



# EXAMPLES OF WINS UNDER ADB-FUNDED PROJECTS AND KEY SUCCESS FACTORS

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# INTRODUCING DFI®

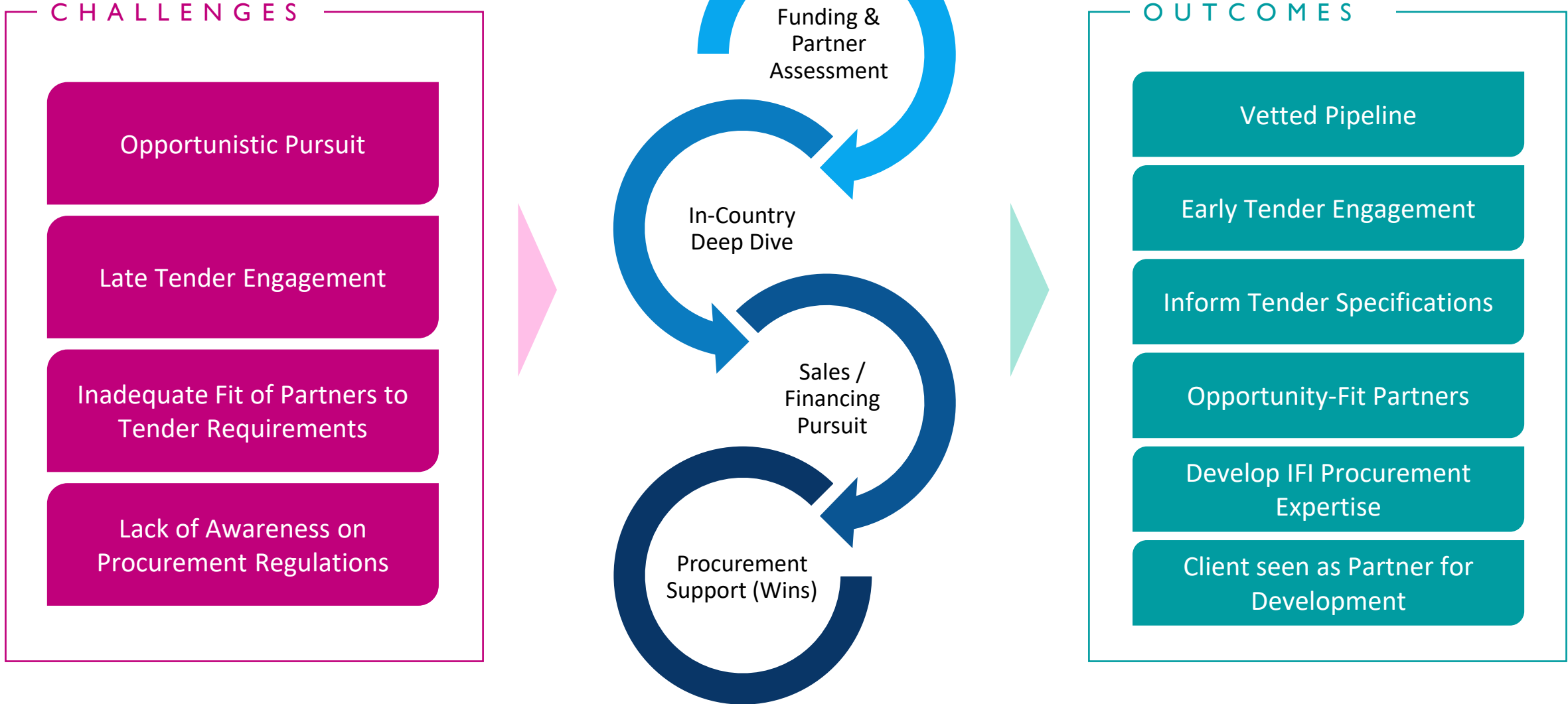


- ❖ 30 years of success
- ❖ \$10 B+ won or leveraged
- ❖ 36 Global 500 clients
- ❖ Numerous other private and public clients
- ❖ 30-100X ROI for sales
- ❖ 2-10X ROI funding for sustainability



# DFI's APPROACH TO SECURING NEW REVENUE

*ALIGNING NEEDS, FUNDERS, STAKEHOLDERS*



## CHALLENGES

- Opportunistic Pursuit
- Late Tender Engagement
- Inadequate Fit of Partners to Tender Requirements
- Lack of Awareness on Procurement Regulations

## OUTCOMES

- Vetted Pipeline
- Early Tender Engagement
- Inform Tender Specifications
- Opportunity-Fit Partners
- Develop IFI Procurement Expertise
- Client seen as Partner for Development

# AGENDA / CASE STUDIES

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- I. **Early Project Design:** European Consulting Firm
- II. **Developing Specifications:** European OEM, Main Bidder
- III. **Partnership Development:** OEM-SME, Supplier for EPC
- IV. **Procurement Stage:** European OEM

# EUROPEAN CONSULTING FIRM

CONSULTING FIRM FOR URBAN AND WATER PROJECTS

CASE STUDY #1

## CHALLENGE / OPPORTUNITY



- Client is new to donor-funded opportunities (less than 1 year)
- New to international markets outside of Europe
- Expertise in urban and water engineering and planning

## DFI APPROACH



- ✓ **Early Engagement:** Identify projects early and ahead of tender publications
- ✓ **Know Your Customer:** IFI-hired consultant vs government-hired consultant using IFI funding
- ✓ **In-country Visit:** Showed commitment to local stakeholders, developed trust and demonstrated capabilities ahead of procurement opportunities

