



Consultancy Recruitment – CSO Perspective

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Online Session
27 May 2026

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- 2 Selection Methods
- 3 Consulting Management System (CMS)
- 4 Finding Information and Opportunities
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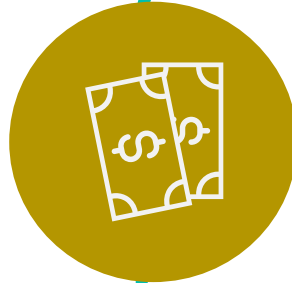
Introduction and Key Statistics



ADB

Funding Source Relevant to Consulting – Main Differences

Loan/Grant



Selected by	EA (ADB reviews) (delegation?)
Contracted by	EA
Systems	Mainly Offline – SRFP
Complaints/Disputes	EA

Technical Assistance/Staff Consultancy



Selected by	ADB (delegation?)
Contracted by	ADB
Systems	CMS
Complaints/Disputes	ADB



Firm or Individual Consultant?



Firm Consultants

Private Sector

CSO/NGO

Universities

International Organizations



Individual Consultants

Private Individual

Individual through firm*

***Tip – Firms can target individuals consulting contracts to gain experience.**

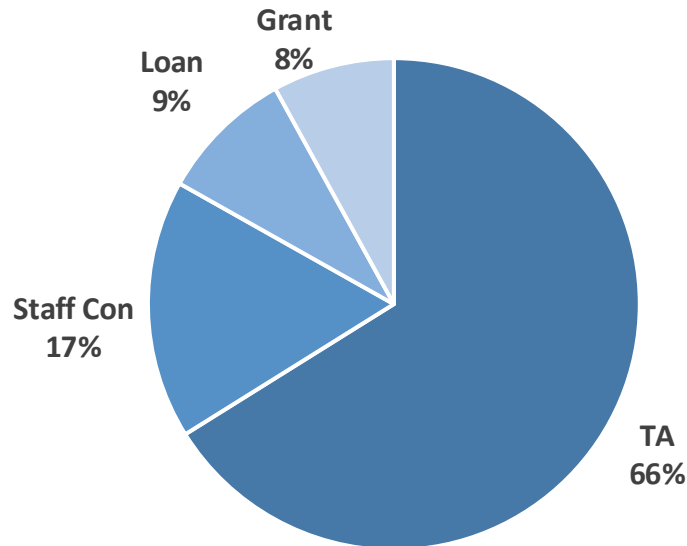
2025
Consultant
Recruitment,
by funding
type: number
and value



Individual
Consultants



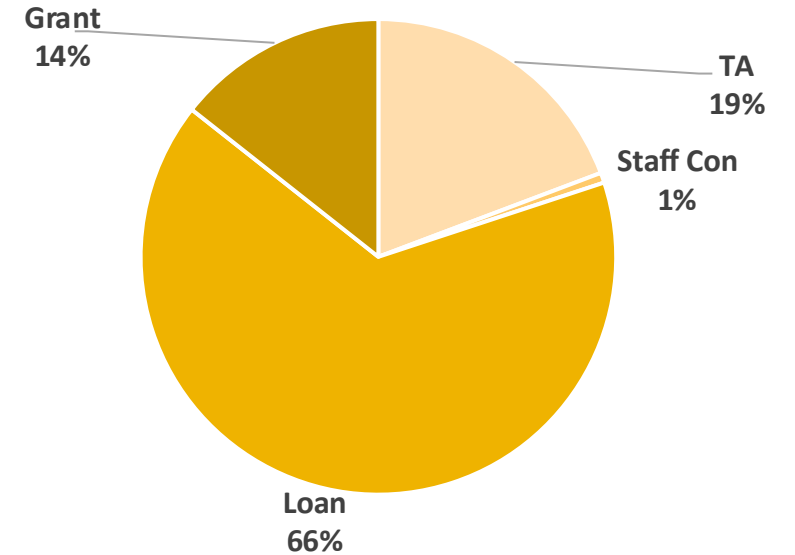
Type	Total Value (\$)	Count
Technical Assistance	119,339,394	3,162
Staff Consulting	30,749,722	964
Loan	15,945,841	476
Grant	14,452,844	275
Total	180,487,801	4,877



Consulting
Firms



Type	Total Value (\$)	Count
Technical Assistance	108,117,613	291
Staff Consulting	3,834,737	31
Loan	368,778,494	216
Grant	80,650,232	67
Total	561,381,076	605



Statistics for CSOs

- ADB currently has around 4,123 CSOs registered on its Consultant Management System (CMS)
- In 2025, 25 firms contracts and 59 individuals contracts awarded to CSOs
- Combined value of \$15.14M
- Almost half of the firms contracts awarded to CSOs were Direct Awards
- CSOs were also subcontracted by other entities on 3 occasions



CSO: You are a Consultant to ADB!



