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European Roadshow Business Opportunities Seminar Zurich Switzerland

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Sharlene Shillingford-McKlmon. Principal Procurement Specialist
March 19th , 2026; Zurich Switzerland



Solving Complex
Challenges Together

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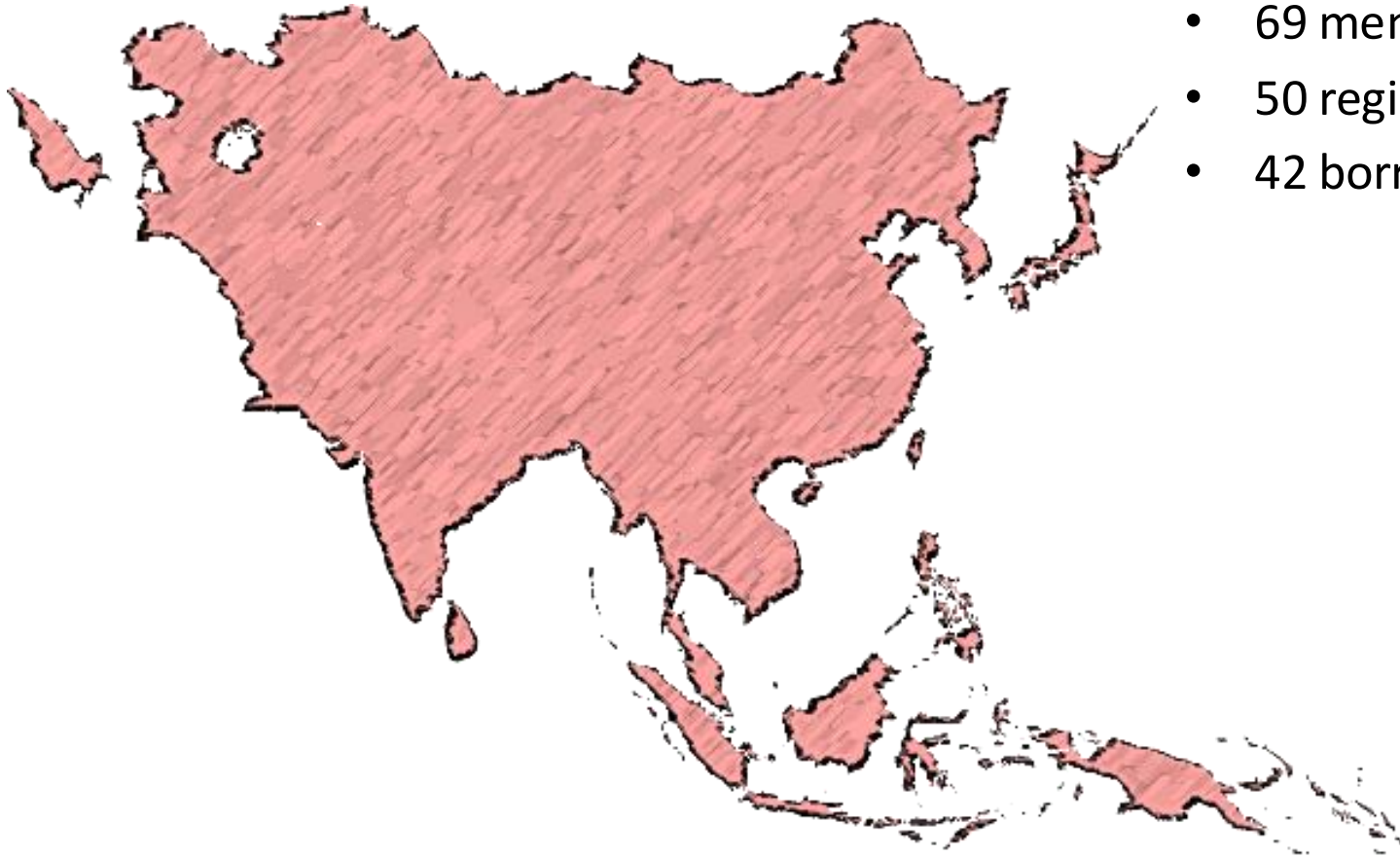
Business Operations

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ADB

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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>

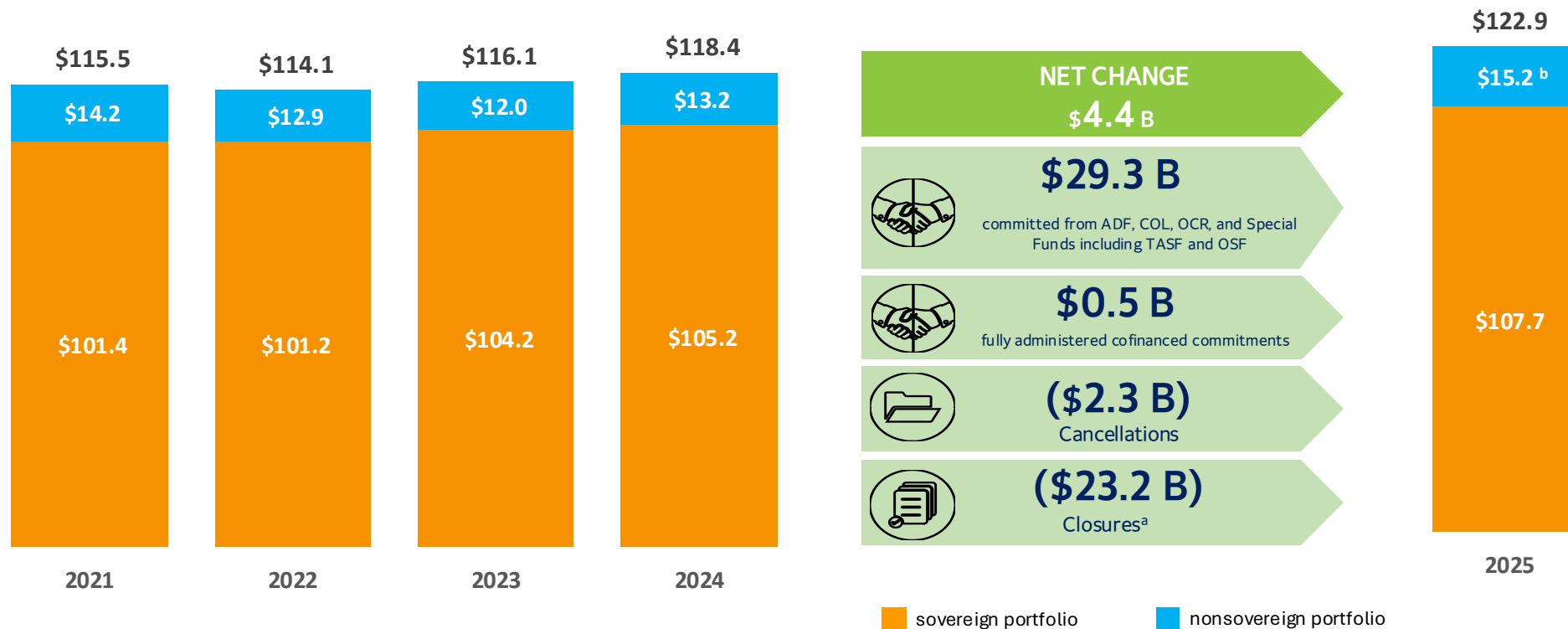


Active Committed Portfolio Snapshot

Sovereign and Nonsovereign (as of 31 December 2025, \$ billion)



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() = negative, ADF = Asian Development Fund, COL = Concessional Ordinary Capital Resources Lending, OCR = Ordinary Capital Resources, TASF = Technical Assistance Special Fund, OSF = Other Special Funds.

Notes:

Figures may not sum precisely because of rounding. Nonsovereign closures include prepayments, repayment, valuations, disposal of equity investments, and expired guarantees.

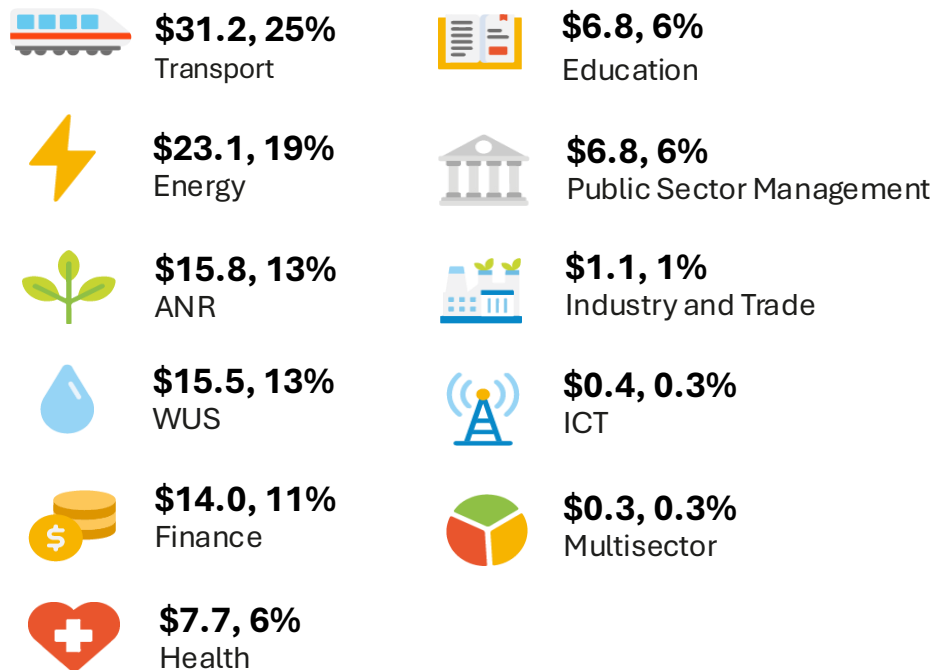
^a Closures in sovereign refer to projects that had reached end of implementation period, i.e., financial transactions from the loan account were finalized. Nonsovereign closures include prepayments, scheduled repayments, divestments, and disposal of equity investments. Closures include reduction in guarantees. ^b Year-end balance includes fair value adjustments.

Active Committed Portfolio by Sector, Region and DMC

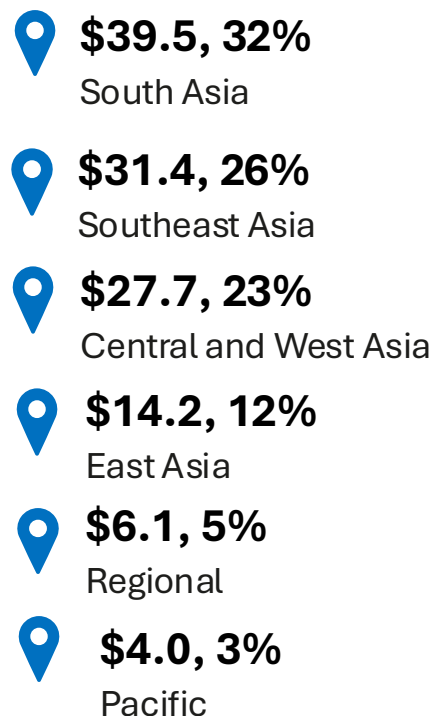
Sovereign and Nonsovereign (as of 31 December 2025, \$ billion, %)

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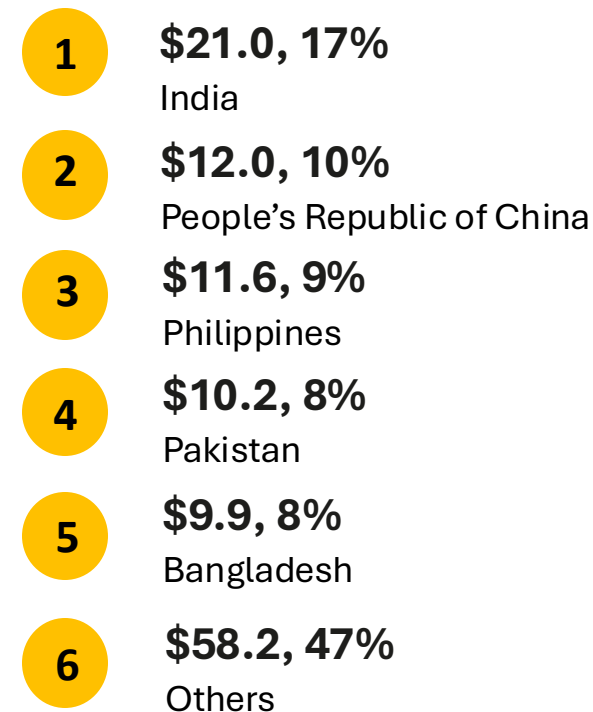
BY SECTOR



BY REGION



BY DEVELOPING MEMBER COUNTRY



Value of Awarded Contracts by Procurement Type

Sovereign Operations (as of 31 December 2025, \$ billion)

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Increases Over the Next Decade

Capital Management Reforms Unlock \$100 Billion in New Funding Over Support Asia and the Pacific

- 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>)



News Release | 29



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US\$40 Billion For food Systems Transformation over 2022-2030

Long-Term Food Security Future of Agriculture



ADB expands support to food systems transformation

ADB announced plans to expand its initial support of \$14 billion to food and nutrition security to \$40 billion over 2022-2030. ADB will mobilize an additional \$26 billion for 2025-2030—\$18.5 billion in direct ADB support for governments, and \$7.5 billion in private sector investments.

The assistance will fund a comprehensive program for food systems transformation to help Asia and the Pacific generate diverse and nutritious food, create jobs, reduce environmental impacts, and promote resilient agricultural supply chains. This fund will also support food systems projects that protect, restore, and manage natural capital sustainably across ADB's developing members.

[Learn more](#)

US\$40 Billion For food Systems Transformation over 2022-2030

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PUBLIC

October 2025

Investing in Nature, Building Water and Food Resilience, and Revitalizing Rural Economies

Operational Approach for Food Systems Transformation in Asia and the Pacific (2026–2030)

[Investing in Nature, Building Water and Food Resilience, and Revitalizing Rural Economies: Operational Approach for Food Systems Transformation in Asia and the Pacific \(2026–2030\)](#)

This document is being disclosed to the public in accordance with ADB's Access to Information Policy.



ADB & Switzerland

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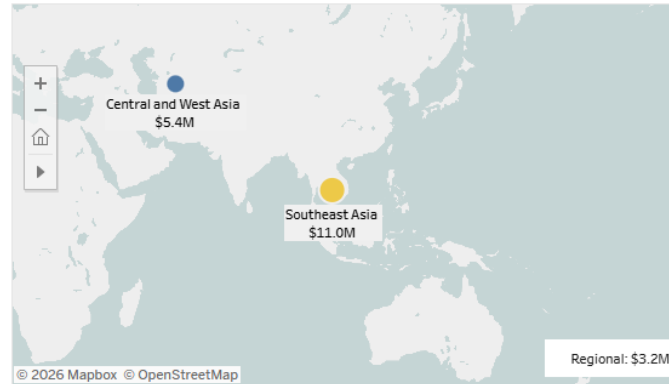
2025 Swiss Firm Performance

Solving Complex Challenges Together

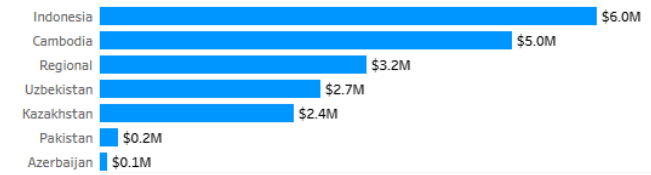
Total operational procurement based on contract year, US\$ million \$19.6M

Contract Year	Modality	Product Type	Nature of Procurement
2025	Investment Support	(All)	(All)
Sector	Nationality	Region	Borrowing Member
(All)	Switzerland	(All)	(All)

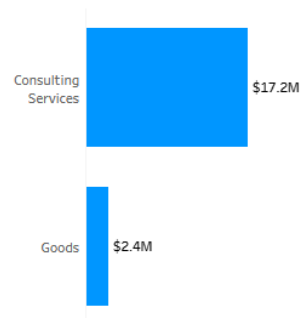
Operational Procurement by Region, US\$ million



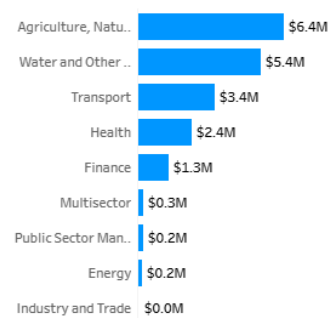
Operational Procurement by Borrowing Member, US\$ million



Operational Procurement by Nature, US\$ million



Operational Procurement by Sector, US\$ million



Swiss Firm Performance 2020-2025



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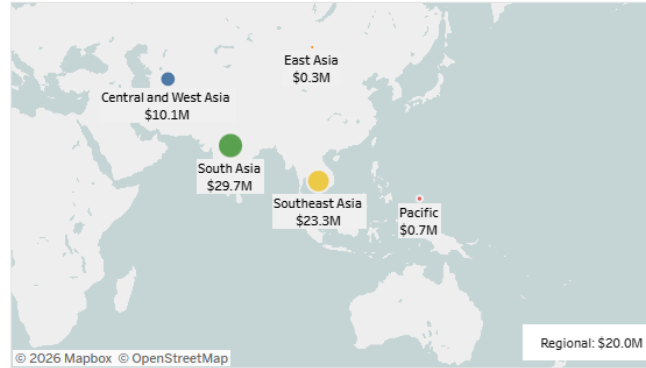
Overview **By Nationality of contractor** By Origin of goods and services By Threshold Member Share in ADB Procurement