## OUTCOMES



- ✓ Closed new business in new market within 1 year of engaging IFIs
- ✓ Market-entry outside of Europe



# EUROPEAN CONSULTING FIRM

CONSULTING FIRM FOR URBAN AND WATER PROJECTS



**ADB Project Database:**  
[www.adb.org/projects](http://www.adb.org/projects)

- Country
- Sector
- Theme
- Project Status
- Year of Approval
- Type (Sovereign / Non-Sovereign)
- Fund

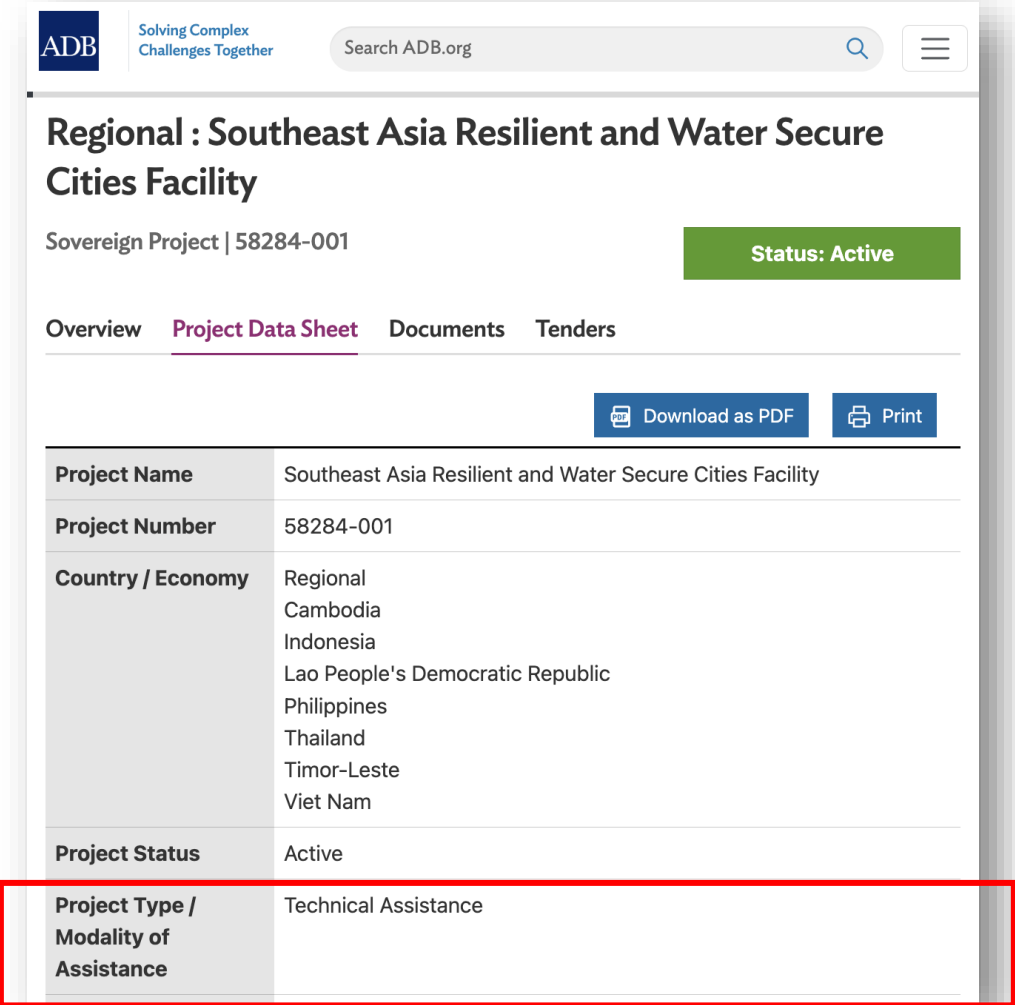
The screenshot shows the ADB Project Database interface. At the top, there is a navigation bar with 'WHO WE ARE', 'WHAT WE DO', 'WHERE WE WORK', and 'WORK WITH US'. A search bar on the right contains 'Search ADB.org'. Below the navigation is a 'Projects & Tenders' section with tabs for 'Projects', 'Documents', and 'Tenders'. The 'Projects' tab is active, showing a search bar with 'Search projects' and a magnifying glass icon. Below the search bar, it indicates 'Results 1-20 of 41' and includes 'RSS' and 'Sort by' options. The search filters are 'Indonesia' and 'Water and other...'. The main content area displays a list of project entries with columns for project name, ID, status, and approval year. The entries include:

- Regional Water Security Project** (ID: 58537-001; Status: Proposed; Approval Year: 2026)
- Southeast Asia Resilient and Water Secure Cities Facility** (ID: 58284-001; Status: Active; Approval Date: 12 Dec 2024)
- Building Knowledge and Capacity for Water Resilience** (ID: 55064-006; Status: Active; Approval Date: 26 Apr 2024)
- Citywide Inclusive Sanitation Project** (ID: 54428-001; Status: Active; Approval Date: 30 Jan 2024)
- Support to the Preparation of Citywide Inclusive Sanitation Project (Subproject 9)** (ID: 52152-011; Status: Active; Approval Date: 26 Jul 2023)

On the right side of the page, there are sections for 'Learn More About ADB Projects' (including Project Glossary, Project Cycle, Project Design and Management, and Access to Information), 'Statement of ADB's Sovereign Loans, 1968-2017', and 'Related Documents' (including All sovereign projects from 2005 onwards (xls), Project Administration Instructions, and Operations Manual).