ADB not a donor to be “pitched” to



CSOs not expected to co-finance projects



CSOs compete against the private sector



CSOs can compete on price

Selection Methods





ADB **prefers** Open Competitive Bidding – with publication of a procurement notice



But Limited Competitive Bidding (LCB) (no publication of notice) may be allowed in certain circumstances, whereby competitive procurement is undertaken only with certain selected consultants



Or Direct Contracting (single source)







When Cost IS Evaluated*

METHOD	HOW IT WORKS	WINNER
 <p>Quality-and Cost-Based Selection</p>	<p>Evaluated on quality of proposal and cost bid. Best combination quality:cost based on pre-determined quality cost rate (i.e. 90:10; 80:20; 70:30; 50:50).</p>	 <p>Highest combined score</p>
 <p>Fixed Budget Selection</p>	<p>Budget published. Technical evaluation. Firm with highest technical score whose financial proposal is within budget wins.</p>	 <p>Highest technical score within budget</p>
 <p>Least-Cost Selection</p>	<p>Firms evaluated for technical qualification. Technically qualified firm with the lowest cost wins.</p>	 <p>Lowest evaluated cost</p>
 <p>*Because cost is evaluated, normally no cost negotiations.</p>		

Selection Methods for Firms



When Cost is NOT Evaluated*

METHOD	HOW IT WORKS	OUTCOME
 Quality-Based Selection	Evaluated based on the quality of the technical proposals. Financial proposal of the firm with highest technical score is then negotiated.	 Financial proposal negotiated with top-ranked firm
 Consultants' Qualifications Selection	Evaluated based on consulting firms' qualifications, reflected in amplified expressions of interest submitted by firms in response to the advertisement (CSRN). Proposal then submitted.	 Proposal requested from top-qualified firm
 Direct Contracting	Non-competitive selection. Unique qualifications/ prior involvement/ low value. The firm is required to submit combined technical and financial proposal. (Also referred to as SSS)	 Combined technical and financial proposal negotiated



*Because **cost is not evaluated**, normally cost negotiations.

New selection method for recruiting consulting firms known as
“**simplified consultants’ qualifications selection**” (SCQS)

Emphasis on rapid deployment!

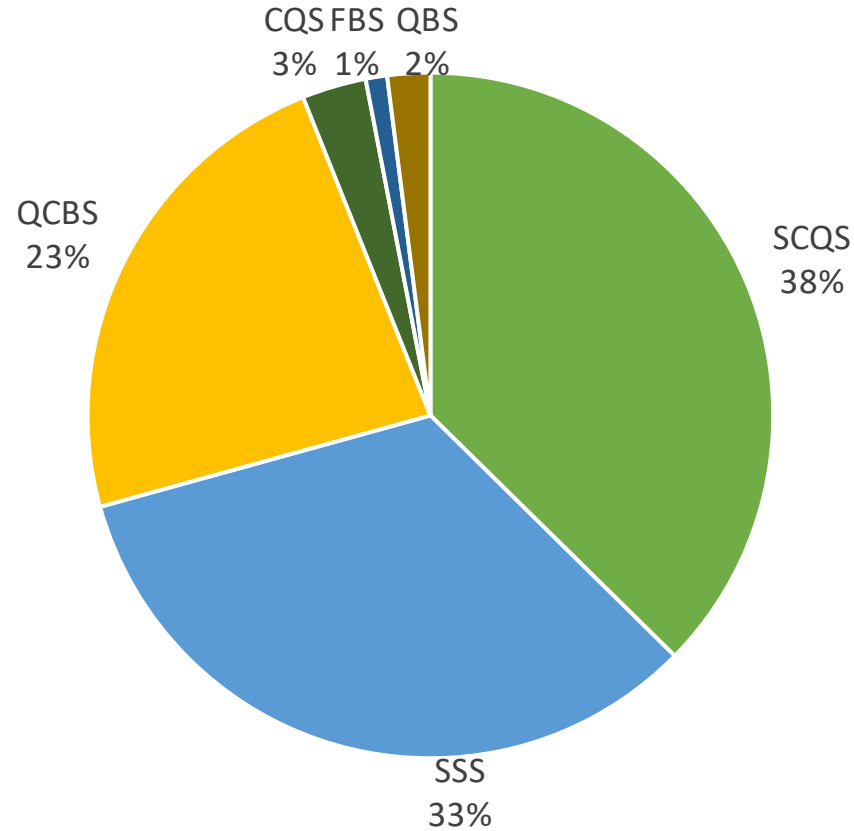
Time-saving features include:

- Single-stage, single-envelope proposal process
- Evaluation based on highest technical score within maximum budget
- Financial evaluation follows cost competitive principles
- Desired changes to the standard contract are raised within the proposal itself

Currently ADB administered only and for lower value contracts



TA-Funded Firm Contracts by Selection Method



Selection Method	Count	Total Value USD	Average Value USD
SCQS	108	27,875,962	258,111
SSS	97	22,150,470	228,355
QCBS	68	54,074,887	795,219
CQS	10	1,448,536	144,854
FBS	3	1,040,567	346,856
QBS	5	1,527,191	305,438
Total	291	108,117,613	371,538

SCQS = simplified Consultants' Qualifications Selection
 QCBS = quality- and cost-based selection
 QBS = quality-based selection
 CQS = consultants' qualifications selection
 FBS = fixed budget selection
 LCS = least-cost selection
 SSS = single source selection

Competitively Selecting Individual Consultants*

Advertisement

- Terms of Reference
- Budget
- EOI evaluation criteria

Shortlisting

- Review of CVs and EOIs
- Interviews (optional)

Negotiations

- Agreement on Remuneration and Out-of-pocket expenses
- Signing contract

*Note that direct awards may be made for most contracts <67days



Cost Control (firm and individual consultant)



ADB needs evidence that the fee rates for experts are market rate. Either:

- 1** Through **competitive procurement** which “tests” cost, or
- 2** Through **substantiation**, or
- 3** Using our **fee rates matrix**



SUBSTANTIATION

Substantiation is proof of having previously billed a rate. (Pay slip for Full Term employee; for Independent (freelancer), copy of recent contract).