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

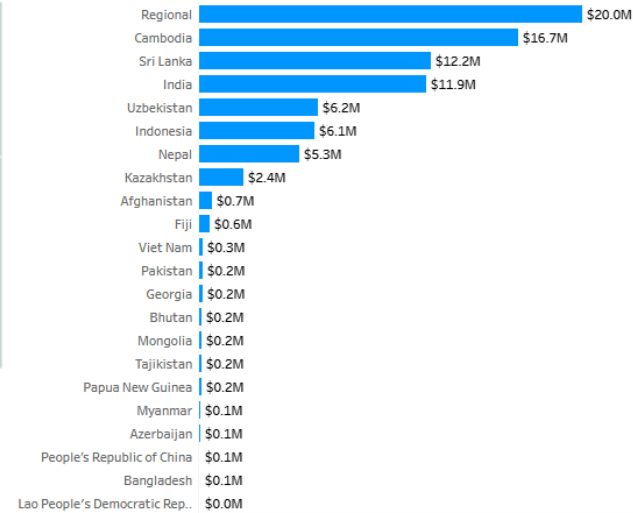
\$84.0M

Contract Year (Multiple values)	Modality Investment Support	Product Type (All)	Nature of Procurement (All)
Sector (All)	Nationality Switzerland	Region (All)	Borrowing Member (All)

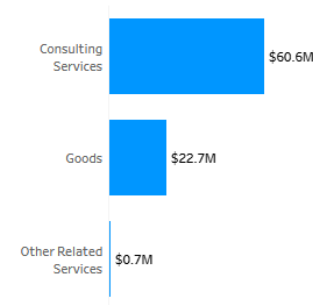
Operational Procurement by Region, US\$ million



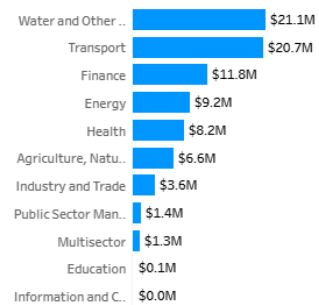
Operational Procurement by Borrowing Member, US\$ million



Operational Procurement by Nature, US\$ million



Operational Procurement by Sector, US\$ million



[Download dataset](#)

Swiss Firm Performance 1968-2025

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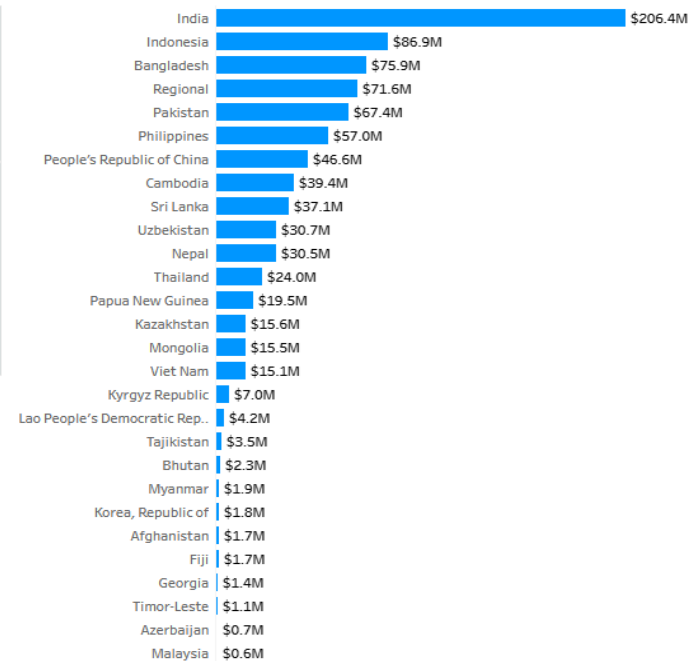
Total operational procurement based on contract year, US\$ million \$867.1M

Contract Year (Multiple values)	Modality Investment Support	Product Type (All)	Nature of Procurement (All)
Sector (All)	Nationality Switzerland	Region (All)	Borrowing Member (All)

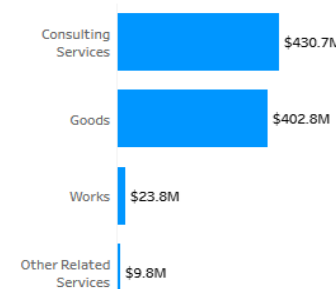
Operational Procurement by Region, US\$ million



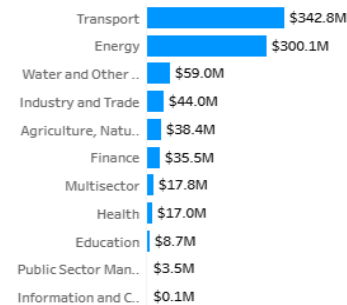
Operational Procurement by Borrowing Member, US\$ million



Operational Procurement by Nature, US\$ million



Operational Procurement by Sector, US\$ million



[Download dataset](#)

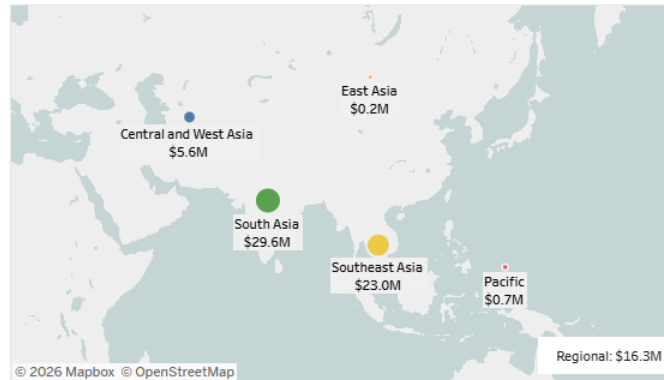
Past 5 years

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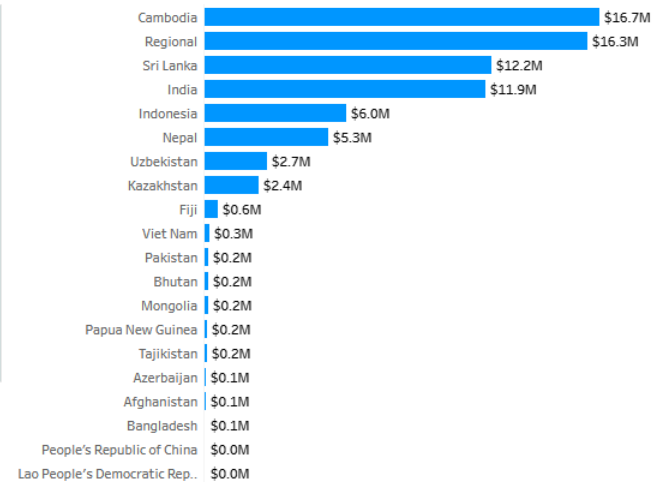
Total operational procurement based on contract year, US\$ million \$75.5M

Contract Year (Multiple values)	Modality Investment Support	Product Type (All)	Nature of Procurement (All)
Sector (All)	Nationality Switzerland	Region (All)	Borrowing Member (All)

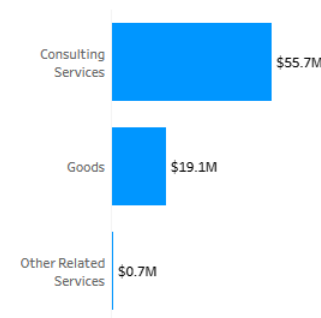
Operational Procurement by Region, US\$ million



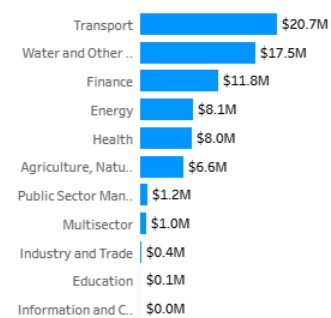
Operational Procurement by Borrowing Member, US\$ million



Operational Procurement by Nature, US\$ million



Operational Procurement by Sector, US\$ million



ADB and Switzerland

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Switzerland's Share of Procurement Contracts for Loan, Grant, and Technical Assistance Projects

Item	Goods, Works, and Related Services	
	Amount (\$ million)	% of ADB Total
2023	7.85	0.06
2024	1.13	0.01
Cumulative (as of 31 Dec 2024)	411.15	0.15

Item	Consulting Services	
	Amount (\$ million)	% of ADB Total
2023	4.53	0.81
2024	1.36	0.28
Cumulative (as of 31 Dec 2024)	349.38	2.10

Item	Total Procurement	
	Amount (\$ million)	% of ADB Total
2023	12.38	0.09
2024	2.49	0.02
Cumulative (as of 31 Dec 2024)	760.53	0.26

Top 5 Swiss Contractor and Consultants

Top 5 Contractors

Top 5 Contractors/Suppliers from Switzerland 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)
Matisa Matériel Industriel S.A.	TRA	6.78
Takeda Pharmaceuticals International AG	HLT	5.40
Schwihag AG	TRA	4.88
THG Technik Handels Gesellschaft AG	WUS	3.56
Assaia International Centre AG	PSM	0.59
Others		0.30
Total		21.51

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

Top 5 Consultants

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

Consultant	Sector	Contract Amount (\$ million)
Renardet Ingénieurs-Conseils S.A.	TRA, WUS	14.62
Business & Finance Consulting GmbH	FIN, IND	12.92
AF-Consult Switzerland Ltd.	ENE	8.41
Grütter Consulting AG	TRA	0.56
Ranas GmbH	WUS	0.28
Individual Consultants		1.97
Others		2.78
Total		41.54

ENE = energy, FIN = finance, IND = industry and trade, TRA = transport, WUS = water and other urban infrastructure and services.

Switzerland EOIs & Awards 2021-2025

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SUBMISSION YEAR	Total EOI Submission	Number Engaged	Percentage of Engaged
2021	112	10	9%
2022	77	7	9%
2023	115	11	10%
2024	117	17	15%
2025	144	19	13%
2026	18	2	11%



Procurement Directive

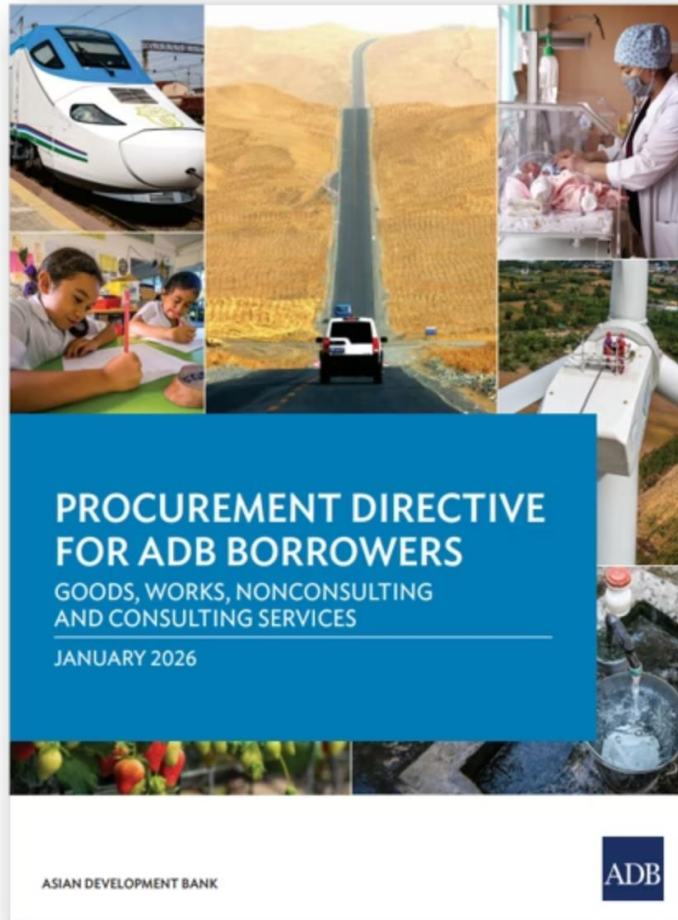
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Procurement Directive

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Procurement Directive for ADB Borrowers: What's Changed?

Key Updates Effective 1 January 2026

Objectives

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 works, nonconsulting services and specific goods 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.

Main Changes



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.

Main Changes (cont.)



Prequalification

Structured by default as a form of shortlisting, allowing the borrower to limit the firms invited to bid based on objective and transparent criteria.



Collaborative Contracting

Partnering with contractors and consultants to share risks, rewards, and expertise. May provide benefits on high risk/value contracts.



Financial Intermediation

Channeling funds to target sub-borrowers through local financial institutions rather than lending directly.



Contract Modifications

ADB prior review is required for time extensions affecting completion, material scope changes, price variations $\geq 15\%$, and contract termination.



Beneficial Ownership

Winners of internationally advertised contracts must disclose the natural person(s) who ultimately own or control the entity.

Early Market Engagement

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

- **Refines specifications, cost estimates, and timelines**
by gathering intelligence on industry trends, pricing, and solutions.
- **Enables suppliers**
to introduce innovative solutions, enhancing sustainability.
- **Conducted early in the cycle**
by project teams and procurement specialists during preparation and design phases, before bidding.
- **Produces critical outputs**
such as market assessments, risk analyses, and procurement strategies, informing project design and bidding to reduce uncertainties.
- **Links with Strategic Procurement Planning (SPP)**
by validating market assumptions, identifying challenges, and aligning procurement with project goals.



Types of Early Market Engagement

Market Dialogues

- **Market sounding sessions:** Discussions with suppliers to gauge interest, capabilities, and market conditions.
- **Feedback on specifications:** Input from industry experts on draft technical specifications and performance requirements.

Information Tools

- **Advance contracting notices:** Early notifications about upcoming procurement opportunities to alert the market.
- **Request for information (RFI):** Requests for market data and capabilities, without commitment to procurement.

Collaborative Platforms

- **Webinars and virtual briefings:** Online sessions to share project info and engage global suppliers.
- **Innovation calls and challenges:** Programs to solicit novel solutions for specific development challenges.

Site Visits and Demonstrations

- **Factory visits:** Inspections of production facilities to assess manufacturing capabilities and quality control.
- **Product demonstrations:** Suppliers showcasing products or solutions to illustrate functionality and effectiveness.

One-on-One Supplier Meetings

- **Bilateral meetings:** Discussions with individual suppliers to address questions or clarify capabilities.
- **Supplier capability assessments:** Reviews of individual supplier's technical, financial, and managerial capacity.



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.



Local Participation: Key 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

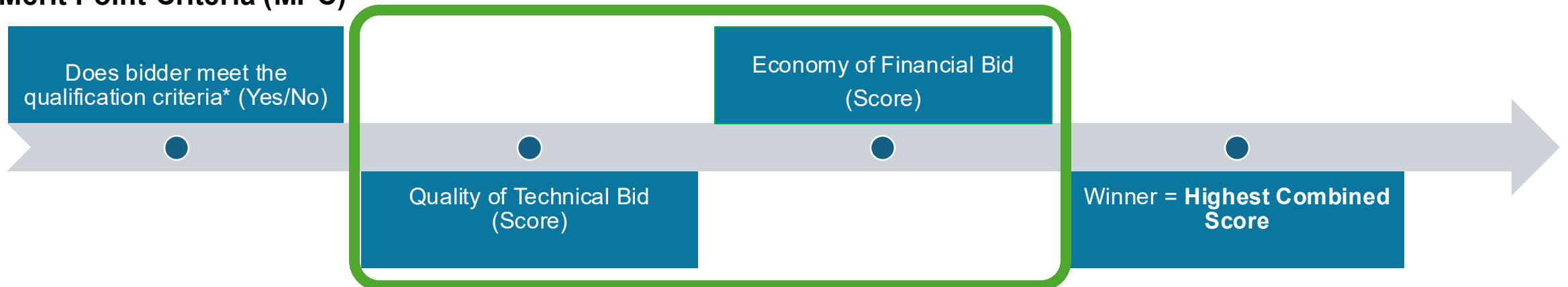
- Borrowers may give MPC scoring benefits to contractors exceeding the minimum local participation requirement.
- MPC can also support other local participation objectives.

ADB's Evaluation Methods

Lowest Evaluated Substantially Responsive Bid (LESRB)



Merit Point Criteria (MPC)



**Includes eligibility, historical contract nonperformance, financial situation, bidder's experience, organizational environmental, health and safety system and subcontractors.*

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.