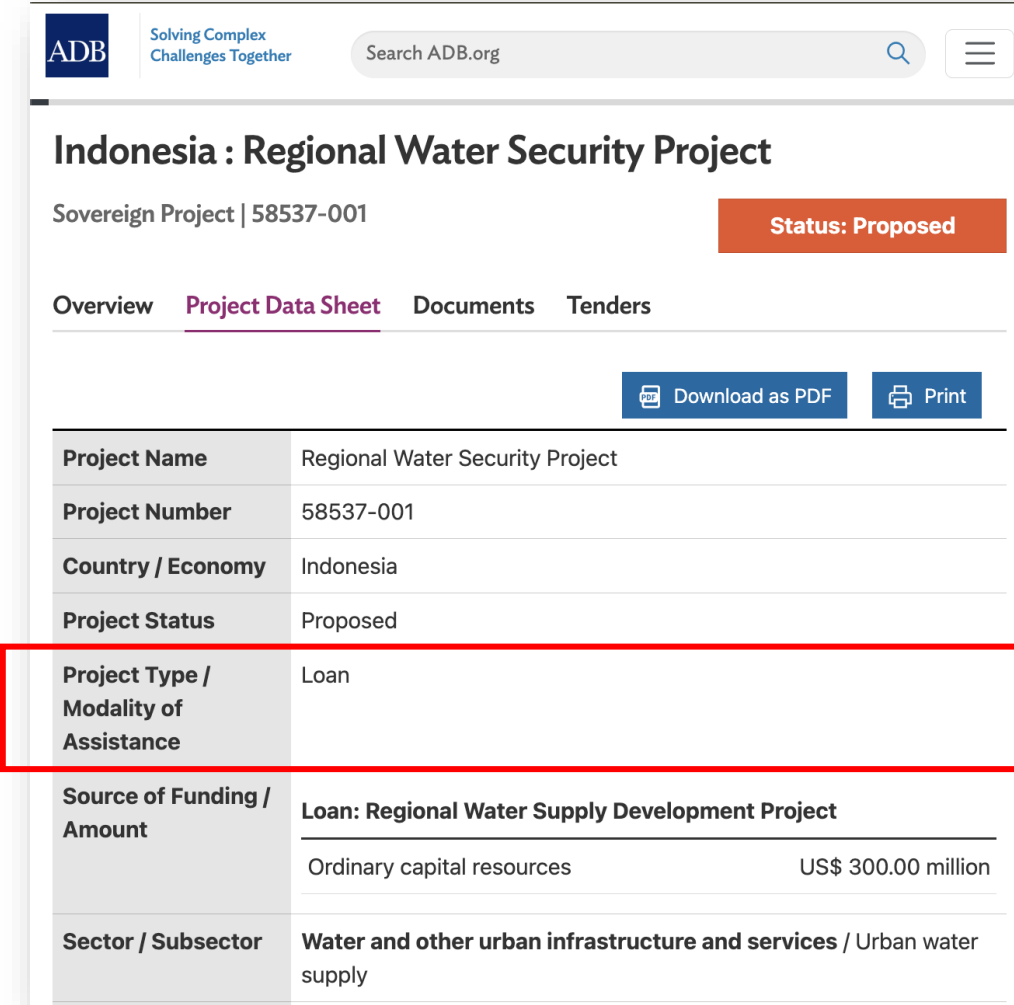
# EUROPEAN CONSULTING FIRM

CONSULTING FIRM FOR URBAN AND WATER PROJECTS



The screenshot shows the ADB project page for the 'Regional : Southeast Asia Resilient and Water Secure Cities Facility'. The project is identified as a Sovereign Project with ID 58284-001 and is currently 'Active'. The page includes navigation tabs for Overview, Project Data Sheet, Documents, and Tenders. Below the navigation are buttons for 'Download as PDF' and 'Print'. A table lists project details, with the 'Project Type / Modality of Assistance' row highlighted in red.

<b>Project Name</b>	Southeast Asia Resilient and Water Secure Cities Facility
<b>Project Number</b>	58284-001
<b>Country / Economy</b>	Regional Cambodia Indonesia Lao People's Democratic Republic Philippines Thailand Timor-Leste Viet Nam
<b>Project Status</b>	Active
<b>Project Type / Modality of Assistance</b>	Technical Assistance