- Substantiation **not required** during contract negotiations for QCBS, FBS, and LCS (cost is tested in evaluation) and small assignment lumpsum contracts.
- Substantiation **is required** for QBS, SSS and CQS (except for small assignment lumpsum contracts).



ADB REMUNERATION MATRIX

If rates aren’t substantiated, the **ADB remuneration matrix** will be used taking into consideration:

- job level
- experience
- level of role



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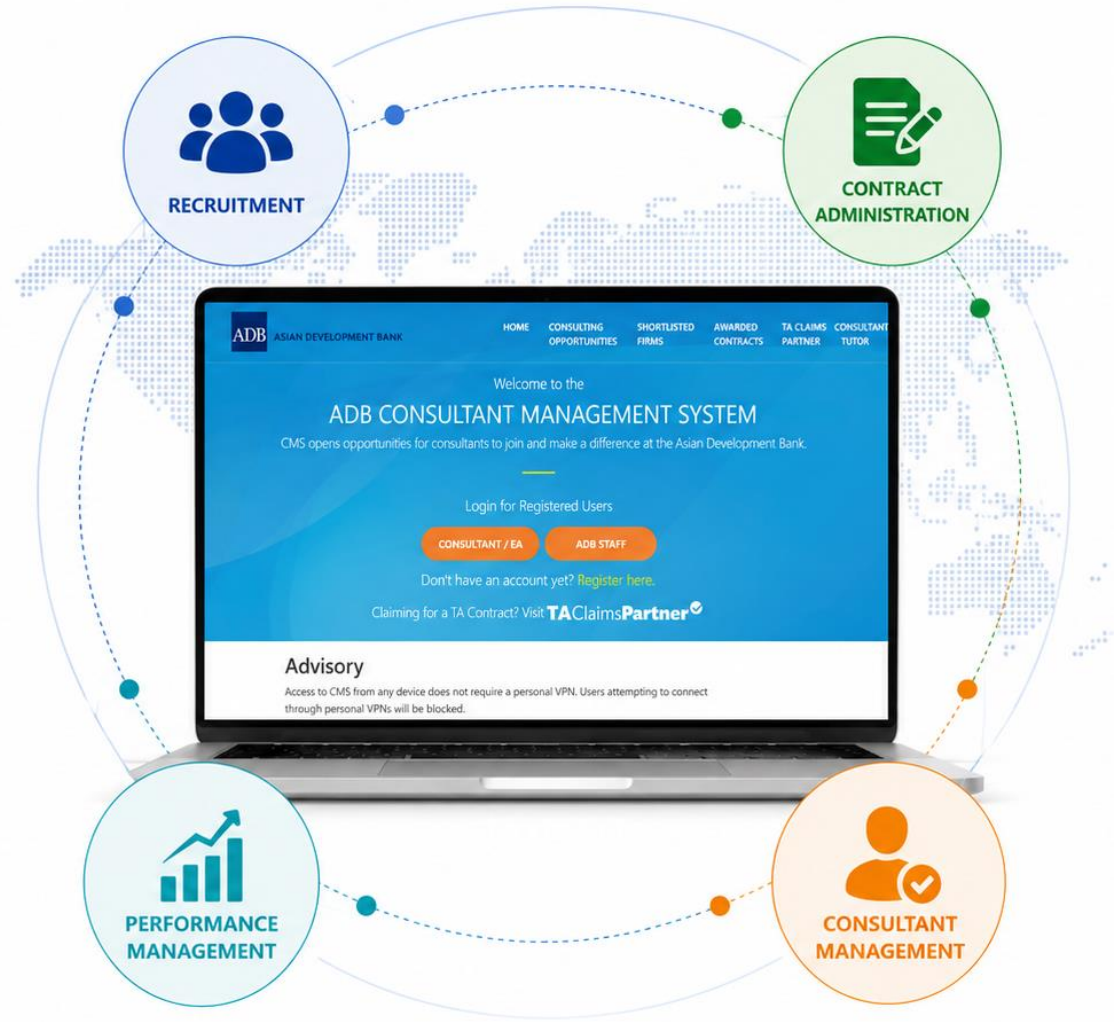
Online Session
27 May 2026