Use of MPC to Date

2017

First MPC transaction

2017

- Solomon Islands

2019

- Bangladesh
- Maldives
- Philippines

25

Countries using MPC

2021

- Kiribati
- Nepal
- Tuvalu
- Vanuatu

39x

Growth since 2017

2023

- India
- Mongolia

2025

- Nauru
- Palau



2018

- Sri Lanka

2020

- Fiji
- Tonga

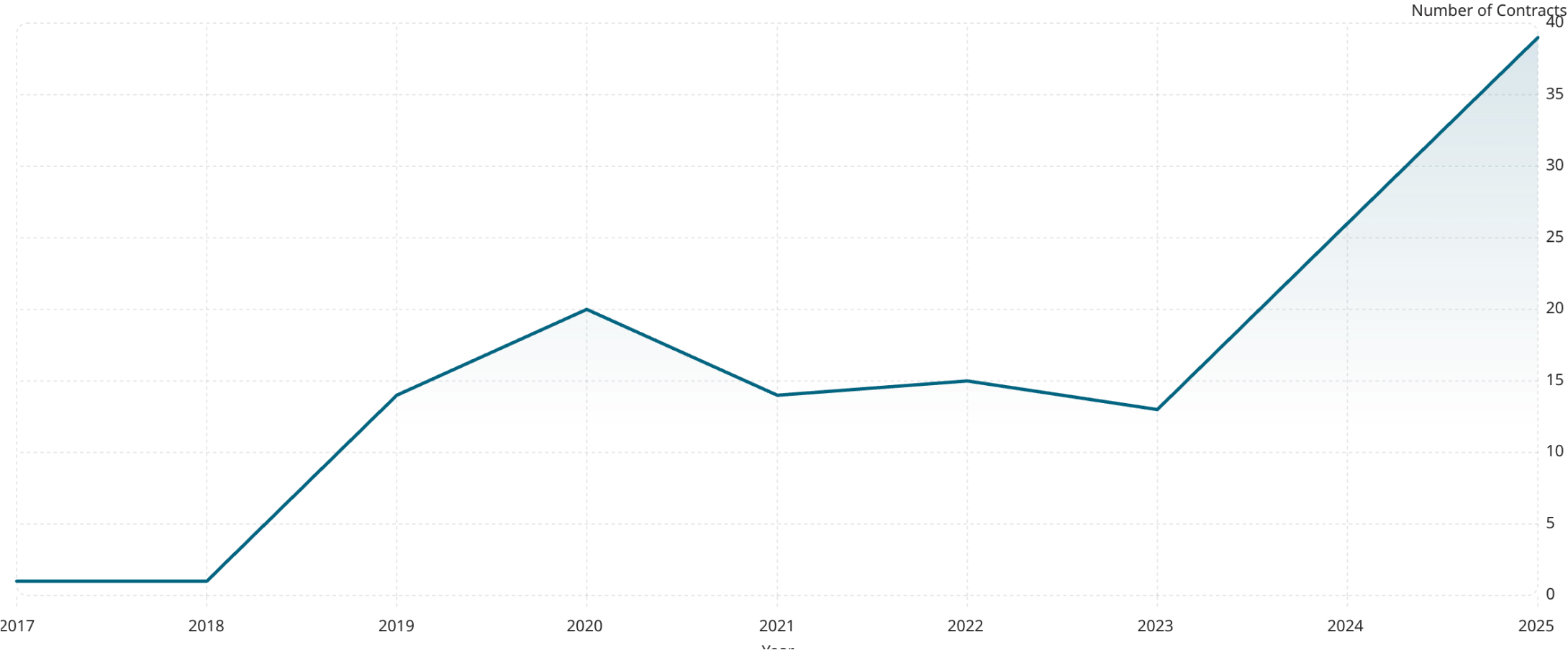
2022

- China, People's Republic of

2024

- Indonesia
- Kazakhstan
- Kyrgyz Republic
- Pakistan
- Papua New Guinea
- Samoa

MPC Contracts by Year (2017-2025)



❑ MPC transactions nearly doubled in 2025 (39 contracts), signaling rapid acceleration in borrower adoption of merit-point criteria.



Strategic Impact of MPC



Prioritizes Quality

Evaluates bids based on operational performance, lifecycle value, and technical merit, moving beyond upfront costs.



Incentivizes High-Quality Bids

Signals to the market that superior quality will be rewarded, fostering innovative and effective solutions.



Enhances Transparency & Objectivity

Reduces subjectivity in evaluations, thereby strengthening trust among all stakeholders.



Fosters Fair Competition

Ensures all suppliers adhere to clearly defined quality standards, thereby leveling the playing field.



Supports ADB Strategic Priorities

Aligns procurement with goals such as climate resilience, sustainable infrastructure, gender inclusion, and innovation.

When Does MPC Apply?

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

Updates to Instructions for Borrower-Administered Procurement

Staff Instruction

Purpose: Internal operational guidance for ADB staff

- Aligns internal processes with the new Procurement Directive (2026, as amended).
- Reflects updated delegation of authority, risk ratings, and terminology.

Technical Instruction

Purpose: External guidance for borrowers

- Elaborates on Procurement Directive for ADB Borrowers (2026, as amended).
- Details requirements on advertisement, procurement risk assessment, and post-review procedures.

1

Assess 5 criteria

- Procurement capacity
- Market conditions
- Contract complexity
- Contract size
- Implementation environment

2

Scoring

- Rate each criterion 1–4 (1 = low, 4 = high risk)
- Total score determines overall risk rating

3

Grouping

- With ADB agreement, similar contracts may be assessed as a group

Directive's Phased Implementation



1 January 2026

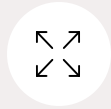
1 July 2026

1 January 2027



Phase 1: Directive Effective

Effective 1 January 2026, early market engagement begins for projects with concept notes approved after this date.



Phase 2: Expanded Application

Beginning 1 July 2026, MPC and local participation requirements extend to all projects approved after 1 January 2026.



Phase 3: Full Implementation

As of 1 January 2027, MPC and local participation become mandatory for all projects, regardless of approval date.



Key Updates to Standard Bidding Documents

User Guide Notes

Deleted from final SBDs

Terminology & Safeguards Updates

- Alignment with ADB's 2024 Environment and Social Framework (ESF)
- Mandatory Environmental and Social (E&S) and Sexual Exploitation, Abuse and Harassment (SEAH) plans

Evaluation Updates

- *First-ranked bid term* replaced with *Most Advantageous Bid*
- Revised MPC scoring

Qualification & Financial Requirements

- *Current* revised to *Major Contract Commitments*
- Financial (FIN) forms updated

Local Participation

- Minimum 50% local labor requirement

Performance & Incentives (Optional)

- KPIs linked to compliance and payment deductions
- Optional bonus provisions

Contract Management & Conditions

- Expanded monthly reporting (E&S, SEAH and labor metrics)
- New clauses on milestones, labor standards, and grievance mechanisms

Support to Borrowers

Borrowers informed of Procurement Directive

Government counterparts informed by letter in Q4 2025.



Updated Project Procurement Site

The [Project Procurement site on ADB.org](https://www.adb.org/projects/procurement) offers resources and additional content for Borrowers, launched in Q1 2026.



Technical Assistance (\$1.2M)

Dedicated technical assistance to support initial Directive implementation from 2026-2028, launched in Q1 2026.



Hands-on Support

Access to procurement experts pre-qualified under an ADB Framework Agreement, available from Q1 2026.



Guidance Material

New and updated Guidance Notes, Procurement Snapshots, and explanatory videos, available by Q4 2025.



Standard Bidding Documents

Updated in Q1 2026 to reflect the Procurement Directive and Environmental and Social Framework.



Capacity Development

Comprehensive training programs provided by ADB staff and expert consultants.



Early Market Engagement - Knowledge Materials



ADB

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 borrowers to assess capacity, refine requirements, and identify risks and opportunities so projects are feasible, competitive, and aligned with market conditions.

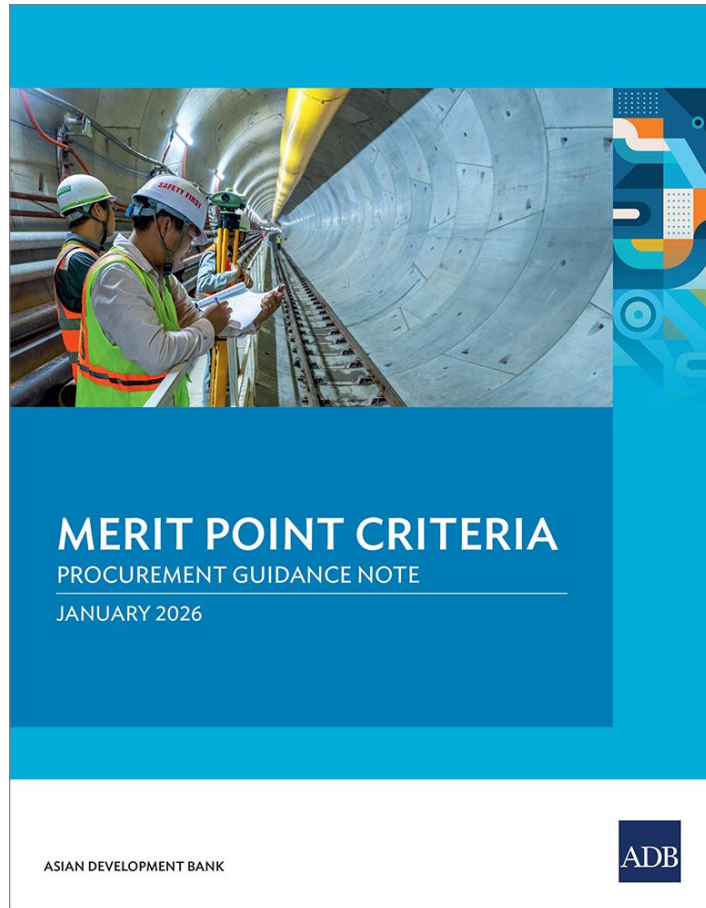
Why EME?

- Improves Accuracy:** Refines technical specifications, budgets, and timeline, ensuring project expectations align with what the market can deliver
- Enhances Competition:** Alerts 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, reinforcing transparency, and fairness in procurement

Common EME Approaches

Market Dialogues	Information Tools	Collaborative Platforms
Market sounding sessions	Advance contracting notice	Project roadshows
Feedback on specifications	Request for information	Webinars and virtual briefings
Workshops and roundtables	Q&A portal	Innovation calls and challenges

Merit Point Criteria – Knowledge Materials



MERIT POINT CRITERIA

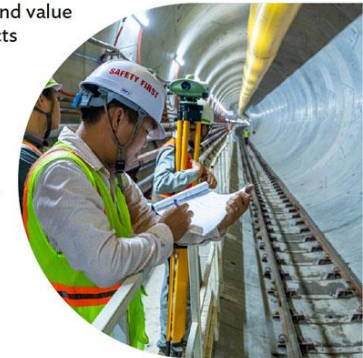
Advancing quality, sustainability, and value for money in ADB-financed projects

What is Merit Point Criteria

Merit Point Criteria (MPC) is a structured approach to bid evaluation used to compare and rank bids. 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

-  **Emphasizes Quality:** Focuses on value for money and fit 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 ADB Priorities:** Advances climate resilience, sustainability, gender inclusion, 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.

Procurement risk is assessed across five dimensions: **borrower's procurement capacity, market conditions, contract complexity, contract size, and implementation environment.** In high risk, high value contracts, technical criteria carry a greater weighting in the evaluation. A high value contract is defined as one exceeding \$10 million.

Notes: In this publication, "\$" refers to United States dollars.

 Applying predefined, technical scoring to bid evaluation ensures consistent and transparent assessments and strengthens the integrity and credibility of the procurement process.

Where to Find Resources

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, define requirements, and identify risks and opportunities to improve health, competition, and align with market conditions.

Why EME?

- Improves Accuracy:** Refines technical specifications, budgets, and timelines, ensuring project expectations align with what the market can deliver.
- Enhances Competition:** Alerts potential bidders, leading to more competitive and realistic 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 for better procurement design.
- Strengthens Transparency and Trust:** Open and well-documented engagement fosters confidence among stakeholders, reinforcing transparency, and fairness in procurement.

Common EME Approaches

Market Design	Information Tools	Collaborative Platforms
Market briefing sessions	Advance contracting notices	Project webinars
Feedback on specifications	Requests 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 Empowerment:** Reduces poverty and improves 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, government, and contractors.

Local Labor

- Unskilled:** No formal qualifications or work experience.
- Semi-skilled:** Vocational training or on-the-job experience.
- Skilled:** Certified professionals.

Diagram: A circular flow diagram with 'Local Labor' at the center, surrounded by 'Community', 'Employment', 'Capacity', and 'Sustainability'.



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 awards bidders with approaches that deliver value for money.

Why MPC?


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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. Their evaluation criteria and their weightings are applied across the procurement risk and contract value.

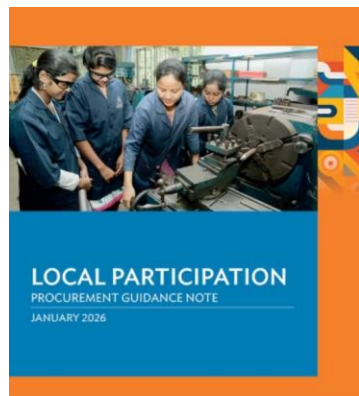
Applying professional, technical training to bid evaluation ensures consistent and transparent assessments and strengthens the integrity and credibility of the procurement process.

Drawn by the publisher. © Asian Development Bank.

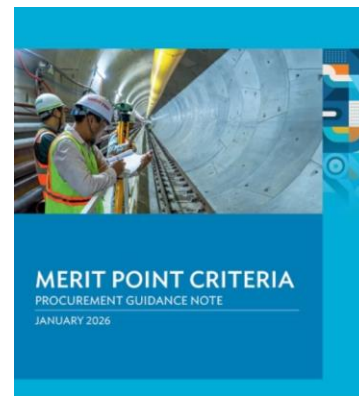
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Q&A



MPC

Sharlene Shillingford-McKlmon – Principal Procurement Specialist

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Solving Complex
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Importance of MPC

- **Elevates Quality** (as part of VfM and fit-for-purpose approach) by evaluating bids based on operational performance, lifecycle value, and technical merit, not just upfront costs.
- **Encourages stronger bids** by signaling to the market that quality will be rewarded, resulting in better solutions, not just cheaper ones.
- **Supports fair competition** by encouraging all suppliers to meet clearly defined quality standards, leveling the playing field.
- **Improves transparency and objectivity**, reducing subjectivity in evaluations enhancing trust among stakeholders.
- **Aligns with ADB's priorities**, such as climate resilience, sustainable infrastructure, gender inclusion, and innovation.

Essential Material



Sections 3 and 4 of ADB SBD – MPC Detailed

Guidance Note on MPC

ADB 2026 Bid Evaluation Guide

Where to Find Bidding Documents

Solving Complex Challenges Together

ADB Business Center

Home > Business Center > Where can I find ADB's standard bidding documents?

How-Tos

Where can I find ADB's standard bidding documents?

Standard Bidding Documents (SBDs) that are currently in use are listed below.

The term ESF refers to ADB's Environmental and Social Framework 2024 and SPS refers to ADB's Safeguard Policy Statement 2009.

2026 SBD Updates

ADB SBDs for Large Works, using FIDIC Red Book with ESF:

- Single-stage one-envelope, with Merit Point Criteria
- Single-stage one-envelope, without Merit Point Criteria
- Single-stage two-envelope, with Merit Point Criteria
- Single-stage two-envelope, without Merit Point Criteria

ADB SBDs for Large Works, using FIDIC Red Book with SPS:

- Single-stage one-envelope, with Merit Point Criteria
- Single-stage one-envelope, without Merit Point Criteria
- Single-stage two-envelope, with Merit Point Criteria
- Single-stage two-envelope, without Merit Point Criteria

ADB SBDs for Plant & Design Build, using FIDIC Yellow Book with

Related

[How-To: What bidding procedures are used by ADB-financed projects?](#)

[Guidance Notes on Procurement](#)

[Where can I find ADB's standard bidding documents? | Asian Development Bank](#)

All New Standard Bidding Documents

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PROCUREMENT OF WORKS STANDARD BIDDING DOCUMENT

For Single-Stage: Two-Envelope Bidding Procedure Without Prequalification, with Merit Point Criteria (MPC)

JANUARY 2026

For projects governed by Procurement Directive for ADB Borrowers: Goods, Works, ~~Nonconsulting~~ and Consulting Services (2026, as amended time to time)

ASIAN DEVELOPMENT BANK



PROCUREMENT OF PLANT AND WORKS (DESIGN-BUILD) STANDARD BIDDING DOCUMENT

For Single-Stage: Two-Envelope Bidding Procedure Without Prequalification, with Merit Point Criteria (MPC)

JANUARY 2026

For projects governed by Procurement Directive for ADB Borrowers: Goods, Works, Nonconsulting and Consulting Services (2026, as amended time to time)

ASIAN DEVELOPMENT BANK



PROCUREMENT OF WORKS: SMALL CONTRACTS STANDARD BIDDING DOCUMENT

For Single-Stage: Two-Envelope Bidding Procedure Without Prequalification, with Merit Point Criteria (MPC)

JANUARY 2026

For projects governed by Procurement Directive for ADB Borrowers: Goods, Works, Nonconsulting and Consulting Services (2026, as amended from time to time)

ASIAN DEVELOPMENT BANK



Where to Find MPC Elements



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Section 3

Solving Complex Challenges Together

Procurement of Works: Standard Bidding Document for Single-Stage: Two-Envelope Bidding Procedure Without Prequalification, for projects with MPC and ESF

Procurement of Works: Standard Bidding Document for Single-Stage: Two-Envelope Bidding Procedure Without Prequalification, for projects with MPC and ESF

2.1.4 Technical Scoring

NOTE

The criteria and weightings shown under Technical Scoring are intended to illustrate a generic methodology. The actual criteria and weighting to be used may need to be adjusted to take into account the specific features of the project. The factors listed here are for example purposes. It is recommended that maximum number of factors are maintained at five. For further guidance on technical factors refer to ADB guidance on Merit Point Criteria available at the ADB website

The evaluation approach shall be based on a scoring methodology as per the principles spelled out below:

Technical Factors ¹	Weightings (1)	Scores (2)	Weighted Score (1) x (2)
1. Approach and Methodology	50-90...%	(max = 100)	T1
2. Key Personnel Qualifications	0-20...%	(max = 100)	T2
3. E&S Requirements	0-20...%	(max = 100)	T3
4. Sustainability Requirements	0-25...%	(max = 100)	T4
TOTAL	100%		T

Evaluation of the Technical Factors

[The below given MPC criteria are examples and should be tailored by the Employer as per the requirements of the relevant bidding package. In designing the MPC criteria, the Employer should also take into account Part E and, if applicable, make the necessary linkage with the KPIs and the performance damages to be applicable during implementation.]