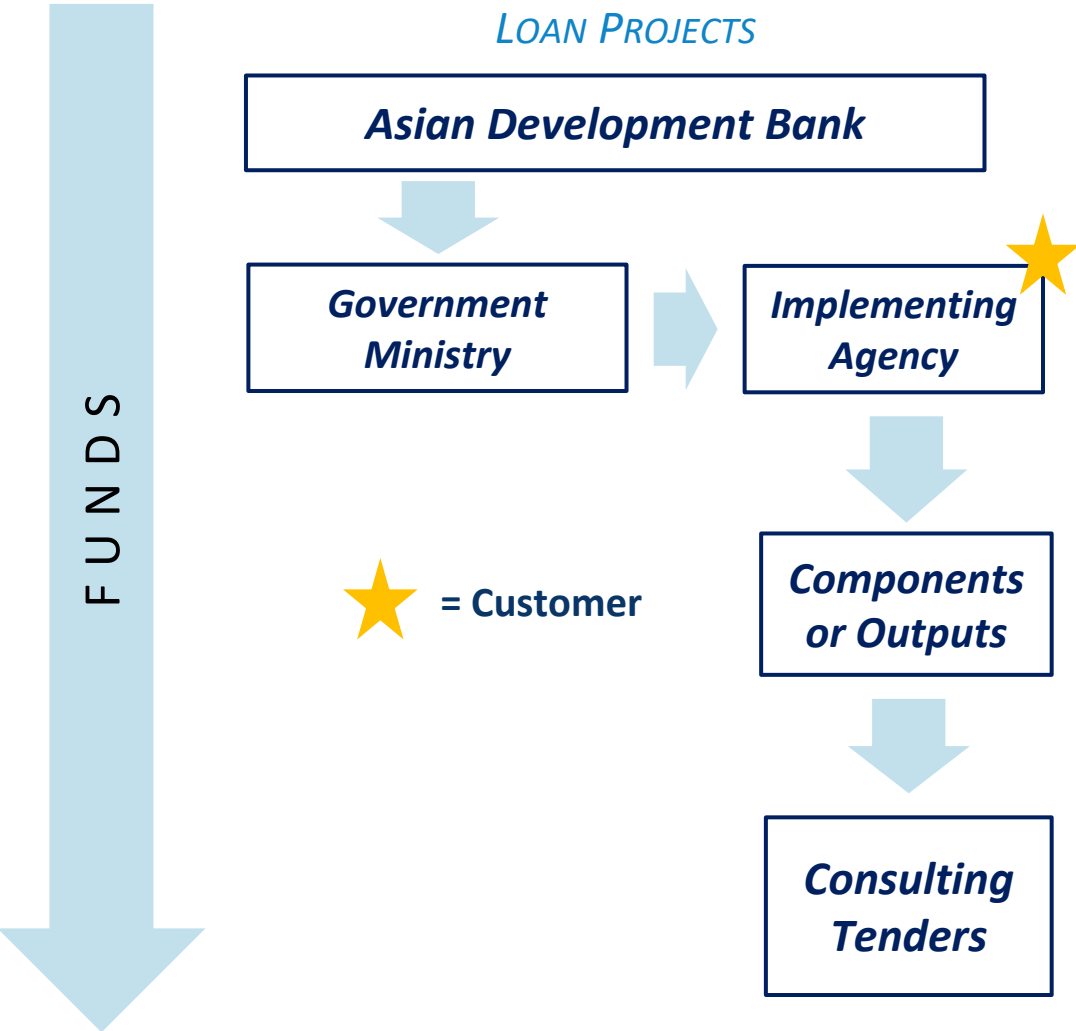


The screenshot shows the ADB project page for the 'Indonesia : Regional Water Security Project'. The project is identified as a Sovereign Project with ID 58537-001 and is currently 'Proposed'. The page includes navigation tabs for Overview, Project Data Sheet, Documents, and Tenders. Below the navigation are buttons for 'Download as PDF' and 'Print'. A table lists project details, with the 'Project Type / Modality of Assistance' row highlighted in red.

<b>Project Name</b>	Regional Water Security Project
<b>Project Number</b>	58537-001
<b>Country / Economy</b>	Indonesia
<b>Project Status</b>	Proposed
<b>Project Type / Modality of Assistance</b>	Loan
<b>Source of Funding / Amount</b>	<b>Loan: Regional Water Supply Development Project</b> Ordinary capital resources US\$ 300.00 million
<b>Sector / Subsector</b>	<b>Water and other urban infrastructure and services / Urban water supply</b>

# EUROPEAN CONSULTING FIRM

CONSULTING FIRM FOR URBAN AND WATER PROJECTS



# EUROPEAN OEM MANUFACTURER

TOP 3 GLOBAL LIGHTING COMPANY INTERESTED IN PUBLIC SECTOR BUSINESS

## CHALLENGE / OPPORTUNITY



- ADB-funded Transport Projects required Energy Efficient lighting solutions
- ADB/Gov't project managers were not aware of new innovations and specifications
- High quality product competing against low-spec low-price lighting solutions

## DFI APPROACH



- ✓ **Assessment:** Identified \$200 M pipeline
- ✓ **Deep Dive:** Met key decision-makers, consultants, and potential partners
- ✓ **Pursuit:** Joint publication of vendor-neutral toolkit with high quality technical specifications
- ✓ **Procurement Support:** Navigate ADB procurement guidelines

## OUTCOMES



- ✓ \$100M public sector tenders won (94% ratio), 110X+ ROI
- ✓ PPPs and commercial deals worth \$200M+ orchestrated with IFIs, commercial banks, utilities & local municipalities