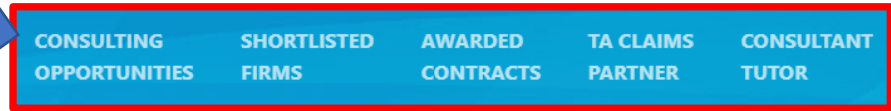
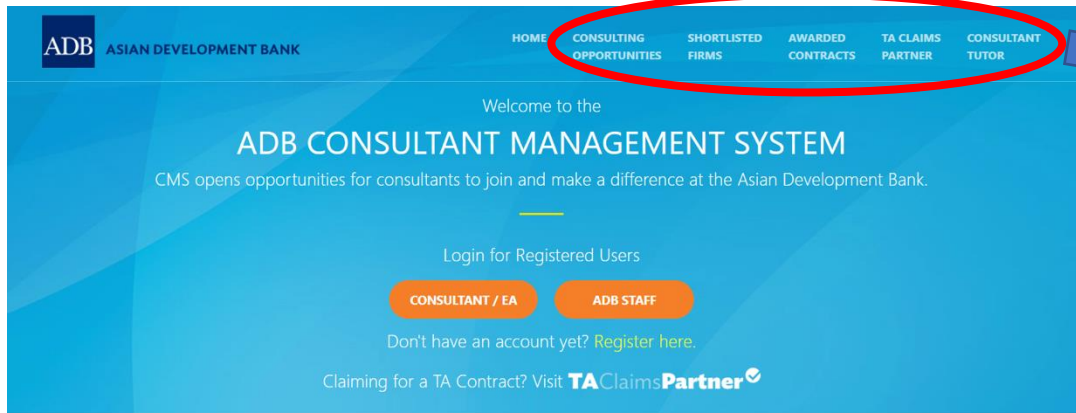
Consulting Management System (CMS)



CMS is an **integrated, web-based system** that supports ADB’s consulting services **recruitment, contract administration, and performance management** of consultants.

NB - “Soon” to be replaced...





Finding Opportunities

Advisory

Access to CMS from any device does not require a personal VPN. Users attempting to connect through personal VPNs will be blocked.



Search Consulting Opportunities



View Shortlisted Firms



View Awarded Contracts

Consulting opportunities are visible through ADB's CMS (<http://cms.adb.org>)

Register for alerts to receive notices of all consulting opportunities

All advertisement of Consulting opportunities (both EA and ADB) published

RFP process for ADB Administered Contracts is through CMS



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 checkboxes or by entering keywords to search by expertise.

Refine by Clear All

Consultant Type

- Firm (56)
- Individual (174)

Eligibility of Consultant Country

- Open to Member Countries Only (230)
- Non-Member Countries Allowed (0)

Engagement Period

- Less than 3 months (5)
- 3 months to 1 year (146)
- More than 1 year (79)

Country

Sector

Engagement Type

Selection Method

Consultant Source

Budget Amount

Filter your searches by country, sector, value etc.

◀ Previous 1 - 25 Next 25 ▶

Project Title	Sector	Consultant Type	Engagement(Months) Period	Published	Deadline(Manila local time)	View CSRN
Less Insurance Development and Implementation		Firm	18	15-Apr-2026	29-May-2026 11:59 PM	
Expert (57051-001) TA-10632 KIR: Equitable Access to Quality Education Project - TA-04 Construction Training and Industry Engagement Coordinator (58335-001)	Construction, Building, Training	Individual	24	12-Mar-2026	29-May-2026 11:59 PM	
LOAN-4558 PRC: Hunan South Dongting Lake Wetland Ecological Restoration and Sustainable Development Project - SDL-OP4-Serv-2 Project Implementation Support and Capacity Building (56216-001)	Project Implementation Support and Capacity Building	Firm	60	22-Apr-2026	26-May-2026 11:59 PM	
LOAN-4517 CAM: Secondary Education for Human Capital Competitiveness Project - CS-06 Develop Khmer Text to Speech Application and Braille Translation Software (57174-001)	Information Technology	Firm	18	28-Mar-2026	26-May-2026 11:59 PM	
GRANT-1099 PAK: Sindh Coastal Resilience Sector	Community Engagement				22-May-2026 11:59 PM	

Consulting Opportunities



TA-10491 REG: Improving the Readiness and Implementation of Safeguards in ADB-Financed Projects - Land Management Specialist (National- Tuvalu) (58540-001)

Date Published: 25-Mar-2026 Deadline of Submitting EOI: 08-May-2026 11:59 PM Manila local time

[Back](#) [Express Interest](#)

☑ TIP If interested in this assignment, click the "Express Interest" button to get started.

EXTENSION

Profile | Terms of Reference | Cost Estimate

Selection Profile

Consultant Type	Individual	Source	National
Selection Method	Individual Consultant Selection (ICS)	Technical Proposal	Not Applicable
Selection Title	Improving the Readiness and Implementation of Safeguards in ADB-Financed Projects		
Package Number	Package Name	Land Management Specialist (National- Tuvalu)	
Advance Action	<input type="radio"/> Yes <input checked="" type="radio"/> No		
Total Inputs	260 Working Days	Approval Number	10491
Consulting Services Budget	USD 55,000	Approval Date	20-Dec-2024

Open to non-Member Countries Yes

Additional Information

Possibility of consideration for e

Specific considerations for this assignment, if

Possibility of consideration for e

Country of eligibility

Contact Information

Project Officer Antoine M
Designation Principal S
Asian Dev
Email amorel@a

<http://cms.adb.org>

CMS is the portal for uploading EOIs and, if shortlisted, proposals

Express Interest

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EXTENSION

Profile | **Terms of Reference** | Cost Estimate

Terms of Reference (Individual Consultant)

Expertise	Land Management Specialist	Consultant Source	National
Expertise Group	Social & Political Science	TOR Keywords	

Objective and Purpose of the Assignment

ADB's regional technical assistance (RETA) 10491 provides safeguard implementation and capacity-building support to ongoing and future sovereign operations to developing member countries (DMCs) of the Asian Development Bank (ADB).