The number of points to be assigned for each sub-factor mentioned above shall be broken down as follows:

Technical Factors	Weightings (1)	Scores (2)	Weighted Score (1) x (2)
1. Approach and Methodology	...%	(max = 10)	T1
	Sub-Factor Weightings (1)	Score (2)	Weighted Score (1) x (2)
(i) Construction Management Strategy is clear and complete: supporting documentation provided, organization described, resources mobilized, list of activities, risks, and assumptions	...%	(max = 10)	
(ii) Construction methods for the key construction activities are clear and well-articulated with the construction management strategy	...%	(max = 10)	
(iii) Construction Schedule is detailed, realistic and in line with the Works' Requirements and proposed methodology	...%	(max = 10)	
(iv) Quality Assurance and Quality Control	...%	(max = 10)	
(v) Anticipated Risks Evaluation: the main risks have duly	...%	(max = 10)	

2. Key Personnel Qualifications ^a	...%	(max = 100)	T2
	Sub-Factor Weightings (1)	Score (2)	Weighted Score (1) x (2)
(i) Personnel and Organizational chart are clear and relevant to perform the works	...%	(max = 10)	
(ii) Project Manager <ul style="list-style-type: none"> General qualifications. The staff must be a licensed professional in the assigned position. Total work experience. Demonstrate <i>minimum</i> _ [insert number of years] years in a similar position. Experience in similar work. Demonstrate <i>minimum</i> _ [insert number of years] years in similar work or comparable projects. 	...%	(max = 10)	
(iii) Site engineer	...%	(max = 10)	
(iv) Material engineer	...%	(max = 10)	
(v) Contract specialist	...%	(max = 10)	
(vi) Environmental specialist	...%	(max = 10)	
(vii) Social specialist	...%	(max = 10)	
(viii) H&S officer	...%	(max = 10)	
(ix) Labor/HR specialist	...%	(max = 10)	
(x) SEAH focal point	...%	(max = 10)	
(xi) [others]	...%	(max = 10)	
Subtotal Score T2			

^aIndividuals required under this table should be considered depending on the size, complexity and requirement for the subject contract package and should be consistent with Section 6.

3. E&S Requirements	...%	(max = 10)	T3
	Sub-Factor Weightings (1)	Score (2)	Weighted Score (1) x (2)
(i) E&S Approach & Methodology	...%	(max = 10)	
(ii) In-house Policies & Procedures	...%	(max = 10)	
Subtotal Score T3		100%	

4. Sustainability Requirements ^a	...%	(max = 10)	T4
	Sub-Factor Weightings (1)	Score (2)	Weighted Score (1) x (2)
(i) Local Jobs Creation and Local skills development ^b	...%	(max = 10)	
(ii) other sustainability requirements	...%	(max = 10)	
Subtotal Score T4		100%	

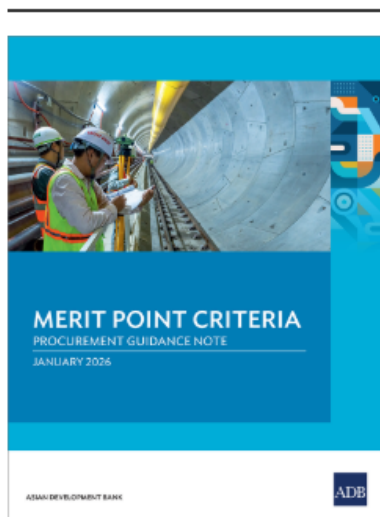
^a Maximum 25%

^b Maximum 15%

MPC Guidance Note

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Merit Point Criteria: Procurement Guidance Note

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This guidance note provides support to borrowers and grant recipients in developing and applying merit point criteria (MPC) on projects financed by an Asian Development Bank (ADB) loan or grant, in accordance with the ADB Procurement Policy and Procurement Directive for ADB Borrowers.

It outlines the purpose and benefits of MPC along with practical approaches on design, bid evaluation, and contract management. MPC provides a structured, principles-based approach to evaluating bids beyond price, helping ensure procurement outcomes that are fit for purpose, deliver value for money, and support the project's development objectives.

Contents

Related

[Publication: Merit Point Criteria](#)

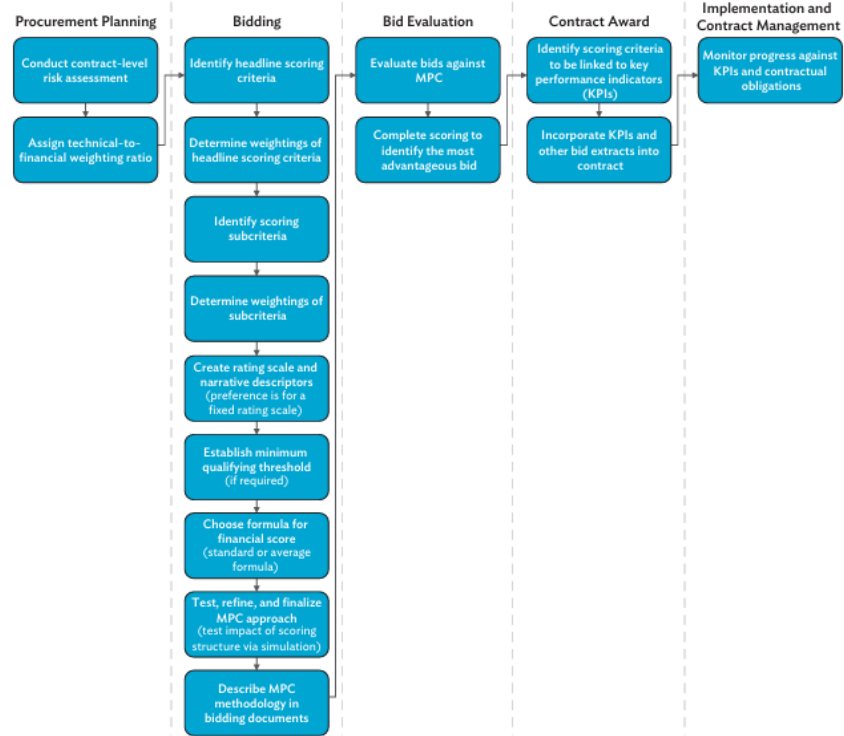
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[Early Market Engagement: Procurement Guidance Note](#)

[Bid Evaluation: Procurement Guidance Note](#)

MPC Within the Procurement Cycle Solving Complex Challenges Together

Figure 3: Flowchart of Merit Point Criteria Activities Within the ADB Procurement Cycle



MPC = merit point criteria; KPI = Key Performance Indicator.
Source: Asian Development Bank.

MPC Stakeholder Roles

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Table 1: Roles and Responsibilities of Key Stakeholders

Stakeholder	Role and Responsibilities
Borrower	<ul style="list-style-type: none"> • Primary responsibility: Responsible for the overall procurement process, including designing, implementing, and documenting the MPC approach. • Design of criteria: Develops the main criteria, subcriteria, and scoring methodology based on the contract's technical requirements and risk profile. • Evaluation process: Establishes and manages the evaluation committee, ensures members' independence, and maintains confidentiality during evaluation. • Evaluation guide or manual: Prepares an internal evaluation guide or manual detailing the process, roles, and decision-making authority, and conflict-of-interest management. • Documentation and reporting: Ensures that all evaluation records, score sheets, and narrative notes are complete, transparent, and defensible for audit and review by ADB. • Accountability: Signs the bid evaluation report and recommendation for award, and submits these to ADB for prior or post-review, as applicable. • Monitoring and reporting on performance: Once the contract is awarded, ensures that the contractor performs in accordance with contract requirements and regularly reports performance results to ADB.
Bidder	<ul style="list-style-type: none"> • Compliance and understanding: Responsible for preparing bids in accordance with the criteria and requirements disclosed in the bidding documents. • Transparency and fairness: Avoids collusion, misrepresentation, or other forms of misconduct that compromise the integrity of the evaluation. • Demonstration of merit: Provides complete, verifiable evidence supporting claims related to experience, technical approach, innovation, or safeguards. • Engagement during clarification: Responds to clarifications if sought by the borrower during evaluation but are not permitted to modify their bid. • Performance accountability: Once awarded, delivers the commitments (e.g., quality measures, innovation, safeguards) that contributed to a high MPC score.
ADB	<ul style="list-style-type: none"> • Oversight and compliance: Ensures that the borrower's procurement process, including the use of MPC, complies with the Procurement Directive for ADB Borrowers. • Review and no-objection: For contracts subject to prior review, reviews key documents such as the bidding documents, including evaluation criteria, and bid evaluation report for procedural compliance before issuing a no-objection to contract award. • Guidance and capacity building: Provides technical guidance, training, and tools to help borrowers apply MPC consistently and effectively across projects. • Post-review: For contracts under post-review, examines the bidding process including evaluation after award to ensure proper application of MPC and compliance with ADB's procurement policy and directive. • Policy updates: Monitors lessons learned from projects using MPC and updates procurement guidance, templates, and training materials accordingly.

MPC = merit point criteria; ADB = Asian Development Bank.

Source: Asian Development Bank.

MPC Quantitative Criteria

Solving Complex Challenges Together

Quantitative Criteria

- 3.6 Quantitative criteria can be used within a technical evaluation when an objective and verifiable assessment is feasible and relevant to outcomes. These criteria, which are commonly applied to goods and works, translate qualitative intent into measurable targets (e.g., efficiency, emissions, resource use), reduce evaluator discretion, and allow for direct comparison across bids. Quantitative criteria are most effective when the metric, unit, measurement boundary (what is in and out), and calculation method are clearly defined in the bidding documents, and when the same definitions carry forward into contract KPIs.

Example of using Quantitative Criteria

For example, bidders may be required to state projected greenhouse gas emissions for construction activities, expressed in tons of CO₂. In such cases, the borrower would disclose a baseline KPI, for example, an expected monthly CO₂ total derived from market sounding or past projects. Each technical bid would then be evaluated against this baseline, either as a percentage improvement over the KPI (higher improvement earns more points) or using a simple proportional rule that awards the maximum points to the lowest credible CO₂ figure, and scales the others accordingly.

- 3.7 To make the criterion defensible, the bidding documents should require a clear calculation method (e.g., fuel and electricity consumption multiplied by published emission factors), specify the data sources, and state how results will be verified (e.g., using fuel logs, utility bills, calibrated meters, or third-party

MPC Qualitative Criteria

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Qualitative Criteria

Qualifications and Experience

- 3.8 Qualifications and experience are generally assessed at the qualification stage (typically on a pass/fail basis) to confirm baseline capability. However, certain criteria can also be further elaborated upon to form more detailed criteria within the MPC evaluation. MPC related to experience and qualifications should focus

Merit Point Criteria: Procurement Guidance Note

on how well the bidder will perform, considering aspects such as quality, approach, risk management, and value. If any experience-related elements are included in the MPC, they must be clearly delineated from qualification criteria and considered to assess past performance (e.g., proven delivery on closely analogous contracts, evidence provided in completion/taking-over certificates, client evaluations, compliance with requirements, timely completion, and defect-liability records). This separation avoids duplication, as prequalification confirms eligibility and capacity while MPC distinguish the quality of the proposed solution.

ADB 2026 Guide to Bid Evaluation

Solving Complex Challenges Together



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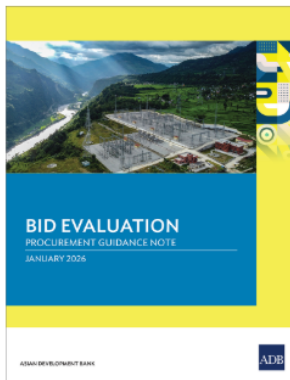
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Bid Evaluation: Procurement Guidance Note

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This guidance note provides practical and comprehensive directions on conducting bid evaluation and preparing bid evaluation reports for submission to the Asian Development Bank (ADB).

It outlines the required procedures, key principles, and documentation standards involved in evaluating bids for contracts financed wholly or partly by an ADB loan, grant, or ADB-administered funds. Designed to support transparent, fair, and efficient procurement, the guidance note serves as a valuable reference for project executing and implementing agencies, procurement specialists, and all stakeholders involved in ADB-financed project procurement.

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[Local Participation: Procurement Guidance Note](#)

[Merit Point Criteria: Procurement Guidance Note](#)

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E Technical Scoring Using the Merit Point Criteria Evaluation Method

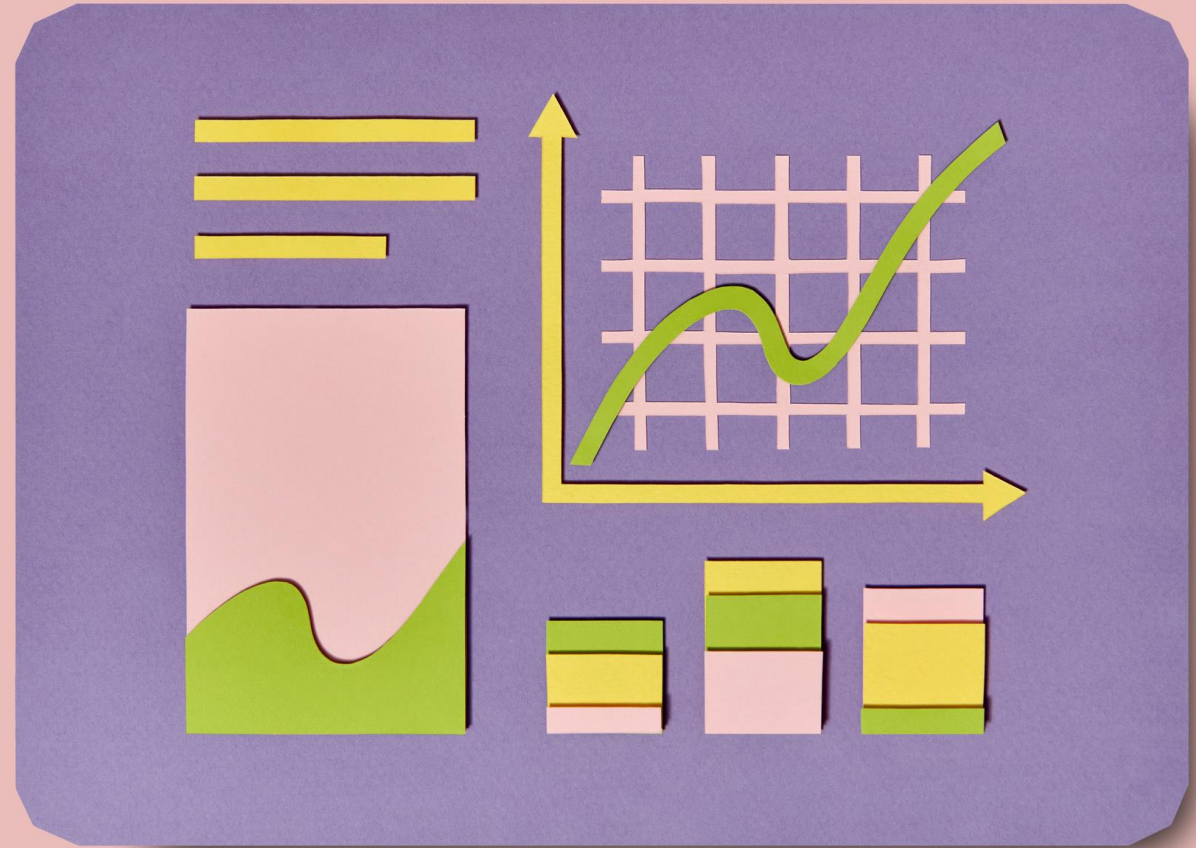
- 2.41 This step of technical evaluation using the MPC method involves using a scoring system to assess the quality, capability, and appropriateness of each bidder's proposal to deliver a contract and meet its requirements. The evaluation should be carried out strictly in accordance with the criteria and weightings set out in the bidding documents. When bidding documents set a minimum technical passing score from the total available points, a bid must achieve at least that score to be considered responsive and to advance to the financial evaluation stage.
- 2.42 In the case of the single-stage one-envelope approach, since both technical and price components are visible upon opening of the bids, the evaluation team must ensure strict objectivity, and avoid biased technical scoring based on available price information. Members should be reminded to score technical criteria independently of cost attractiveness. Alternatively, the following mitigation measures may be implemented by borrowers:
- **Separate subgroups for technical and price assessments.** While these teams evaluate in parallel, they also evaluate independently and submit separate reports. The groups include:
 - bid opening members who are independent from the evaluators;
 - technical evaluators who focus on technical scoring and are not made aware of price bids; and
 - price bid evaluators who review costs and commercial compliance, and are not made aware of technical bids.