# EUROPEAN OEM MANUFACTURER

TOP 3 GLOBAL LIGHTING COMPANY INTERESTED IN PUBLIC SECTOR BUSINESS

Table 2: TCO Calculation of a Retrofit Road Lighting Project

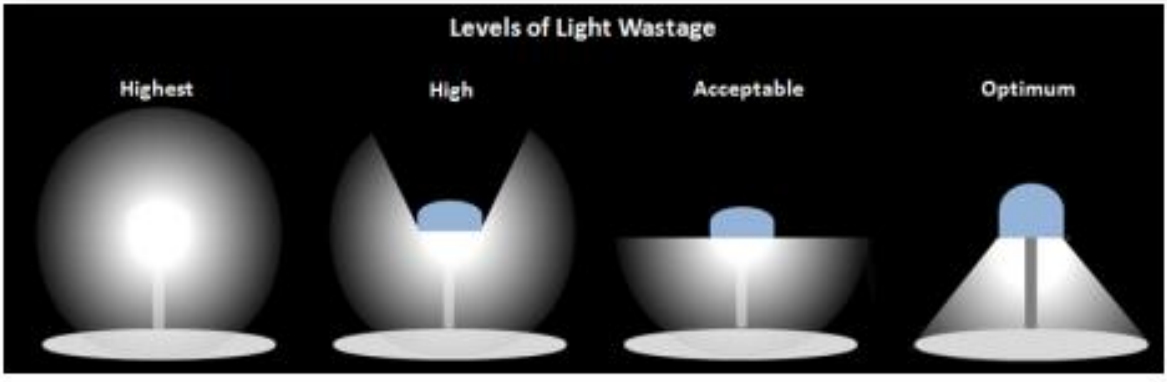
RETROFIT of 100 KM ROAD, 5,000 LUMINAIRES				
COSTS & SAVINGS OVER FIRST 10 YEARS	Conventional	LED	Savings	Savings
	\$'000			%
Fixture + Installation for LED system (est.)	--	\$1,675	-\$1,675	
Energy Costs	\$12,513	\$4,784	\$7,729	62%
Maintenance, parts replaced, repair, disposal	\$1,329	\$ -	\$1,329	
<b>Total Cost of Ownership</b>	<b>\$13,842</b>	<b>\$6,459</b>	<b>\$7,383</b>	<b>53%</b>
CO <sub>2</sub> Emission (Metric tons)	47,468	18,149	29,318	62%
Power Supply (KW) (Energy spent)	1,700	650	1,050	62%

## Annex 2: Key Factors to Consider When Designing a Road Lighting Project

The main purpose of road lighting is to provide an appropriate level of visibility to motorists to ensure safety in driving. In cities, road lighting plays an additional role of creating a more inviting and safe environment. The ability of road lighting to illuminate an object – expressed as RP – is affected by the quality of light and other physical factors such as traffic level and road surface. A good road lighting system will ensure visual detection of an object at greater distances. This section describes the various lighting factors the industry considers while designing an effective lighting system, and the minimum standards that need to be met to ensure safe driving conditions.



Comparison between HPSV (left) and LED (right): While conventional technologies can meet the key lighting factors (luminance, uniformity, glare, surround ratio, color rendering index), LEDs meet these at more desirable levels, making it more pleasing to the eye, as evident in the pictures above.



Link to the report [here](#)

# EUROPEAN OEM MANUFACTURER

## TOP 3 GLOBAL LIGHTING COMPANY INTERESTED IN PUBLIC SECTOR BUSINESS

**EARLY MARKET ENGAGEMENT**  
**PROCUREMENT GUIDANCE NOTE**  
 JANUARY 2026

**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**

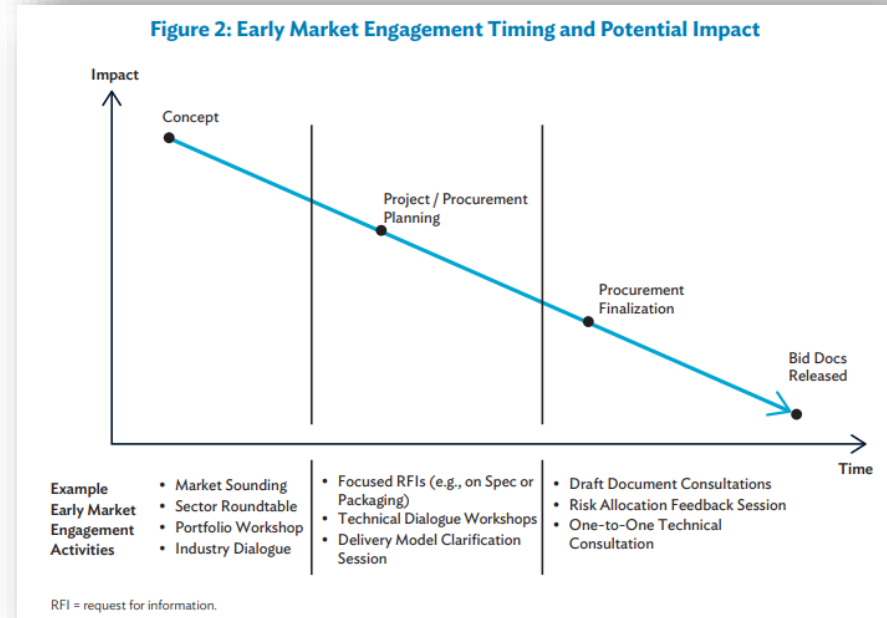
Market Dialogues	Information Tools	Collaborative Platforms
Market sounding sessions	Advance contracting notice	Project roadshows
Feedback on specifications	Request for information	Webinars and virtual briefings
Workshops and roundtables	Q&A portal	Innovation calls and challenges

ASIAN DEVELOPMENT BANK

**ADB**

**Table 1: What Early Market Engagement Can and Cannot Be Used For**

<input checked="" type="checkbox"/> EME Can Be Used To...	<input checked="" type="checkbox"/> EME Cannot Be Used For...
Understand what the market can realistically deliver.	Negotiating prices or contract terms before tendering.
Refine scope, specifications, packaging, and time lines.	Giving any supplier preferential treatment or extra information.
Test assumptions on risk, delivery models, and commercial conditions.	Sharing confidential or competitor information.
Identify innovation, sustainability options, and practical delivery approaches.	Replacing open, competitive tendering.
Improve supplier awareness and encourage broader participation.	Designing the procurement around one supplier's preferred solution.
Strengthen the procurement strategy and evaluation approach.	Creating perceptions of bias or using EME as a "box-ticking" exercise.