Under Output 1, the TA provides support to executing agencies and implementing agencies in ADB DMCs in improving the E&S safeguard performance of ADB-financed or ADB-administered projects and their compliance with ADB's Safeguard Policy Statement (2009). The TA provides hands-on support to executing agencies and implementing agencies, upon their request or upon assessment of such need by ADB project teams. The TA also help addresses country needs and directly contributes to strengthening DMCs' E&S policies and institutional capacities. Under Output 2, the TA supports the in-country rollout of the Environmental and Social Framework (ESF) which will become effective in January 2026. The TA provides targeted in-country, project level support, such as (i) adapting ESF guidance materials to the country context; (ii) organizing in-country ESF dissemination and rollout events for executing agencies, implementing agencies, regulating agencies, civil society, and E&S impact assessment practitioners; and (iii) conducting project-level E&S system assessments to identify their material consistency with ESF requirements and identify areas requiring gap filling measures.

In line with the TA objectives, ADB proposes to recruit a suitably qualified and / or experienced individual Land Management consultant (the consultant) to provide social safeguards support to the Government of Tuvalu's Lands and Surveys Department (LSD), based in Funafuti, Tuvalu. The purpose of the assignment is to strengthen the capacity of the LSD.

The LSD is committed to improving its ability and capacity to manage and administer land in Tuvalu, including responsibilities for new land created through large scale land reclamations currently underway and planned. To support this, LSD is seeking the services of a Land Management Specialist to build and strengthen the capacity of both new and existing staff, and help to coordinate across Government of Tuvalu initiatives that relate to land management and administration.



**Weekly bulletin
All opportunities!**

Register for alerts

Consulting Opportunities for the Week of 12 March 2018

The Consulting Services Recruitment Notice (CSRN) provides detailed information on the consulting services required for ADB financed or administered projects. Go to <http://csrn.adb.org> to see the complete list of advertisements.

You may also click on the Project name below for detailed information on the advertisement and to send your expression of interest for the assignment.

AGRICULTURE, NATURAL RESOURCES AND RURAL DEVELOPMENT

Project	Package Name	Consultant Type	Consultant Source	Published Date	Deadline for EOI
G RANT-0433 VIE: Greater Mekong Subregion Biodiversity Conservation Corridors Project (Additional Financing) (40253-035)	CPMU Accounting Assistant	Individual	National	06-Mar-2018	15-Mar-2018
G RANT-0433 VIE: Greater Mekong Subregion Biodiversity Conservation Corridors Project (Additional Financing) (40253-035)	Assistant Accountant	Individual	National	08-Mar-2018	17-Mar-2018
G RANT-0126 AFG: Agriculture Market Infrastructure Project (formerly Commercial Agriculture Development Project) (39370-022)	MAIL/ADB/AMIP/ISWME1 International Slaughterhouse Waste Management Expert	Individual	International	12-Mar-2018	18-Mar-2018
L OAN-8331 CAM: Tonle Sap Poverty Reduction and Smallholder Development Project - Additional Financing (41435-054)	017-018 Provincial Livelihood Advisors	Individual	National	12-Mar-2018	19-Mar-2018
G RANT-9183 MON: Integrated Livelihoods Improvement and Sustainable Tourism in Khuvsgul Lake National Park Project (48216-001)	C024 Micro-finance specialist	Individual	National	08-Mar-2018	19-Mar-2018
L OAN-8331 CAM: Tonle Sap Poverty Reduction and Smallholder Development Project - Additional Financing (41435-054)	010-016 Local Government Finance/Procurement Advisor	Individual	National	12-Mar-2018	19-Mar-2018