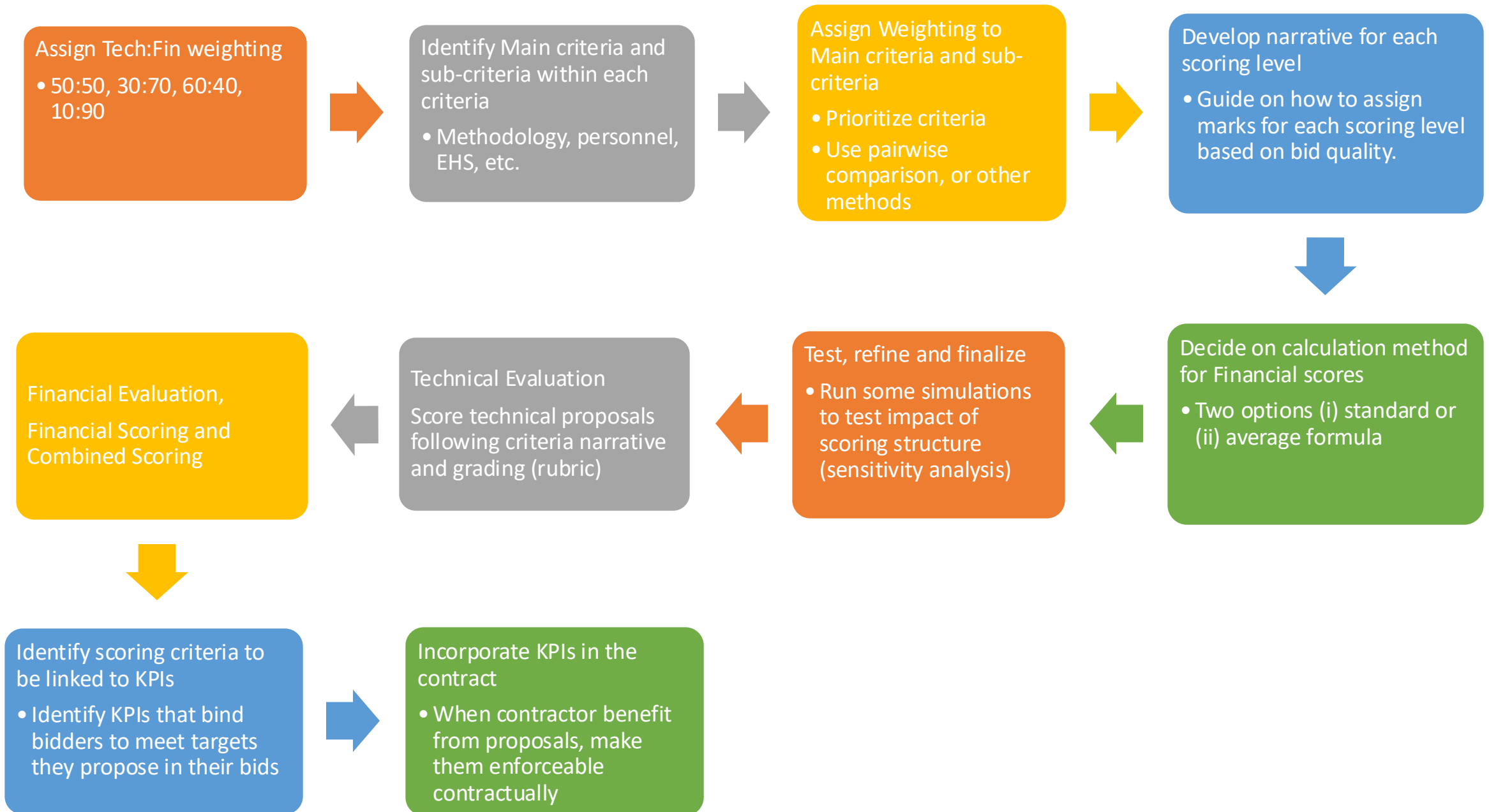
- **Sequential evaluation.** Where full segregation of teams is not practical, the evaluation proceeds sequentially. Technical scores must be completed, recorded, and formally locked (signed and dated) prior to the commencement of any financial evaluation. Documentation timestamps should be maintained to demonstrate the proper sequence of activities.
- **Blind scoring.** Redacted copies of bids with all pricing or cost-related information removed can be distributed to the technical evaluators.

Designing of MPC

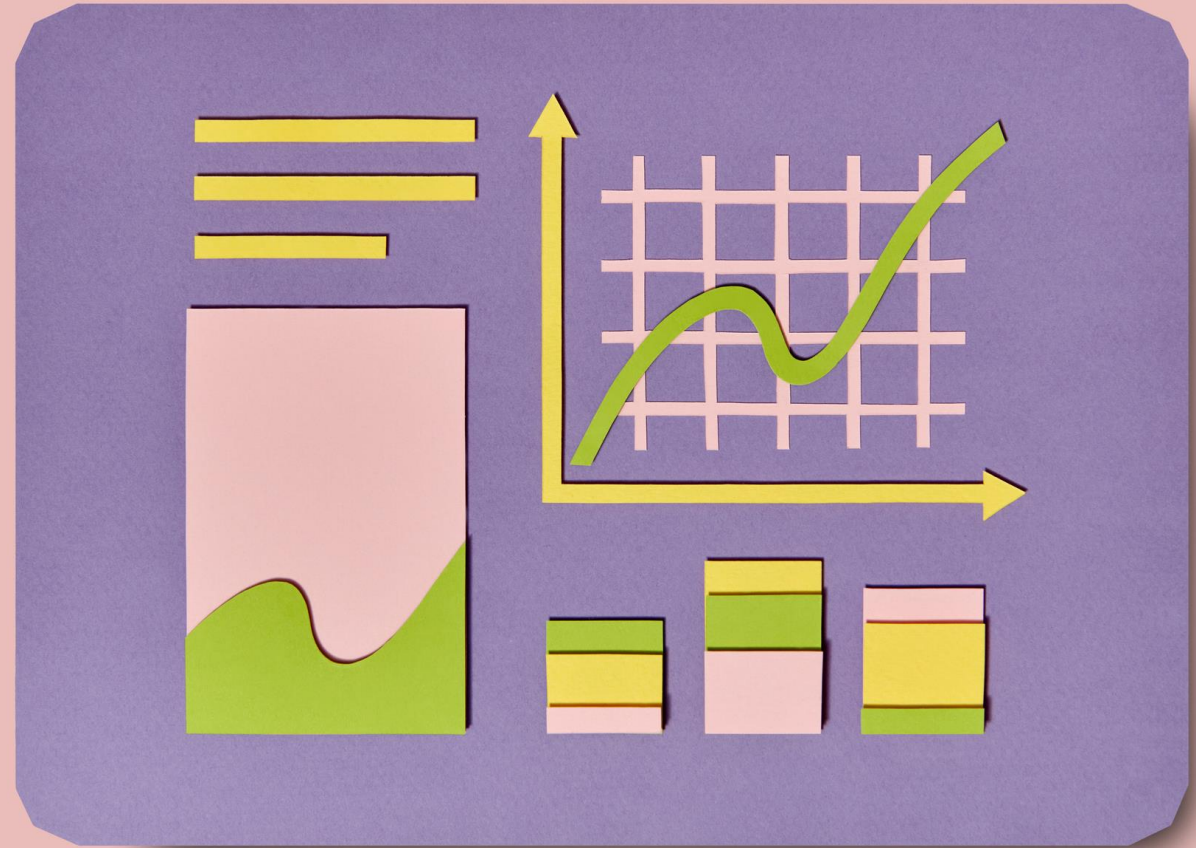


Design Sequence

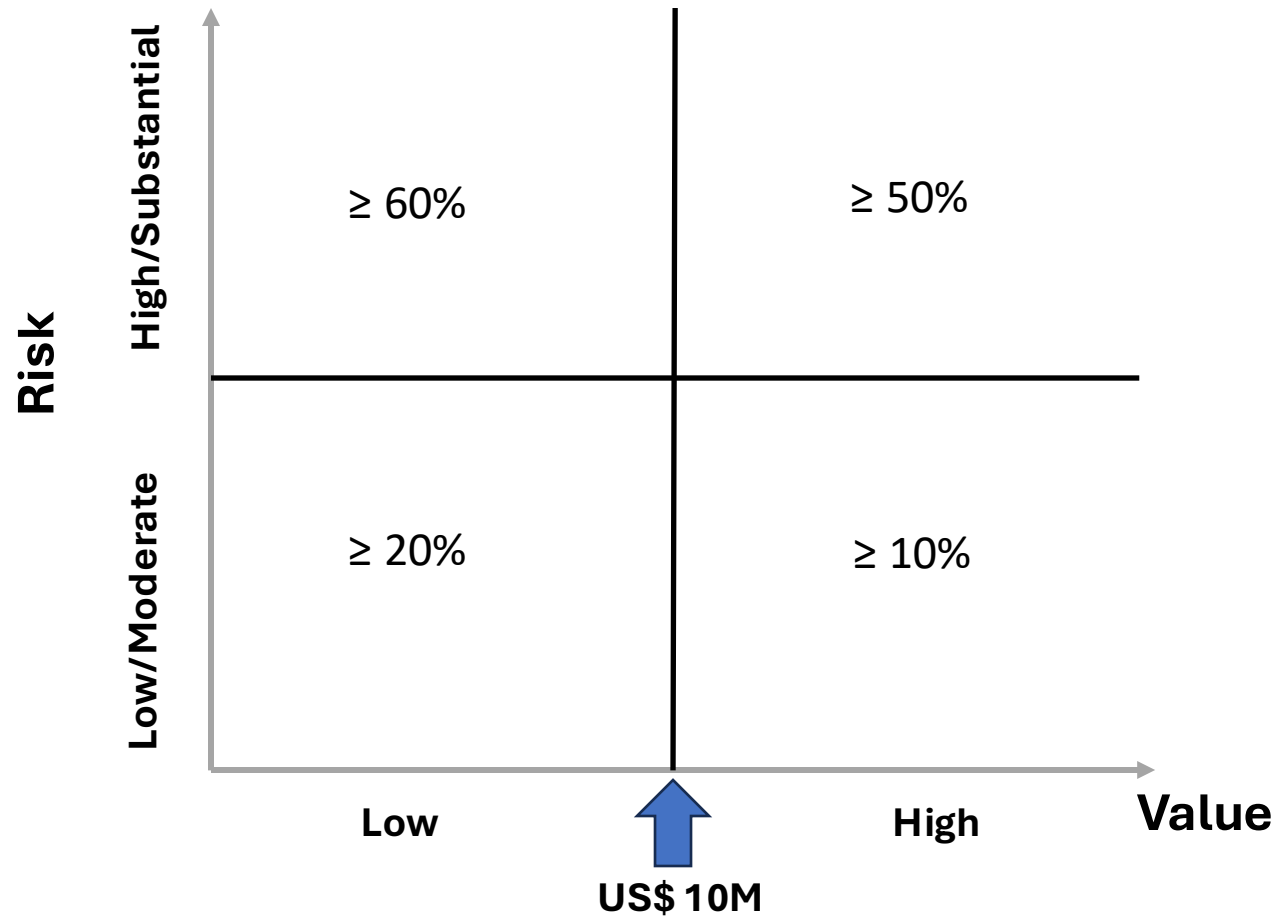




Technical: Financial Ratio



Technical: Financial Ratio



Minimum Threshold is based on Procurement Risk and Value

Contract valued at \$10M and above is considered as High Value for weighting purposes

Procurement Risk is assessed based on Procurement Risk Framework.

Procurement Risk Classification

Risk Rating	Procurement Capacity	Market Conditions	Contract Complexity	Contract Size	Implementation Environment
Low	<ul style="list-style-type: none"> Borrower has experienced staff with recent track record in contracts of similar scale or complexity Stable resources and staffing levels (minimal turnover) Well-established procurement systems (policies, processes and procedures, structures or tools and technology) Consistent, timely, and compliant performance on past contracts, demonstrating the ability to deliver without additional support 	<ul style="list-style-type: none"> Broad, competitive market with multiple capable bidders available Price stability observed against established estimates Stable and reliable supply chains Minimal market volatility or risk of external disruptions 	<ul style="list-style-type: none"> Use of bidding documents involving straightforward procurement methods Minimal customization to existing ADB standard bid documents Low transaction costs (time, effort, resources), easy coordination, and minimal governance risks 	<ul style="list-style-type: none"> Contract value is less than 5% of the total project cost, or below \$20 million, whichever is lower 	<ul style="list-style-type: none"> Stable, predictable implementation conditions (no major uncertainties) Straightforward coordination with minor environmental constraints or stakeholders involved (e.g. government agencies, local authorities, providers, donors) No major external dependencies or site constraints affecting execution All necessary permits, utilities, and logistical arrangements are in place before contract award
Moderate	<ul style="list-style-type: none"> Generally adequate capacity, with some experience gaps in contracts of similar scale or complexity Some staff turnover or limited exposure in specific areas Functional procurement systems with occasional inefficiencies or process gaps May require limited, targeted support to maintain compliance with ADB procedures 	<ul style="list-style-type: none"> Competitive market with several capable bidders, though the supplier base is somewhat concentrated Occasional fluctuations in prices or demand (some market volatility) Supply chains are mostly reliable, subject only to minor disruptions or delays Moderate overall volatility (shows some sensitivity to external changes, but it remains manageable) 	<ul style="list-style-type: none"> Bidding documents involving procurement methods with some customization or additional coordination needs¹ May require extra steps such as supplier prequalification or multi-envelope bid procedure Slightly higher transaction and governance burden than low risk (more steps, but still routine) 	<ul style="list-style-type: none"> Contract represents 5-10% of total project cost or \$20-40 million, whichever is lower 	<ul style="list-style-type: none"> Some external dependencies exist (e.g. few third-party stakeholders or minor utility relocations required) Limited site access issues or environmental constraints that are routine and manageable (standard site conditions) A generally conventional implementation environment with no unusual challenges Potential schedule impacts can be mitigated through proper planning and engagement of stakeholders

Procurement Risk Classification

Risk Rating	Procurement Capacity	Market Conditions	Contract Complexity	Contract Size	Implementation Environment
Substantial	<ul style="list-style-type: none"> Limited exposure to contracts of similar scale or complexity Staffing constraints or insufficient experience in key functions Notable weaknesses or lack of integration in procurement systems Requires structured technical and/or oversight support for compliance with ADB procedures 	<ul style="list-style-type: none"> Limited competition, with only a few capable bidders available Price volatility makes it difficult to generate accurate cost estimates. Supply chains are prone to disruption or price volatility due to external dependencies Noticeable risk of cost escalation or procurement delays arising from these market conditions 	<ul style="list-style-type: none"> Complex or specialized bidding documents involving procurement methods requiring adaptation of technical requirements or procedures May involve multiple procurement stages, customized documents, or advanced contract forms Elevated governance, integrity, and compliance risks (greater oversight needed to prevent issues) 	<ul style="list-style-type: none"> Contract represents 10-25% of total project cost or \$40-80 million, whichever is lower 	<ul style="list-style-type: none"> Multiple stakeholders or agencies require coordinated approvals and ongoing alignment Complex permitting requirements or environmental constraints (traffic management, limited work hours, etc.) Use of specialized methods or significant geotechnical challenges, with some dependence on imported materials/equipment Elevated implementation risk requires a coordinated action plan and close supervision to manage interdependencies
High	<ul style="list-style-type: none"> No prior experience with contracts of similar scale or complexity Severely inadequate staffing and institutional resources Procurement systems are largely ineffective or non-operational Major deficiencies requiring significant technical strengthening and intensive oversight 	<ul style="list-style-type: none"> Very limited pool of qualified bidders to choose from causing limited or no competition. Very high price volatility meaning that actual costs are often very far from estimates impacting contract viability. Unstable, unreliable supply chains with frequent or severe disruptions High likelihood of cost escalation, supplier non-performance, or outright procurement failure due to market instability 	<ul style="list-style-type: none"> Large, strategic, or first-of-a-kind bidding documents involving innovative procurement approaches (e.g., competitive dialogue) Highly customized or non-standard contract structures Substantial transaction, governance, and even political risks, intensive oversight and risk management are required at every step 	<ul style="list-style-type: none"> Contract represents over 25% of total project cost, or above \$80 million, whichever is lower 	<ul style="list-style-type: none"> Major external and physical challenges (e.g. multi-agency approvals, large-scale utility relocations, insecure environment (project site may be highly susceptible to natural hazards) Significant interdependencies with other externally financed contracts or critical equipment that must function together High likelihood of severe delays unless enabling conditions are firmly in place and robust mitigation measures are established before procurement commences

Example – Procurement Risk

	Road Upgrade	Water treatment plant	Tunnel	Signaling system	E-Buses
Duration	18 months	7 years	4 years	12 months	12 months
Procurement Capacity	Moderate	Low	Moderate	High	Low
Market	Competitive	Limited contractors	Limited contractors	Monopoly /Duopoly	Limited suppliers
Contract Complexity	Works SBD- Red Book	DBO SBD – Gold Book	Works SBD – Red Book	DB SBD – Yellow Book	DB SBD – Yellow Book
Implementation Environment	<ul style="list-style-type: none"> • Live road • Traffic Management • Simple design 	<ul style="list-style-type: none"> • Poor soil condition • High water table • Complex design • Water tower, pump stations, distribution lines • Multiple Permits/Licenses 	<ul style="list-style-type: none"> • Tunneling method • Geotech • Utilities 	<ul style="list-style-type: none"> • Technology • Longevity • Inter-operability for future 	<ul style="list-style-type: none"> • Spare parts • Maintenance • EV Charging

Procurement Risk Classification

		Borrower Capacity	Market Conditions	Contract Complexity	Contract Size	Implementation Environment	Overall Score	Risk Rating
Project	Contract 1							
	Contract 2							
	Contract 3							
							

Risk Rating	Total Score
Low	5-8
Moderate	9-12
Substantial	13-16
High	17-20

Criteria Development



Fundamentals

Solving Complex Challenges Together

- Clear
- Conscious
- Defined measurement criteria
- Avoid subjectivity
- Ideally 3-5 main criteria with several sub-criteria
- Consistent with Section 4 and Section 6



Typical Criteria

Site Organization

Programme

Design methodology

Construction

- Construction methodology
- Health and Safety
- Risk Management
- Quality Management
- Materials, Equipment, and Logistics
- Testing, Commissioning, and Handover

Sustainability

- Environment
- Carbon management
- Community and Social value
- Local Participation

Example for a water project



Solving Complex Challenges Together

No.	Criteria
1	Site Organisation
2	Overall Program
3	Methodology - Design
4	Methodology – Construction
5	Environment, Social, Health & Safety Plan



Main Criteria

Sub Criteria

No.	Criteria
1	Site Organisation
2	Overall Program
3	Methodology - Design
3a	Pipe route selection and long section
3b	Determination of pipe diameter
4	Methodology – Construction
4a	Pipeline Installation
4b	Railway Track and River crossings using trenchless technique
4c	Logistics Plan for importation of pipes and storage
5	Environment, Social, Health & Safety Plan
5a	Traffic Management Plan
5b	Consents/Permits/Licenses
5c	Local Job Creation and Skills Development
5d	Approach to H&S management