## TURBINE MANUFACTURER FOR SMALL HYDROPOWER PROJECTS

### CHALLENGE / OPPORTUNITY



- ADB funded projects that support renewable energy (i.e. small hydro)
- The project tenders are for EPC firms with BOT model
- The client cannot bid directly, needed to partner with EPC contractors

### DFI APPROACH



- ✓ Position high-quality specifications early in project design
- ✓ **Identify successful and capable EPC firms in the region as potential partners**
- ✓ Two-pronged approach ensures solutions are preferred by governments/utilities and good EPC partners secured ahead of procurement process

### OUTCOMES



- ✓ \$30 M Closed Business
- ✓ 2 Regional Offices Added
- ✓ 20 Partners Appointed
- ✓ \$200 M Vetted Pipeline
- ✓ \$150M in LOIs / term sheets requested (equity funds, banks)
- ✓ 300 Stakeholders Introduced

## TURBINE MANUFACTURER FOR SMALL HYDROPOWER PROJECTS

### Annex - List of Contracts Awarded

IFI	Project Title	Project Country	Contract Title	Contract Date	Contract Amount (in USD)	Supplier Name	Supplier Country
ADB	Renewable Energy Project	Tonga	TREP-12 Renewable Energy based mini grids in Vava'u Outer Islands - Turnkey	7/18/2023	2,927,394.01	CBS Power Solutions (Fiji) Pte. Ltd.	Fiji
ADB	Renewable Energy Project	Tonga	TREP-12 Renewable Energy based mini grids in Vava'u Outer Islands - turnkey supply install and commission	7/18/2023	1,339,944.20	CBS Power Solutions (Fiji) Pte. Ltd.	Fiji
ADB	Increasing Access to Renewable Energy Project	Tuvalu	Contract for Package IAREP-P-0 1:BESS, solar panels and associated equipment for Funafuti & outer islands between TEC and CBS	8/23/2021	5,419,995.00	CBS Power Solutions (Fiji) Pte. Ltd.	Fiji
ADB	Outer Island Renewable Energy Project	Tonga	Mini and Off-Grid System for 5 Outer Islands	9/12/2018	3,685,390.00	Gamma Solutions	Spain
ADB	Renewable Energy Sector Project	Cook Islands	Phase 1 Solar Photovoltaic Plants (Civil Works)	6/27/2017	2,558,447.00	Netcon Limited	New Zealand
WB	GEF Electricity Access and Renewable Energy Expansion Project	Solomon Islands	Supply and Installation for 5x Solar Power plant and supply of Distribution Network Materials	3/8/2023	6,110,257.05	Gamma Solutions	Spain
WB	GEF Electricity Access and Renewable Energy Expansion Project	Solomon Islands	Supply and Installation for 5x Solar Power plant and supply of Distribution Network Materials	3/8/2023	6,110,257.05	Gamma Solutions	Spain
WB	Energy Sector Development Project	Tuvalu	Design, Supply and Installation of 767.9kWp Solar PV Facility and 1MW/1MWh Energy Storage System	9/23/2019	2,664,209.78	INFRATEC LTD	New Zealand

The screenshot displays the ADB website's 'Projects & Tenders' section. At the top, there are navigation links for 'WHO WE ARE', 'WHAT WE DO', 'WHERE WE WORK', and 'WORK WITH US', along with a search bar for 'Search ADB.org'. The main content area is titled 'Projects & Tenders' and includes a 'Filter results' sidebar with options for 'Country/Economy' and 'Sectors'. The search results show two entries:

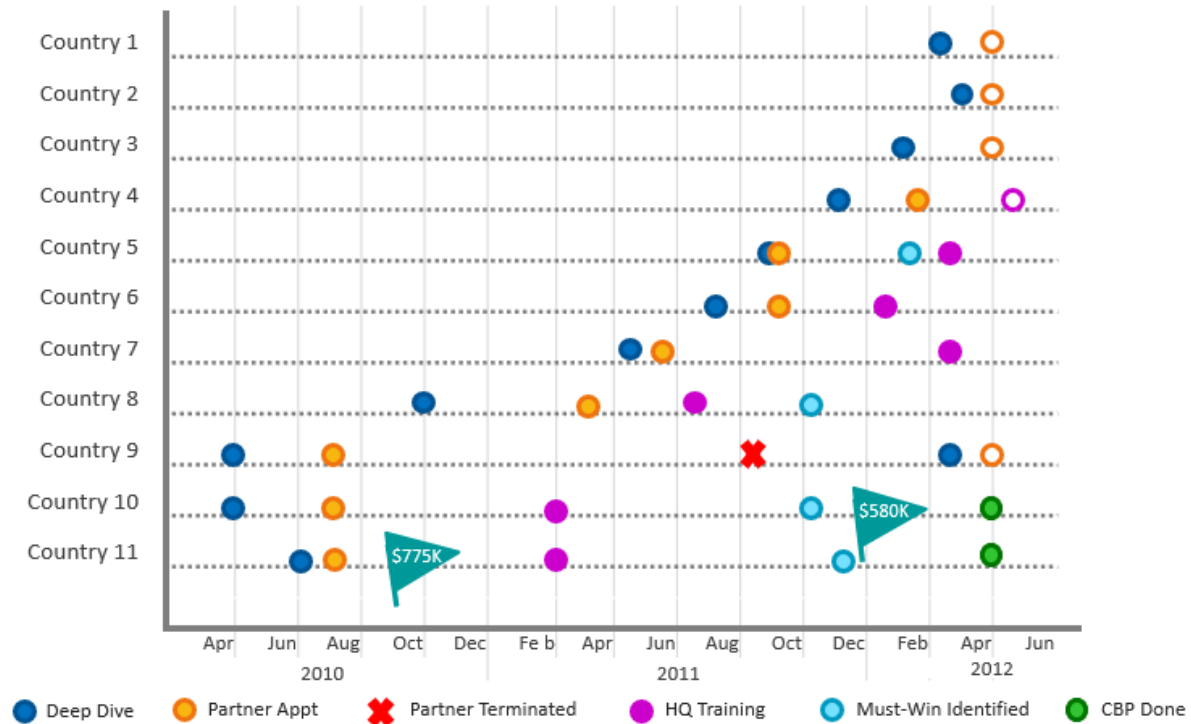
- Project Implementation Support Consultant (PISC)**: 53237-001: Bangladesh: Agriculture, natural resources and rural development; Contract date: 30 Dec 2026; Status: Awarded; Deadline: Not available.
- Project Management and Design Supervision Consultant (PMDSC)**: 57230-001: India: Water and other urban infrastructure and services; Contract date: 29 Dec 2026; Status: Awarded; Deadline: Not available.

Additional elements on the page include 'Key Documents' (Procurement Plans, Policy, Regulations), 'Shortlisted Firms - Consulting Services', 'Archive: Contracts Awarded - Goods, Works, and Services', and a 'Business Center' section.

### ADB Contracts Awarded Page

# OEM-SME SUPPLIER

## TURBINE MANUFACTURER FOR SMALL HYDROPOWER PROJECTS



- **Identify Target Markets:** Identified the set of priority countries by tracking countries investments related renewable energy
- **Market Assessment and DFI Deep-Dive:**
  - DFI undertook an assessment to map out key stakeholders, potential customers, market trends, business potential, and successful sales models in the priority countries
  - Joint in-country visits introduced the client to stakeholders, potential customers, and vetted distributor candidates; post-visit follow ups helped close the loop in the partner engagement and start of sales pursuit in these markets
- **New Partner Qualification Process:** DFI also established and disseminated processes and discipline for partner qualification, management and sales pursuit; these measures have significantly improved field capability in managing expanded demands and market network

## TOP 3 GLOBAL MEDICAL DIAGNOSTICS MANUFACTURER PURSUING LARGE-SCALE TENDER

### CHALLENGE / OPPORTUNITY



- \$250 M procurement package identified in Indonesia under ADB co-financing
- Over 20 specifications didn't match product requirement, client unable to bid

### DFI APPROACH



- ✓ **Leverage ADB/MDB procurement regulations**
  - Pre-bid meeting
  - Clarification letters
  - Procurement-related complaints
  - Standstill period
- ✓ **Key Argument:** broad competition increases value-for-money for Gov't/ADB, merit-based arguments to justify changes
- ✓ **End-to-end Procurement Support:** bid checklist, guidance on key requirements (e.g., joint venture)

### OUTCOMES



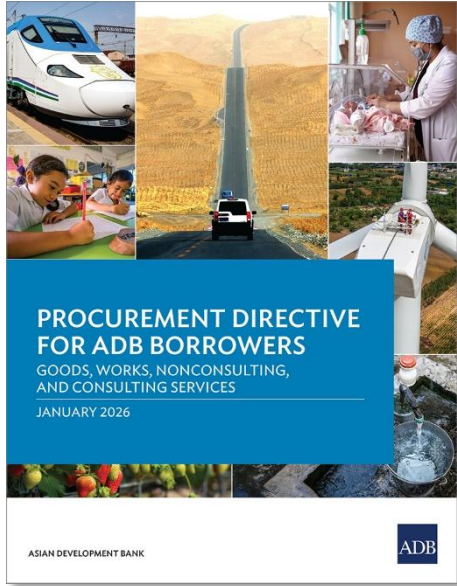
- ✓ All 20 specifications amended to broaden competition and improve quality
- ✓ Client submitted fully-compliant bid; 7 of 10 bidders were deemed non-compliant
- ✓ Client secured \$200M+ contract in 2025, scheduled to deliver equipment to Indonesia in 2026