ADB CMS Tutor – How to use CMS



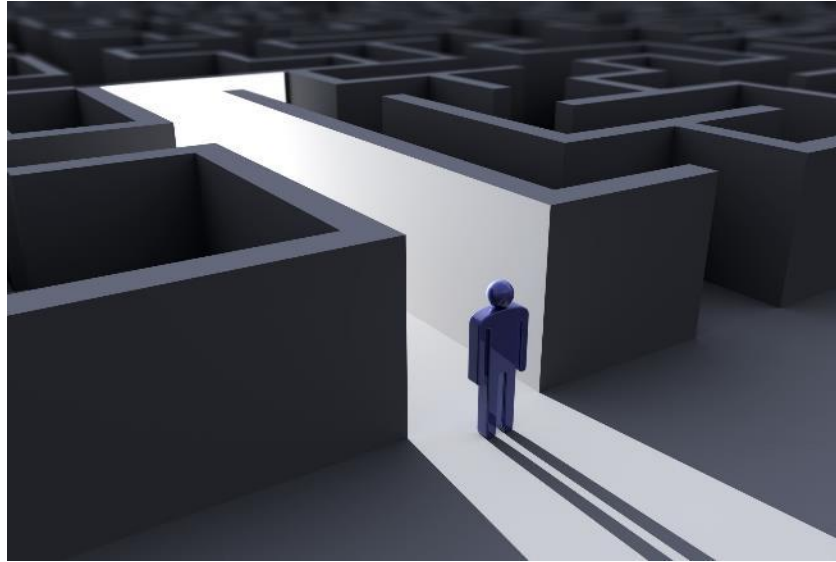

The screenshot shows the ADB Consultant Tutor website. At the top, there is a navigation bar with 'HOME', 'INDIVIDUALS', and 'FIRMS' links, and a search box. The main content area features a large banner with the heading 'CONSULTING FIRM ACCESS' and a list of actions: 'Submit Expressions of Interest', 'Prepare and submit proposals online', and 'Negotiate contract details'. Below the banner, there are three columns of information: 'support' with contact details, 'About CMS' with a list of services and a summary of the system, and 'Training Materials' with links to various guides and videos.

<http://consultanttutor.adb.org>

Provides guides, FAQs and other advice on using the System.

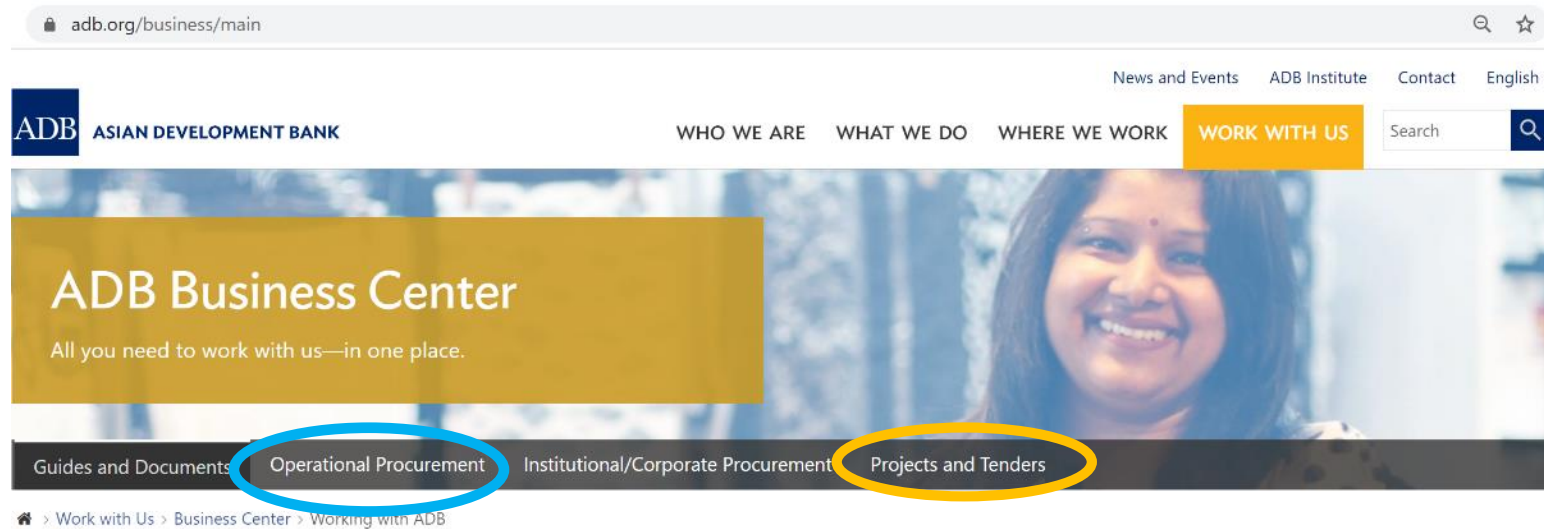
Step-by-step instructions to take you through each step of the process.

Contact Details for CMS support



Finding Info and Opportunities

ADB Business Center – www.adb.org/business



“How-To”s
 Policies & Regulations
 Procedures & Guidance
 Documents & Forms

Working with ADB

Information for...	How-Tos
Consultants	Where are the business opportunities in the ADB project cycle? →
Contractors and suppliers	What bidding procedures are used by ADB-financed projects? →
Governments	How can we improve our chances of securing an ADB-funded contract? →
Executing and implementing agencies	What are the main eligibility requirements for bidding for contracts under ADB-financed projects? →
Development institutions	What are the eligibility requirements for subcontractors working for contractors on ADB-financed projects? →