Narrative for (sub)criteria



No.	Criteria
1	Site Organisation
2	Overall Program
3	Methodology - Design
3a	Pipe route selection and long section
3b	Determination of pipe diameter
4	Methodology – Construction
4a	Pipeline Installation
4b	Railway Track and River crossings using trenchless technique
4c	Logistics Plan for importation of pipes and storage
5	Environment, Social, Health & Safety Plan
5a	Traffic Management Plan
5b	Consents/Permits/Licenses
5c	Local Job Creation and Skills Development
5d	Approach to H&S management

Methodology – Construction (to be included in Section 4 of BD)

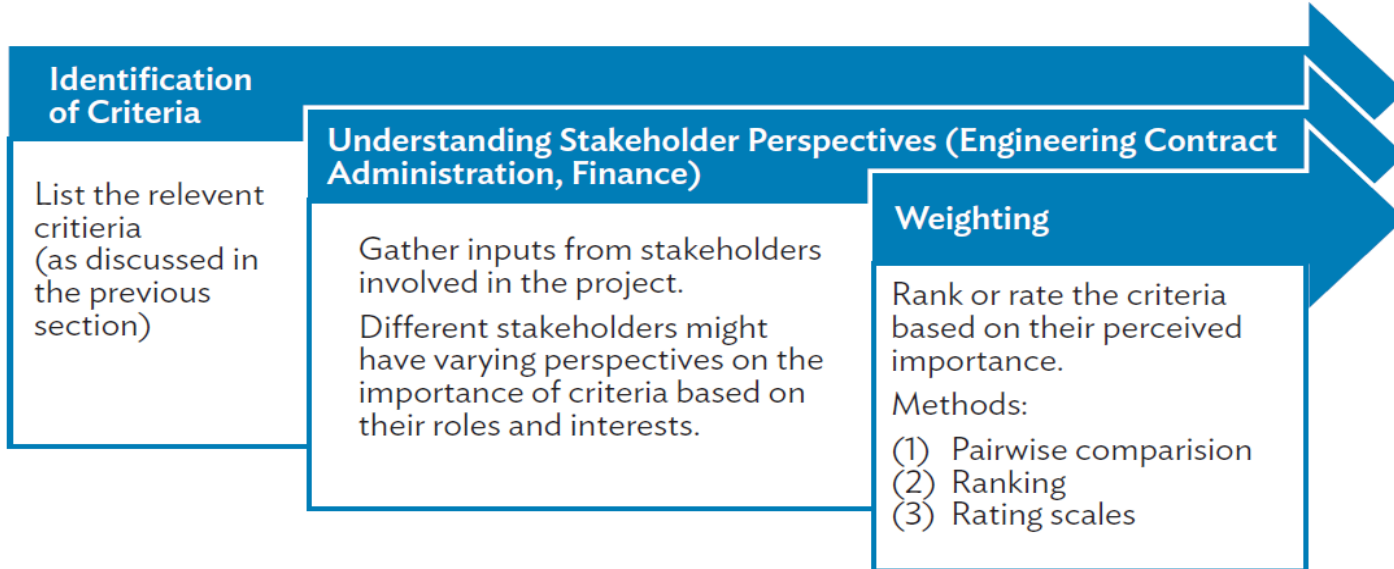
4a Pipeline Installation:

- a description of trench support system, where trench depth exceeds 1.5 m, with typical schematic diagram
- a description of butt fusion welding of HDPE pipes, including manufacturer’s brochures for welding
- equipment to be used, tests and inspection program to certify weld quality

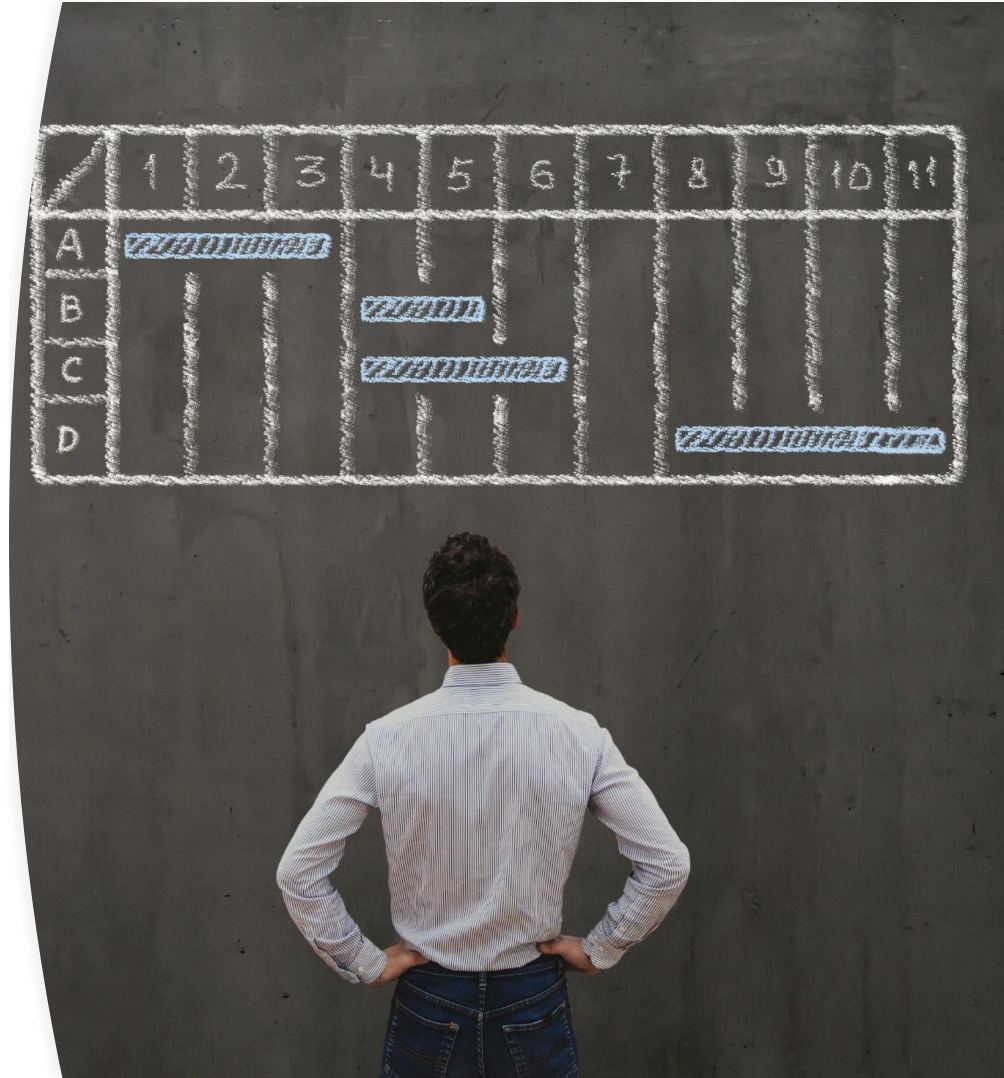
4b Railway Track & River Crossings using trenchless technique

- description of trenchless construction technique with manufacturer data sheet and brochures
- schematic layout of contractor’s working area at a typical rail crossing, showing space for plant and machinery, fill and spoils handling, vehicle access, and worker welfare facilities
- procedure to monitor and correct ground settlement under rail tracks
- typical ground support system
- typical dewatering and ground water control plans
- assessment of key risks.

Weighting of Criteria



- **Weightages should be developed for criteria and for sub criteria (if any).**
- **Higher weight on the criteria with the highest importance, and the lower weight for criterion or categories with the least importance.**



Weighting of Criteria - Methods

- By personal preference (e.g., I think this criteria is important so let me allocate 60% for it)
- By calculations (e.g.):
 - Rating Scale/ Fixed Weighting Method
 - Rank Sum Weight method
 - Pairwise comparison

No.	Criteria
1	Site Organization
2	Overall Program
3	Methodology - Design
3a	Pipe route selection and long section
3b	Determination of pipe diameter
4	Methodology – Construction
4a	Pipeline Installation
4b	Railway Track and River crossings using trenchless technique
4c	Logistics Plan for importation of pipes and storage
5	Environment, Social, Health & Safety Plan
5a	Traffic Management Plan
5b	Consents/Permits/Licenses
5c	Local Job Creation and Skills Development
5d	Approach to H&S management

Example with weighting

Why calculation

- There is a logic behind it.
- Fair and Transparent Evaluation
- Balanced Trade-Off
- Reduces Subjectivity and Bias
- Procurement Compliance and Defensibility
- Efficiency and Consistency

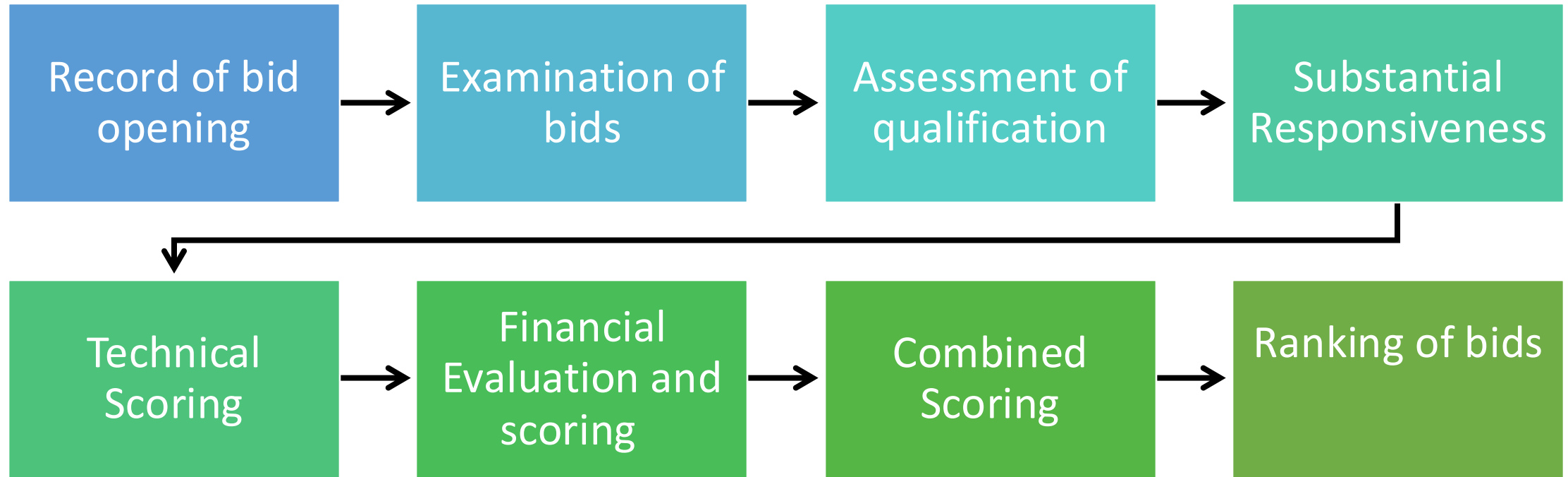


No.	Criteria	Total Weight
1	Site Organisation	6
2	Overall Program	6
3	Methodology - Design	15
3a	Pipe route selection and long section	9
3b	Determination of pipe diameter	6
4	Methodology – Construction	50
4a	Pipeline Installation	18
4b	Railway Track and River crossings using trenchless technique	20
4c	Logistics Plan for importation of pipes and storage	12
5	Environment, Social, Health & Safety Plan	23
5a	Traffic Management Plan	3
5b	Consents/Permits/Licenses	2
5c	Local Job Creation and Skills Development	8
5d	Approach to H&S management	10

Scoring, Evaluation



Evaluation Steps using MPC



		Score	Submission	Description of Submission
P f s	7	Above Average	Submission meets expectations and requirements in all aspects of the criterion. Sound understanding of the criterion demonstrated through a thorough methodology with no weakness and supported by reasonable evidence but difficult to verify. It includes minor innovation and value added features but lacks implementation plan for proposed features.	ects of the ated through e. It includes ntation plan
	6	Average	Submission meets expectations and requirements in most aspects of the criterion. Adequate understanding of the criterion demonstrated through competent methodology with negligible weakness . It includes no innovation or value added features.	spects of the d through well des major plan for
	5	Below Average	Submission meets requirements in some aspects of the criterion. Below average understanding of the criterion, methodology with minor weakness. Provides sufficient assurance of ability to deliver the criterion.	spects of the rough ionable and ed features
P f s	9	Excellent	Submission exceeds expectations and requirements in most aspects of the criterion. Excellent understanding of the criterion demonstrated through well articulated methodology supported by strong evidence , it includes major innovation and value added features but lacks implementation plan for proposed features.	ts of the hrough a isonable l value added
				ects of the d through
				ness. It includes no innovation
P f s	8	Good	Submission exceeds expectations and requirements in some aspects of the criterion. Good understanding of the criterion demonstrated through structured and well developed methodology supported by reasonable and verifiable evidence , it includes minor innovation and value added features with implementation plan for proposed features.	ects of the criterion. Below dology with minor weakness. ver the criterion.
				the criterion. Methodology criterion with some weakness. ver the criterion.
				f the criterion. Methodology ation. Provides little
P f s	7	Average	Submission meets expectations and requirements in most aspects of the criterion. Adequate understanding of the criterion demonstrated through competent methodology with negligible weakness . It includes no innovation or value added features.	of the criterion. Methodology oration. Provides no
				ne criterion. Methodology has
				1.

Evaluator's Guide

Purpose:

Standardizes the evaluation process, promotes integrity, consistency, and fairness, and supports training and capacity building.

Key Elements for Procurement Evaluation

- **Committee Identification:** Clearly define who will serve as evaluators.
- **Roles & Responsibilities:** Specify duties for each evaluator.
- **Evaluation Approach:** Outline the methodology and scoring process.
- **Moderation & Documentation:** Establish procedures for review and record-keeping.
- **Confidentiality & Conflict Management:** Set protocols to ensure impartiality and manage conflicts of interest.
- **Criterion Guidance:** Provide instructions for evaluating each criterion.
- **Scoring Rationale:** Require evaluators to document the reasoning behind scores.

Example of Narrative criteria in Evaluator's Guide

Solving Complex Challenges Together

E.g: Site Organization

the technical proposal will be scored in terms of the **quality of the site organization proposed by the bidder**. The understanding should cover the complete scope of works including all sub-components: 1) Construction of Concrete bridge, 2) Construction of approach roads to new bridges inclusive of all earthworks, pavement and drainage, footpaths and safety features, 3) **any other works in the Specification**, 4) Construction of temporary works.....

The bidder is expected to prepare and submit a comprehensive site plan indicating a good understanding of the constraints that may arise during construction at each of the sites and any other critical issues that may adversely affect construction works.

The bidder must **demonstrate understanding of logistical challenges of working in remote locations** including mobilizing manpower, machinery & plants and materials and provide suitable management strategies to address those challenges.

Example of Narrative criteria in Evaluator's Guide

Solving Complex Challenges Together

E.g: Site Organization

The bidder is requested to propose a site organization considering these and other elements such as staff accommodation, storage of project materials, waste (spoil and road material removal) and equipment, access control to the construction site, etc.

The bidder needs to show a sound understanding of setting up and management of the site in relation to frequent use for neighbor properties, traffic control on the existing road network, and weather (cyclone and storm) management and shall provide proposed mitigation measures for coping with the wet (cyclone) season.

In addition, bidders shall submit an organization chart (s) and provide an explanation of what they perceive to be the key internal and external roles and interactions relating to this contract including communication and reporting channels.



Contractual Enforcement

How to ensure the promises are kept

- Incorporation of the bidder's proposal to the contract.
- Implement KPIs with a financial penalty attached to it.
- Update the Specification including important technical promises.
- Minutes of contract clarification/negotiations.
- Signed declarations.

Enforcing the winning bidder's proposal – potential areas

Solving Complex Challenges Together

Section 6: Specification including important technical promises.

Implementation of the Actions Items Proposed in the Technical Proposal Plan

Notes

1. The Contractor shall ensure full compliance with technical requirements proposed with the Bid in the execution of the Works. The Works shall be carried out in a manner that reflects the technical requirements indicated Annex xx. *[Note to the EA: annex may include the bidder's proposal selected items at the time of contract formation]*
2. The Contractor shall include the technical proposal requirements in its method statements and submit to the Engineer for review before commencement of the works including followings.

[describe the bidder's proposal scope filtered from the Technical Proposal]
 - [.....]
3. The contractor shall provide with his progress reports frequent updates about the compliance. The contractor must ensure compliance with requirements throughout the execution of the works. Any modifications or additional elements require prior approval from the engineer.

Enforcing the winning bidder's proposal – potential areas

Solving Complex Challenges Together

Section 8 or 6

Declaration of Compliance with Technical Proposal MPC criteria

To: [Procuring Entity Name]

Tender/Contract No: [Insert Tender Number]

Project Title: [Insert Project Title]

We, the undersigned, declare that:

1. We hereby undertake that, we shall fully comply with all the terms, specifications, commitments, and conditions stated in our proposal throughout the duration of the contract.
2. We further confirm that we shall not modify or withdraw any part of our technical proposal during the execution of the project.
3. We acknowledge that any deviation from the submitted technical proposal without prior written approval from the Procuring Entity may lead to penalties or termination of the contract.

Signed:

Name: _____

Designation: _____

Enforcing the winning bidder's proposal – potential areas

Solving Complex Challenges Together

Meeting Minutes

- (ii) Contract Agreement: add a new line item.
.....
 - (a) Letter of Price Bid;
 - (b) the Particular Conditions – Part A – Contract Data;
 - (c) the Particular Conditions – Part B – Special Provisions;
 - (d) the Particular Conditions – Part C – Corrupt and Fraudulent Practices;
 - (e) the Particular Conditions – Part D – Environmental, Health, and Safety (EHS) Metrics for Progress Reports;
 - (f) List of Eligible Countries as defined by the Bank;
 - (g) General Conditions of Contract;
[add: Memorandum of understanding, a Memorandum of pre-award clarifications, Minutes of clarifications/confirmations. This includes technical details relevant to MPC items.]
 - (h) the Specifications;
 - (i) the Drawings;
 - (j) completed Schedules including Bill of Quantities;
 - (k) Environment, Health, and Safety Code of Conduct for Contractor's Personnel;
.....

