026, ADB mandates use of MPC for internationally advertised civil works contracts.
- This approach aligns with the ADB's priorities, such as climate resilience, sustainable infrastructure, gender inclusion, and innovation and support PQIP
- Up to 25% technical weighting for sustainable procurement criteria, including up to 15% on local participation.
- Skills development activities can be introduced through [Build4Skills](#)



# Pacific Quality Infrastructure Principles

Solving Complex Challenges Together

ADB Fully Supports the Pacific Quality Infrastructure principles (PQIP)

- Achieving Value for Money outcomes is central to the delivery of quality infrastructure.
- Quality is prioritized in evaluation using Merit Point Criteria (MPC)
- Increased focus on enhancing local content (local participation) on ADB financed projects.
- Dedicated attention to skills development using Build4skills approach



#### Local Content

Use local labour, develop local talent, support local businesses



#### Value for Money

Generate positive social and economic values



#### Climate Resilience

Build resilience to future impacts of climate change



#### Responsible Borrowing and Governance

Borrow sustainably, spend transparently and accountably



#### Social and Environmental Safeguards

Protect the environment, people and livelihoods



#### Inclusivity

Infrastructure for all, inclusively developed



#### Private Sector Investment

Incentivise private sector to finance and develop infrastructure



# Tips for Business Development and Bidding

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# Advice when approaching Supply/Construction Opportunities

Solving Complex Challenges Together

Understand local context and background to project

Ensure compliance with qualification requirements

Request Clarification on any unclear elements

Understand any requirements related to importation of goods

Carefully read & understand submission requirements; no conditional bids

Be aware of borrower systems for advertising and submission of Bids

Understand legal and regulatory systems in country (business registration, taxation, etc.)

# Common Issues in Goods/Works Bidding

Solving Complex Challenges Together

Bids not signed

No Bid Security or Bid Securing Declaration (if required)

Insufficient Amount of Bid Security, incorrect validity period

Failure to meet Qualification Criteria

Lack of Supporting Documents

Incomplete Bids / Partial Bids

Absence of test reports if required

Conflicts of interest not disclosed

Inclusion of financial offer with technical offer where bid conditions require them to be separated

# Advice for Consulting Services

Solving Complex Challenges Together

Consider individual consulting opportunities

Understand context and background to project

**Identify partners or specialist experts who will add value**

Know your client and their expectations

Leverage experience with similar institutions

Understand costs of doing business (e.g. taxes)

# Common Issues when approaching ADB Consulting opportunities

Solving Complex Challenges Together

## Shortlisting Phase



- Lack of knowledge of project context
- Incorrect Skills match
- Limited geographic experience
- Generic EOI
- Lack of local presence

## RFP Stage



- Financial info in technical proposal
- Not responsive to ToR
- Not demonstrating strength of firm
- Lack of suitability
- Issues with CMS\*

# Field-tested Tips for Partnership Strategy

Solving Complex Challenges Together

-  1- Do Targeted Market Research (Don't "Spray and Pray"); Use institutional intelligence
-  2- Define Your True Niche; and Your "Non-Niche"
-  3) Choose the Right Entry Strategy
-  4) Invest in Relationship-Building Early (Before Procurement- 'Early Market Engagement')
-  5) Identify Credible Local Partners
-  6) Find Your "Entry Point" into the Market
-  7) Attend Business Events Strategically (Not Passively)
-  8) Ensure Alignment on Governance and Risk
-  9) Demonstrate Long-Term Commitment

## ★ Quick "Success Formula"

**Insight + Niche Clarity + Credible Local Partner + Early Engagement + Right Entry Mode**

# Register for Alerts

Solving Complex Challenges Together

The screenshot shows the ADB Consultant Management System (CMS) homepage. At the top, there is a navigation menu with links for HOME, CONSULTING OPPORTUNITIES, SHORTLISTED FIRMS, AWARDED CONTRACTS, and CONSULTANT TUTOR. The main heading reads "Welcome to the ADB CONSULTANT MANAGEMENT SYSTEM" and states "CMS opens opportunities for consultants to join and make a difference at the Asian Development Bank." Below this, there is a "Login for Registered Users" section with two buttons: "CONSULTANT / EA" and "ADB STAFF". A link "Don't have an account yet? Register here." is also present. The bottom section features three columns: "Search Consulting Opportunities" (with an image of hands on a laptop), "View Shortlisted Firms" (with an image of a woman and a man at a desk), and "View Awarded Contracts" (with an image of two men in safety gear reviewing documents).

The screenshot shows the "SUBSCRIBER SERVICES" section. It features a small image of a newspaper clipping and the text "Subscribe to ADB's Newsletters, Alerts and RSS feeds."

The screenshot shows a settings panel for alert subscriptions. It includes the following sections:

- News Releases**: "Receive links to news releases as soon as they are published." with "On" and "Off" toggle buttons. Below are radio buttons for "Global news releases" (selected), "News from country offices", and "All news".
- Economic Data and Research**: "On" and "Off" toggle buttons.
- Evaluation Reports**: "On" and "Off" toggle buttons.
- Events**: "On" and "Off" toggle buttons.
- News Releases and News from Country Offices**: "On" and "Off" toggle buttons.
- Procurement Notices (Goods and Works)**: "On" and "Off" toggle buttons. A red circle highlights this section. A note below reads: "Note: Weekly notifications on consulting opportunities available for registered users of the Consultant Management System (CMS)."
- Project Information and Documents**: "On" and "Off" toggle buttons.
- Publications**: "On" and "Off" toggle buttons.
- Safeguard Documents**: "On" and "Off" toggle buttons.
- Vacancies**: "On" and "Off" toggle buttons.

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

[Tenders | Asian Development Bank](#)

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

# Pacific Infrastructure Business Opportunities Seminar 2026

25-27 MAY 2026

CROWNE PLAZA HOTEL,  
NADI, FIJI



# PACIFIC INFRASTRUCTURE





**on 22-24 September 2026 at the ADB Headquarters in  
Manila**

The ADB Business Opportunities Fair (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 is an excellent opportunity to network with peers in the industry and with ADB specialists across all sectors and geographical regions of ADB's operations

**Join us in Manila in September**



**Thank You**