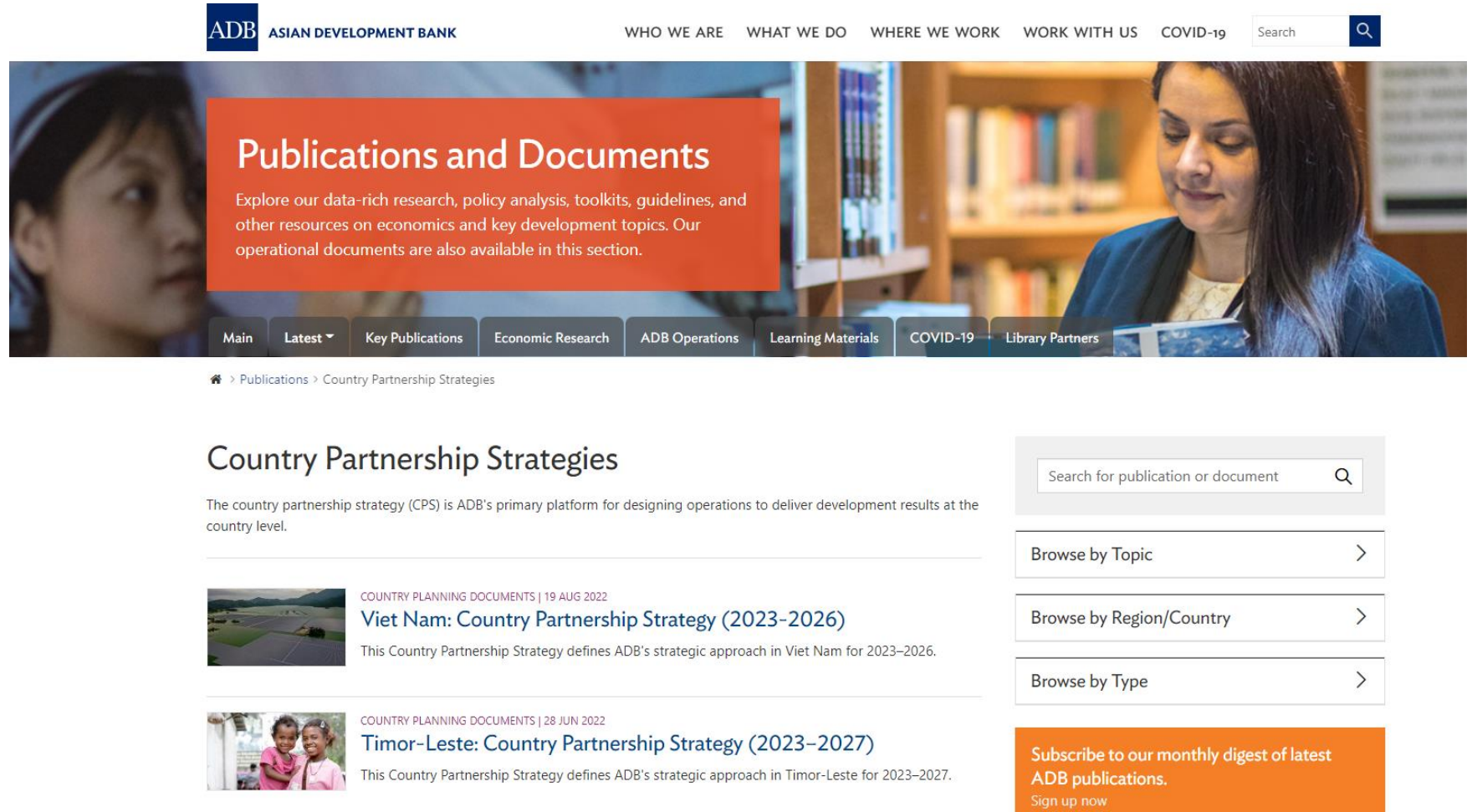


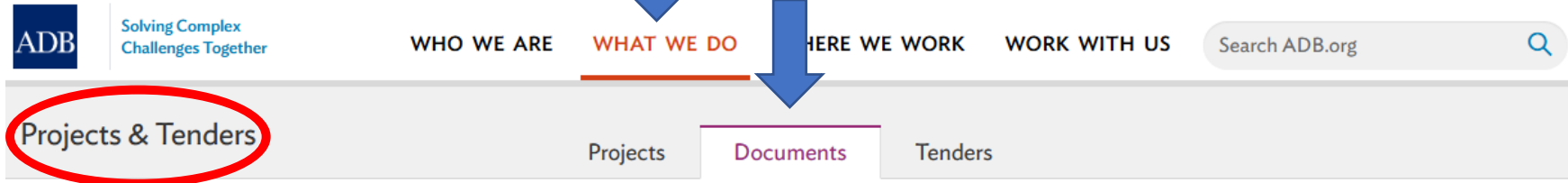
Identifying Opportunities



Country Partnership Strategies

Country Partnerships Strategy



SEARCH FOR...

Country/Economy

- Kyrgyz Republic (45) ▲
- Afghanistan (0)
- Armenia (16)
- Azerbaijan (13)
- Bangladesh (114)

MORE

Type

- Procurement Plans (45) ▲
- Additional Financing (Cofinancing) Reports (0)
- Agreements (131)
- Audit and Performance Evaluation Reports (4)
- Audited Project Financial Statements (137)

Showing 1 - 12 of 45 results for "**"

Document Date: 09 Apr 2026

53022-001: Landslide Risk Management Sector Project: Procurement Plan

Procurement plans describe and update the procurement of major goods, works and consulting services related to a project or program. This document dated 9 April 2026 is provided for the ADB project 53022-001 in the Kyrgyz Republic.

Country/Economy: Kyrgyz Republic | **Type:** Procurement Plans

Document Date: 31 Mar 2026

55250-001: Issyk-Kul Environmental Management and Sustainable Tourism Development Project: Procurement Plan

Procurement plans describe and update the procurement of major goods, works and consulting services either ongoing or expected to take place related to a project or program. This document dated 31 March 2026 is provided for the ADB project 55250-001 in the Kyrgyz Republic.