Enforcing the winning bidder's proposal – potential areas

Solving Complex Challenges Together

Bidder's proposal

2. The following documents shall be deemed to form and be read and construed as part of this Contract Agreement. This Contract Agreement shall prevail over all other Contract documents.
 - (a) the Contract Agreement;
 - (b) Letter of Acceptance;
 - (c) Letter of Technical Bid;
 - (d) Letter of Price Bid;
 - (e) the Particular Conditions – Part A – Contract Data;
 - (f) the Particular Conditions – Part B – Special Provisions;
 - (g) the Particular Conditions – Part C – Corrupt and Fraudulent Practices;
 - (h) the Particular Conditions – Part D – Environmental, Health, and Safety (EHS) Metrics for Progress Reports;
 - (i) List of Eligible Countries as defined by the Bank;
 - (j) General Conditions of Contract;
 - (k) the Specifications;
 - (l) the Drawings;
 - (m) completed Schedules including Bill of Quantities;
 - (n) Environment, Health, and Safety Code of Conduct for Contractor's Personnel;
 - (o) Environment, Health, and Safety Management Plan (EHSMP);
 - (p) the Joint Venture Undertaking (If Contract is a Joint Venture); and
 - (q) **any other documents shall be added here.**²³



Enforcing the winning bidder's proposal – potential areas

Solving Complex Challenges Together



KPIs	Implication	
Compliance with the method statement on tunnel boring with	Measurement / Deviation	Implication (options)
	Proposed in bid vs Actual (*actual proposed by the bidder and reviewed by the Engineer monthly basis as part of review of progress reports or interim payments)	<ul style="list-style-type: none"> • Proportionate reduction from the BOQ item • Withholding payments • Fixed penalties defined in the bid documents

KPIs appended to Particular conditions

Enforcing the winning bidder's proposal – potential areas

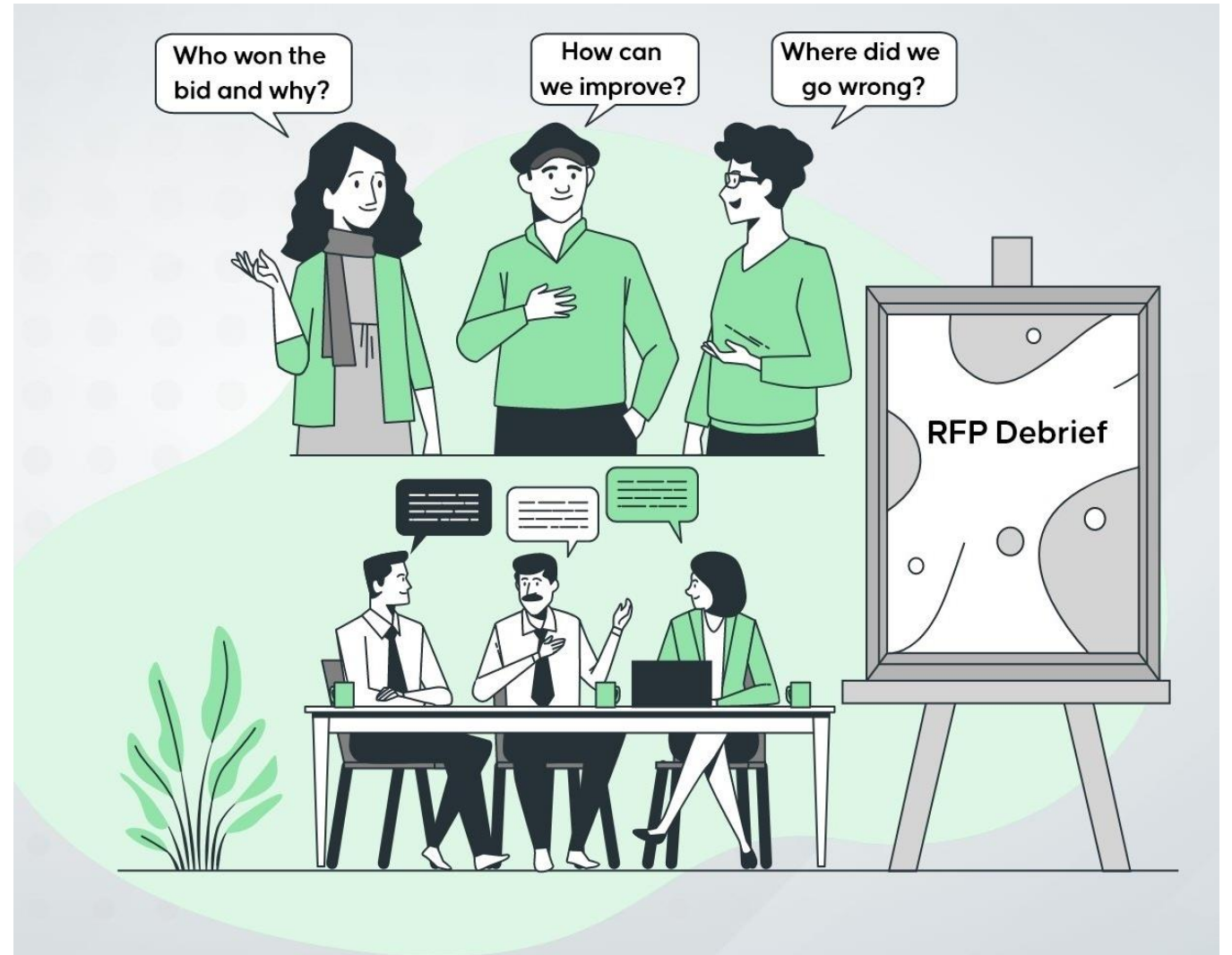
Solving Complex Challenges Together

Section 8

e.g.

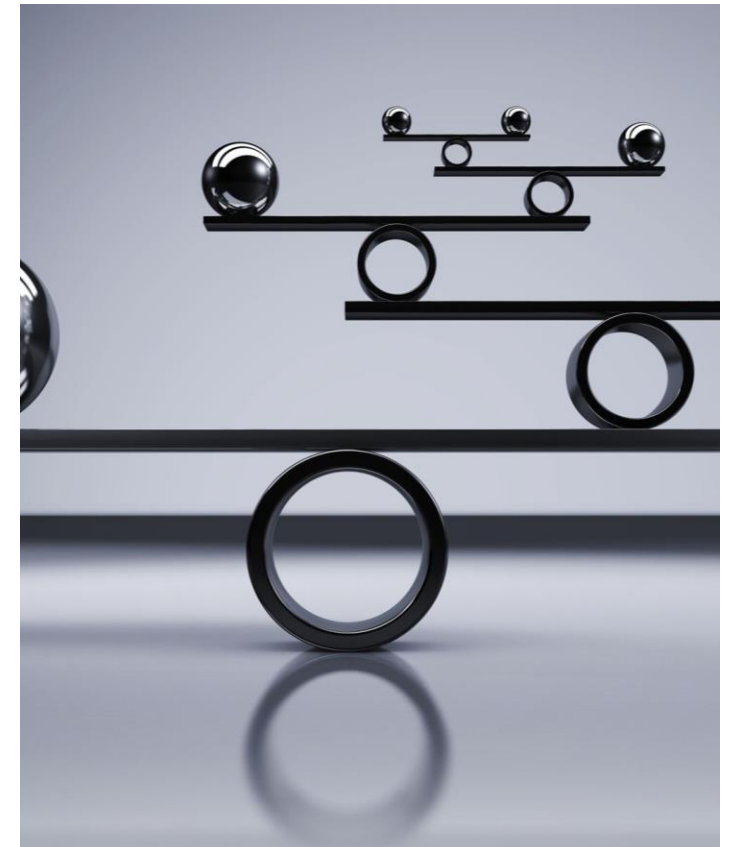
14.3	Application for Interim Payment Certificates	<p>Add the following paragraph after existing paragraph (e) and renumber the remaining paragraphs.</p> <p>(f) assessment of the Contractor's compliance with Technical requirements measured based on the Key Performance Indicators stated in Section 6: Works Requirements;</p>
14.6	Issue of Interim Payment Certificates	<p>Add the following paragraph after existing paragraph (a) and renumber the remaining paragraphs.</p> <p>“(b) if the Contractor was, or is, failing to meet any Technical Requirements as stated in the Section 6: Works Requirements, the value of this failure, as determined by the Engineer , may be withheld until obligation has been performed; and/or</p>

Debriefing



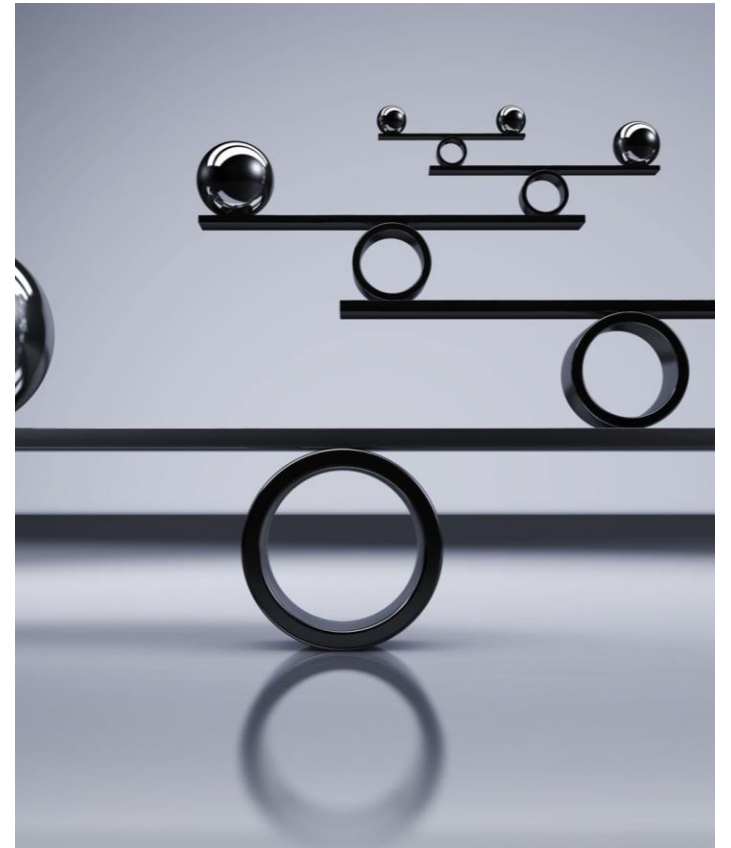
Guidance on what is disclosed during debriefing

- Overall score (technical and financial)
- Technical evaluation summary: Highlight strengths and weaknesses of proposal based on the predefined criteria (e.g., methodology, staffing, experience)
- Financial score: Indicate whether price was competitive and how it affected the combined score
- Final ranking: Inform them of their position (e.g., 2nd out of 5 bidders)

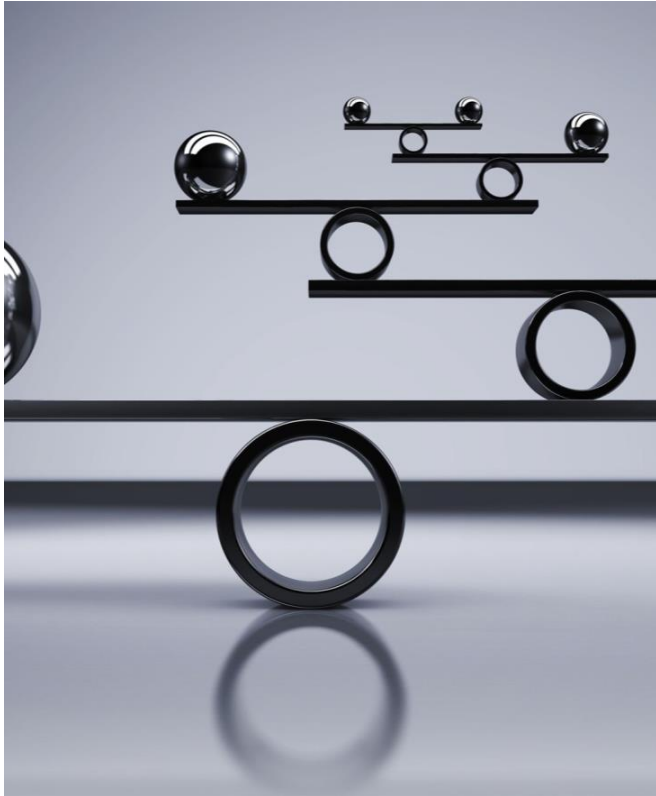


Guidance on what is disclosed during debriefing

- Use the exact wording of the evaluation criteria to explain shortcomings. Refer to documented evaluation records
- Focus only on the unsuccessful bidder's own submission and performance.



What is Not disclosed during debriefing

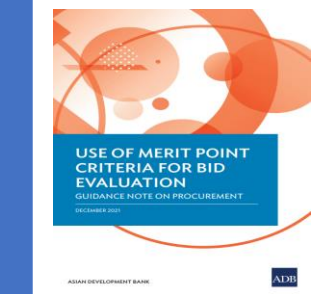
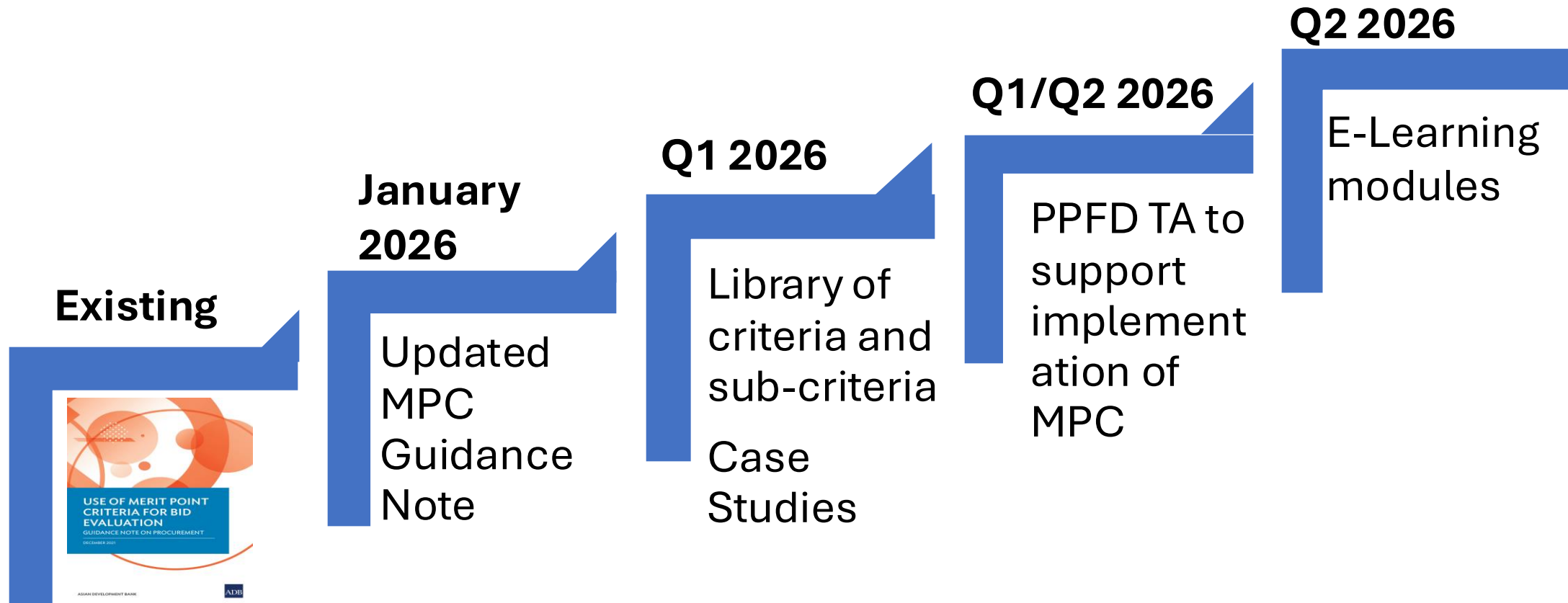


- Avoid naming or providing information about other bidders (pricing, technical approach, etc.) that can be used to identify other bidders
- Do not disclose information about other bidders (e.g., pricing details, technical approaches, scoring breakdowns)
- Do not share comparative analysis, narrative justifications, or internal deliberations of the evaluation committee

Resources



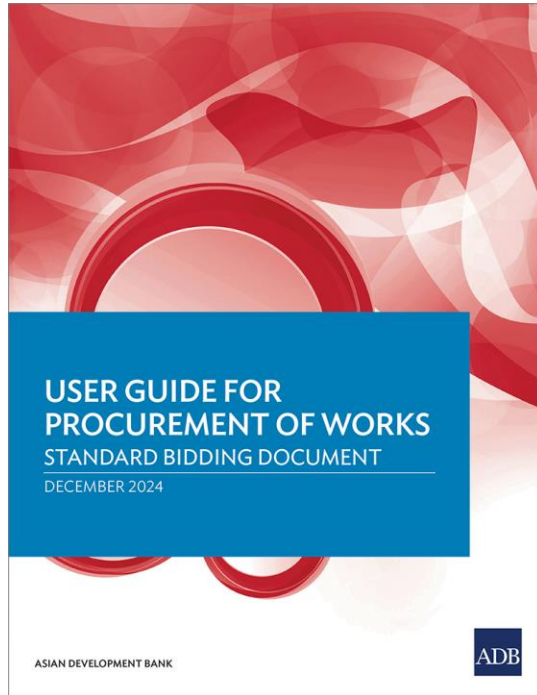
MPC Resources and Support



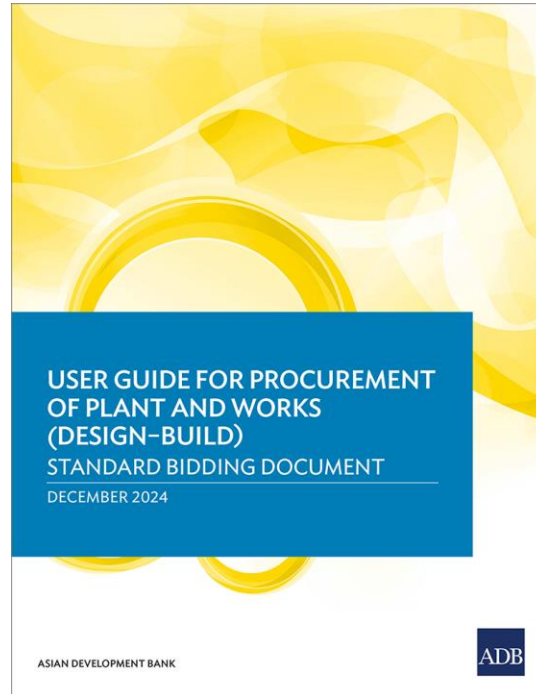
<https://www.adb.org/documents/merit-point-criteria-bid-evaluation>

Will be available on ADB Operational Procurement Website

Standard Bidding Documents



<https://www.adb.org/documents/procurement-works-red-book-2017>



<https://www.adb.org/documents/procurement-plant-works-design-build-yellow-book-2017>

Other Bidding Documents will be updated and available from January 2026

Questions





CONSULTING

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



Solving Complex
Challenges Together

ADB

ADB Consultant Management System (cms.adb.org)

selfservice.adb.org/OA_HTML/adb/adbpos/jsp/ADBCMHomepage.jsp

ADB ASIAN DEVELOPMENT BANK

HOME

CONSULTING
OPPORTUNITIES

SHORTLISTED
FIRMS

AWARDED
CONTRACTS

TA CLAIMS
PARTNER

CONSULTANT
TUTOR

Welcome to the

ADB CONSULTANT MANAGEMENT SYSTEM

CMS opens opportunities for consultants to join and make a difference at the Asian Development Bank.