## TOP 3 GLOBAL MEDICAL DIAGNOSTICS MANUFACTURER PURSUING LARGE-SCALE TENDER

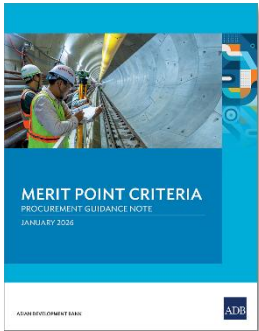
No	Activity	Procurement Category	Component (SIHREN)	Review Type	Proc. Method	Market Approach	Estimated total amount (USD)
1	Procurement of Electrical Beds with Scale (28 units)	Goods	2	Post	RFB (15 1E)	National Open/RFQ/e-purchasing	226,243.17
2	Procurement of Cathlab Single Plane & Bi Plane (401 units)	Goods	2	Prior	RFB (15 2E)	International Open	497,365,417.00
	Lot 1: Procurement of Single Plane Cathlabs for delivery to West Indonesia (149 units)	Goods					182,082,176.00
	Lot 2: Procurement of Single Plane Cathlabs for delivery to Central Indonesia (72 units)	Goods					87,986,018.00
	Lot 3: Procurement of Single Plane Cathlabs for delivery to East Indonesia (174 units)	Goods					212,632,877.00
	Lot 4: Procurement of Biplane Cathlabs for delivery across Indonesia (6 units)	Goods					14,664,336.00
3	Procurement of Dialysis Equipment (16 units)	Goods	2	Post	RFB (15 1E)	National Open	581,642.56
	Lot 1: Procurement of Automated Peritoneal Dialysis (12 units)	Goods					242,764.80
	Lot 2: Procurement of Continuous Renal Replacement Therapy (CRRT), Neonate (4 units)	Goods					338,877.76
4	Procurement of Video Flexible Bronchoscopy (Portable Handheld) (3 units)	Goods	2	Post	RFB (15 1E)	National Open	862,463.23
5	Procurement of High Flow Equipment (80 units)	Goods	2	Post	RFB (15 1E)	National Open	1,700,561.11
	Lot 1: Procurement of High Flow Oxygen Delivery Unit (NICU) (39 units)	Goods					830,565.12
	Lot 2: Procurement of High Flow Oxygen Delivery Unit (PICU) (41 units)	Goods					869,995.99
6	Procurement of Infant Warmers Equipment (851 units)	Goods	2	Prior	RFB (15 2E)	International Open	28,673,343.16
	Lot 1: Procurement of Infant Warmers Equipment for delivery to West Indonesia (324 units)	Goods					10,968,568.65
	- Infant Incubator (NICU) (310 units)						
	- Infant Incubator with Radiant Warmer (NICU) (12 units)						
	- Transport Infant Incubator (2 units)						



## KNOW THE PROCUREMENT RULES



### Procurement Directive for ADB Borrowers (new, 2026)



### Merit Point Criteria: Procurement Guidance Note (new, 2026)



### ADB Consultant Management System

# EUROPEAN OEM

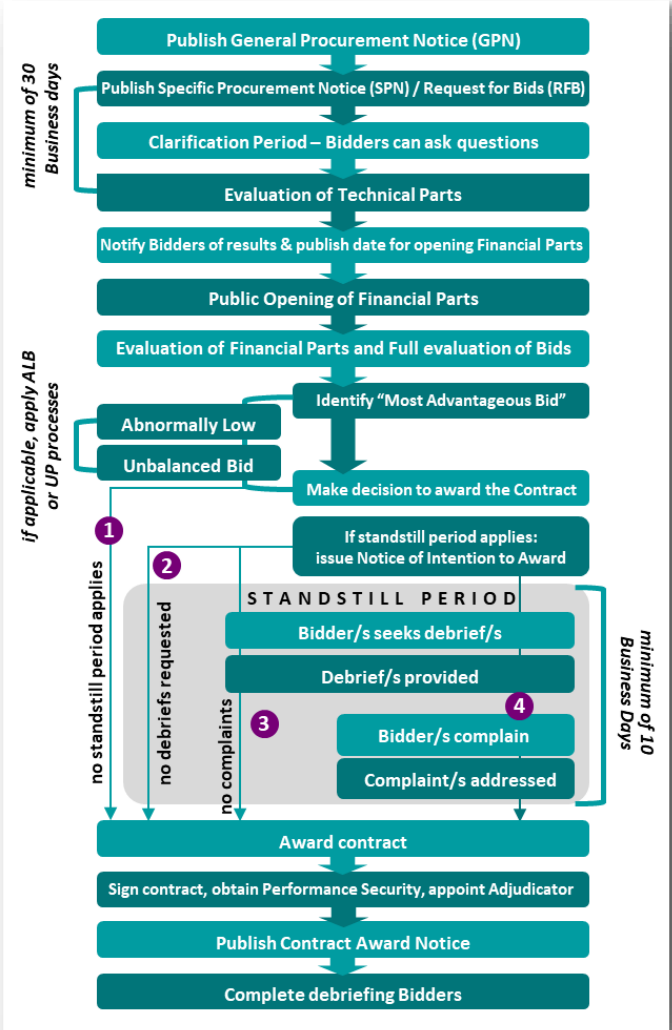
## TOP 3 GLOBAL MEDICAL DIAGNOSTICS MANUFACTURER PURSUING LARGE-SCALE TENDER



**Table 2: Timelines for Submission of Complaints**

Bidding Stage	Timeline for Submission
Pre-bid submission	File complaint within the time specified in the bidding or prequalification document; or not later than 7 business days prior to the deadline for submission of bid or prequalification application, if the bidding or prequalification document does not specify a time.
Post-bid submission (standstill or holding period applies)	If the bidder wishes to avail of a debriefing, this should be requested in writing within 3 business days from the date of the challenged action that gave rise to the complaint. The complaint must be submitted within the specified standstill or holding period set out in the bidding document (or within any permitted extension). See the <i>Guidance Note on Standstill Period</i> for further details.
Postcontract award (No standstill or holding period)	The complaint must be submitted as soon as possible after notification of contract award.

Source: Asian Development Bank.



# QUESTIONS AND DISCUSSIONS



**Development  
Finance  
International, Inc.®**

Accelerating growth  
in emerging markets®

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