Login for Registered Users

CONSULTANT / EA

ADB STAFF

Don't have an account yet? [Register here.](#)

Claiming for a TA Contract? Visit **TA Claims Partner**



https://selfservice.adb.org/OA_HTML/adb/xxers/jsp/ShortlistedFirms.jsp

VIEW SHORTLISTED FIRMS



Welcome to the Asian Development Bank's Consultant Management System

Consultant Management System (CMS) is an integrated web-based system that supports the ADB's consulting services recruitment, from advertising the opportunity to awarding consulting contracts. This portal will enable users to work with the different facilities available in CMS.



Consultants create and update their profile, search opportunities, send Expressions of Interest (EOIs), respond to Non-Committal Inquiries (NCIs), and prepare and submit proposals. Login to the system by typing in your registered email address and password.

Since CSRN is now integrated in CMS, consultants are encouraged to complete their full registration to help facilitate EOI submission by tagging project and consulting experiences entered in their profile.

[Click here to know who can register as consultants in CMS.](#)
By using this service, you are accepting the [CMS Terms and Conditions](#).



ADB Project Team Members can access all CMS functions like creating a selection, advertising opportunities, sending Non-Committal Inquiries (NCIs), distributing Request for Proposals (RFPs), sending Notice to Proceed (NTPs), and approving requests, even while working outside of the ADB network. Login to the system by typing in your ADB Self-Service Username and Password.



Executing Agencies (EAs) can access Consulting Services Recruitment Notice (CSRN) to post consulting opportunities for ADB-financed projects. Login to the system by typing in your registered Username and Password.

To obtain an EA account, email your ADB Project Officer and copy csrn@adb.org with the following details:

- | | |
|---|--|
| 1. Email address of the agency representative | 3. Name and address of the agency |
| 2. Full name of the agency representative | 4. Duration of the recruitment for the project |

Consulting Services Recruitment Notice (CSRN)

The Consulting Services Recruitment Notice provides detailed information on the consulting services required for ADB-financed or administered projects. The CSRN includes the terms of reference and is posted on ADB's website for at least one month for firms for EA-administered projects, 15 days for firms for ADB-administered projects or 7 days for individual consultants before shortlisting.

This will provide consultants sufficient time to prepare EOIs that are more specific and focused on the project's requirements.

[Click here to view the list of advertisements of consulting opportunities.](#)

Login

Login using your registered username and password.

Username

Password

Login

[Login Assistance](#)

Note: ADB users can login using their Oracle username and password.

Registration

New user? Register now!

Register as Consulting Firm

Register as Individual Consultant

Need Help?

For inquiries regarding the system, please email cmshelp@adb.org.

CMS SYSTEM UPDATE

Dear CMS Users,

The changeover period from the Consulting Services Recruitment Notice (CSRN) to the Consultant Management System (CMS) has concluded. We thank you for your cooperation during this interim process.

Should you have any inquiries, contact cmshelp@adb.org.

CMS Team

NOTE: CMS undergoes weekly maintenance activities from



Consulting Opportunities - CSRN

Consulting Opportunities

Consulting Services Recruitment Notices (CSRN)

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

Refine by [Clear All](#)

COVID-19 Related Assignment

Yes (29)
 No (136)

Consultant Type

Firm (31)
 Individual (134)

Eligibility of Consultant Country

Open to Member Countries Only (165)
 Non-Member Countries Allowed (0)

Engagement Period

Less than 3 months (9)
 3 months to 1 year (109)
 More than 1 year (47)

Country

[Select All](#) | [Select None](#)

Pakistan (18)
 Palau (6)
 Papua New Guinea (5)
 Philippines (38)
 Samoa (4)
 Solomon Islands (5)
 Sri Lanka (3)
 Tajikistan (3)
 Thailand (5)
 Timor-Leste (2)

Sector

Search by Expertise [Go](#)

Project	Expertise	Consultant Type	Engagement Period (Months)	Published	Deadline (Manila local time)	View CSRN
SC 119172 PHI: Bespoke Climate Leadership Training	Bespoke Climate Leadership Training	Firm	26	15-Jul-2022	15-Aug-2022 11:59 PM	
TA 55064-005 REG: Water Organization Partnerships for Resilience - WOP4R Program Consultants	Water Supply and Sanitation	Firm	36	29-Jun-2022	10-Aug-2022 11:59 PM	
TA-6929 REG: Enhancing Disaster Risk Understanding and Resilience - Technical Assistance Coordinator (55357-001)	Technical Assistance Coordinator	Individual	28	27-Jul-2022	09-Aug-2022 11:59 PM	
SC 108187 PHI: BPMSD Information Technology and Human Resources Consultant	Information Technology and Human Resources	Individual	12	14-Jul-2022	08-Aug-2022 11:59 PM	
LOAN-3944 PHI: Local Governance Reform Project - OP1/QCBS-002 Financial, Administrative, and Technical Support Firm (52173-002)	Finance and Administration	Firm	30	23-Jul-2022	06-Aug-2022 11:59 PM	
TA-9766 REG: Southeast Asia Public Management, Financial Sector, and Trade Policy Facility - LGDP-N31 National Capacity Development Specialist/Team Leader LGDP-N31 (53071-001)	capacity development	Individual	8	22-Jul-2022	04-Aug-2022 11:59 PM	
TA-9766 REG: Southeast Asia Public Management, Financial Sector, and Trade Policy Facility - LGDP-N36 National Social Dev't, Gender and Land Acquisition Expert LGDP-N36 (53071-001)	Social Development, Gender and Land Acquisition and Resettlement Specialist	Individual	8	22-Jul-2022	04-Aug-2022 11:59 PM	
TA-9766 REG: Southeast Asia Public Management, Financial Sector, and Trade Policy Facility - LGDP-N35 National Project Finance and Economics Specialist LGDP-N35 (53071-001)	project finance, economics	Individual	8	22-Jul-2022	04-Aug-2022 11:59 PM	
TA-9766 REG: Southeast Asia Public Management, Financial Sector, and Trade Policy Facility - LGDP-N34 National Legal Specialist LGDP-N34 (53071-001)	Legal	Individual	8	22-Jul-2022	04-Aug-2022 11:59 PM	
TA-9766 REG: Southeast Asia Public Management, Financial Sector, and Trade Policy Facility - LGDP-N32 National Civil Engineer/Water Supply and Sanitation Expert LGDP-N32 (53071-001)	engineering	Individual	8	22-Jul-2022	04-Aug-2022 11:59 PM	
SC 119216 PHI: National climate resilient agriculture / institutions specialist	National climate resilient agriculture / institutions specialist	Individual	2	27-Jul-2022	02-Aug-2022 11:59 PM	
SC 119216 PHI: National legal specialist	National legal specialist	Individual	2	27-Jul-2022	02-Aug-2022 11:59 PM	
SC 119216 PHI: Accelerating Climate-Resilient Agriculture in the Philippines - Climate Resilient Agriculture / Institutional Specialist	Climate Resilient Agriculture / Institutional Specialist	Individual	2	27-Jul-2022	02-Aug-2022 11:59 PM	
SC 119216 PHI: National climate resilient agriculture / governance specialist	National climate resilient agriculture / governance specialist	Individual	2	27-Jul-2022	02-Aug-2022 11:59 PM	
TA-6730 REG: Promoting Life Cycle Management of Fluorocarbons - PHI Fluorocarbons Expert (54386-001)	Fluorocarbons Expert	Individual	7.7	13-Jul-2022	02-Aug-2022 11:59 PM	



CSRN Profile

TA 55064-005 REG: Water Organization Partnerships for Resilience - WOP4R Program Consultants

Date Published: 29-Jun-2022 Deadline of Submitting EOI: 10-Aug-2022 11:59 PM Manila local time

Back Express Interest

EXTENSION

Profile Terms of Reference Cost Estimate

Selection Profile

Consultant Type	Firm	Source	International
Selection Method	Quality and Cost-Based Selection (QCBS)	Technical Proposal	Full Technical Proposal (FTP)
Selection Title	Water Organization Partnerships for Resilience		
Package Number	Package Name	WOP4R Program Consultants	
Advance Action	<input checked="" type="radio"/> Yes <input type="radio"/> No	Approval Number	
Engagement Period	36 MONTH	Approval Date	
Consulting Services Budget	USD 418,000	Estimated Short-listing Date	15-Jul-2022
Budget Type	<input checked="" type="radio"/> Estimated <input type="radio"/> Maximum	Estimated Commencement Date	01-Sep-2022
Open to non-Member Countries	<input type="radio"/> Yes <input checked="" type="radio"/> No		

Additional Information

Possibility of contract extension In general, ADB consulting contracts may be extended to a reasonable degree when doing so is justified within ADB's core procurement principles. Any extensions are subject to operational needs, consultant performance, and continued availability of funds.

Specific considerations for this assignment, if any, are discussed here: **Need for contract extension may be discussed during implementation.**

Possibility of consideration for downstream assignment Yes No Not known

Country of assignment **Philippines**

COVID-19 Related Assignment Yes No

Contact Information

Project Officer **Allison Woodruff**
 Designation **Principal Water Security Specialist**
Asian Development Bank
 Email awoodruff@adb.org

CSRN Additional Information / Attachments

Title	Type	Description	Category	Last Updated By	Last Updated	Usage	Update	Delete
No results found.								

Agencies

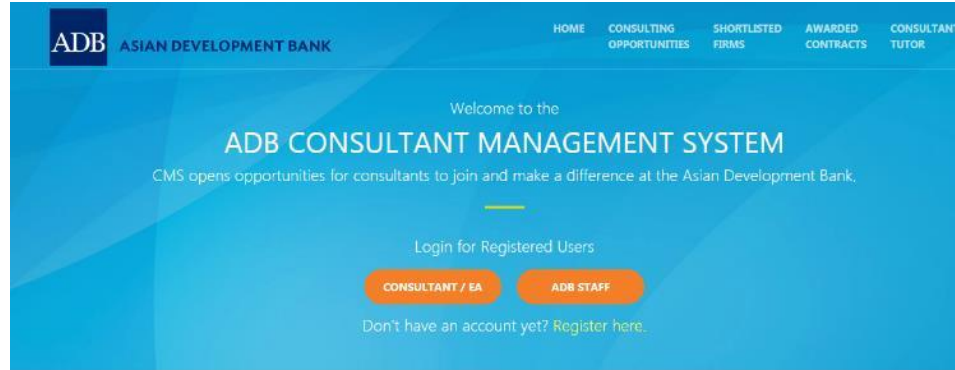
Primary	Agency	Country	Agency Role	Contact Person	View Details
<input checked="" type="checkbox"/>	Asian Development Bank	Regional	Executing Agency		

Publishing History

Type	Publication Date	Published By	Duration of Advertisement	Deadline	View Remarks
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Search Consulting Opportunities

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



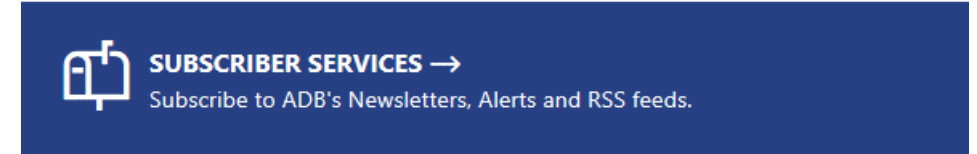
View Shortlisted Firms

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.



Alerts Daily Weekly Off
Links to content posted on ADB.org delivered to your inbox daily or weekly.

Events On Off

News Releases and News from Country Offices On Off

Procurement Notices (Goods and Works) On Off
Note: Weekly notifications on consulting opportunities available for registered users of the [Consultant Management System \(CMS\)](#).

Project Information and Documents On Off

Publications On Off

Safeguard Documents On Off

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

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





Bidding Strategies

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ADB

Solving Complex
Challenges Together

Tips for winning ADB-financed assignments

Solving Complex Challenges Together

- 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/>



COFINANCING

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COFINANCING



OFFICIAL - multilateral and bilateral development agencies funded by sovereign states. It mobilizes funding for grants, loans, and technical assistance in ADB developing member countries. WB, AIIB, Bilateral agencies: AFD etc.

COMMERCIAL - Facilitates investment, trade, and capital flows into developing member countries. Both private and public institutions provide this type of cofinancing. It is usually sourced from financial markets and priced at commercial terms.

PRIVATE SECTOR - Partnerships with socially responsible companies, foundations, and philanthropic institutions are also important.

OFFICIAL COFINANCING

Solving Complex Challenges Together

Multilateral partners including global funds committed about 50% or \$3.1 billion to 45 projects in 2024. The [World Bank](#) committed \$960 million to 5 projects. [Asian Infrastructure Investment Bank](#) supported 5 projects amounting to \$947.2 million.

**multilateral
and global funds**

\$3.1 billion
45 projects

***Procurement policies agreed per project.
Policy of the lead MDB is used.***

Bilateral partners in 2024 committed about \$2.9 billion across 35 projects. The [Republic of Korea](#) committed \$1.1 billion to 4 projects. [France](#) provided \$1 billion for 8 projects. [Australia](#) supported the most number of projects (12).

bilateral
\$2.9 billion
35 projects

trust funds
\$188.8 million
113 projects

COFINANCING 2020-2024

Solving Complex Challenges Together

ADB OPERATIONAL HIGHLIGHTS

Commitments, 2020-2024 (\$ million)

Item	2020	2021	2022	2023	2024
C. Cofinancing including Trust Funds					
Sovereign	11,123	4,967	4,330	9,528	6,178
Trust Funds Administered by ADB	288	116	92	129	189
Bilateral	4,348	2,051	1,830	3,110	2,906
Multilateral	6,281	2,680	2,340	6,137	3,083
Others ^f	207	120	69	152	-
Nonsovereign	5,210	7,543	6,999	6,423	6,612
Trust Funds Administered by ADB	263 ^g	103	81	261	234 ^h
Bilateral	- ^g	2	-	-	2
Multilateral	10	5	25	-	45
Commercial ⁱ	1,664	1,643	1,554	3,015	3,110
Trade and Supply Chain Finance Program and Microfinance Program ^c	3,272	5,790	5,340	3,146	3,221
Long term (maturity of 365 days or more)	171	218	218	418	612
Short term (maturity of less than 365 days)	3,101	5,572	5,122	2,729	2,609
Transaction Advisory Services	76	397	60	443 ^j	2,075
TOTAL COFINANCING	16,409	12,907	11,390	16,394	14,865

Essential Links



Procurement Main Page -

<https://www.adb.org/business/project-procurement>

Procurement Directive - [Procurement Directive for ADB Borrowers](#)

Guidance Notes [bid evaluation](#), [early market engagement](#), [local participation](#), and [merit point criteria](#)

Procurement Snapshots covering [early market engagement](#), [local participation](#), and [merit point criteria](#)

ADB Business Opportunities Seminar EUROPEAN ROADSHOW

19 MARCH 2026
9:00AM-5:00PM
ZURICH

SWITZERLAND GLOBAL ENTERPRISE,
STAMPFENBACHSTRASSE 85,
3008 ZÜRICH, SWITZERLAND

ADB

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ADB's BOS in Switzerland Post-Event Survey

Start now

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Survey BOS in Zurich, Switzerland, 19 March 2026

<https://forms.office.com/r/THpbsfGxKX>

ADB's BOS in Zurich, Switzerland,
19 March 2026 Post-Event Survey





THANK YOU

Sharlene Shillingford-McKlmon-

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