Country/Economy: Kyrgyz Republic | **Type:** Procurement Plans

- ✓ Lists all foreseen procurement on a project.
- ✓ Published once the project is approved
- ✓ Updated periodically
- ✓ Goods, Works and Services
- ✓ Includes salient points regarding tenders

Specific Procurement Notices



Includes notices from both ADB and EAs



“Hop-on” Opportunities: Shortlisted Consultants



Shortlisted Firms

ADB makes this information available for consultants who may wish to deal directly with a shortlisted Consultant. Consultants interested in participating as a joint venture partner or sub-consultant entity with a shortlisted consultant should not contact ADB but should get in touch with the consultant directly. Filter on specific contracts by ticking the appropriate checkboxes. Only projects for which the deadlines for submitting proposals have not yet expired will be shown.

Click the All Selections to filter to specific shortlisted Consultants by entering search parameters and clicking Search.

Ongoing Requests for Proposals
All Selections

Refine by Clear All

▶ Country

▶ Sector


▲ Project Type

- Technical Assistance (17)
- Grant (1)
- Loan (7)
- Staff Consultant (0)
- Unspecified (0)

▲ Engagement Type

- Call-Off Selection (0)
- Framework Agreement (0)
- Framework Contract (0)
- Standard Selection (26)

◀ Previous 1 - 25 Next 25 ▶

Country ▲	Project ▲	Sector ▲	RFP Issuance Date ▲	Deadline for Submission of Proposals (Manila local time) ▲	View Shortlist
Regional	TA No. 10359: Decarbonization of Hard-to-Abate Industrial and Maritime Sectors - UZB: Sector Development Program Preparation for Industrial Decarbonization (57207-001)	Energy	20-Apr-2026	22-May-2026	
Mongolia	TA No. 10357: Promoting Sustainable Herd Management and Climate-Resilient Dairy Production for Herders and Herder Groups - Dairy Herders (58144-002)	Agriculture and natural resources	27-Apr-2026	22-May-2026	
Sri Lanka	TA No. 10696: Support to Building a Strong and Inclusive Financial Ecosystem for Micro, Small, and Medium-Sized Enterprises - Firm 4 : Loan Management System Development Firm- National (59480-001)	Finance	24-Apr-2026		
India	TA No. 9970: Maharashtra Rural High Voltage Distribution System Expansion Program - Pilot 01 Pilot Project Implementation Consultant (50193-003)	Energy	13-Apr-2026		
Regional	TA No. 6805: Preparing Pacific Education Sector Projects - Preparation of Distance Education Accreditation and Delivery Readiness for the Associate of Science Degree in Elementary Education (55050-001)	Education	21-Apr-2026		
Thailand	TA No. 10538: Thai Union Group Public Company Limited: Resilient Shrimp Farm Management Trials and Capacity Building for Shrimp Farmers (58263-002)	Agriculture and natural resources	22-Apr-2026		

<http://cms.adb.org>

Identify shortlisted firms whose proposals you may be able to enhance.

ADB Business Opportunities Seminar

15

ADB Management and staff. It may be shared outside ADB with appropriate permission.

Awarded Contracts - Consulting Services

This page lists the consulting firm contracts awarded for consulting services. ADB makes this information available for public disclosure. Filter on checkboxes. By default, contracts awarded in the last 365 days are displayed. The search range can be further adjusted by clicking **Change Filter**

Click the **Advanced Search** to filter to specific consulting firm contracts by entering search parameters and clicking Search.

Basic Search
Advanced Search

Refine by Clear All

Contract Date

From 28-Apr-2025

To 27-Apr-2026

Change Filter

▶ Project Country

▶ Sector

▶ Firm Country Of Incorporation



▶ Project Type

▶ Contract Amount

▶ Selection Method

▶ Agency Country

...

Country △	Project Name △	Executing Agency △	Consultant Name △				
Regional	TA-10482 REG: Capacity Building in Climate-Resilient and Gender-Inclusive Farming Systems for Smallholder Coffee Farmers in Papua New Guinea (58316-002)	Asian Development Bank	Joint venture between NAREE International Limited (Hong Kong China) and Agri-Markets Focus (Papua New Guinea)				
Regional	TA-10400 REG: Developing Climate-Food-Nature Investments in the Pacific - RMI: Strengthening Coastal Protection and Food Security for Rural Climate Resilience Project - Consulting Firm for Flood Risk Mapping Study (58063-001)	Asian Development Bank	Deltares (Netherlands) in association with Tonkin & Taylor International Ltd (New Zealand)	24-Apr-2026	484,228.00		
Regional	TA-10442 REG: Implementing the E-Mobility Program - NEP 9 NEP SUEP Technical, Institutional, and Financial Advisory (58329-001)	Asian Development Bank	Steer Davies & Gleave Ltd (United Kingdom)	23-Apr-2026	299,495.00		

<http://cms.adb.org>

Identify Awarded Contracts by country, sector, value and selection method.

Investigate possibility to partner on future engagements

“Hop-on” Opportunities: Contracts Awarded



Must Read!!!

<https://www.adb.org/sites/default/files/identifying-business-ngos.pdf>

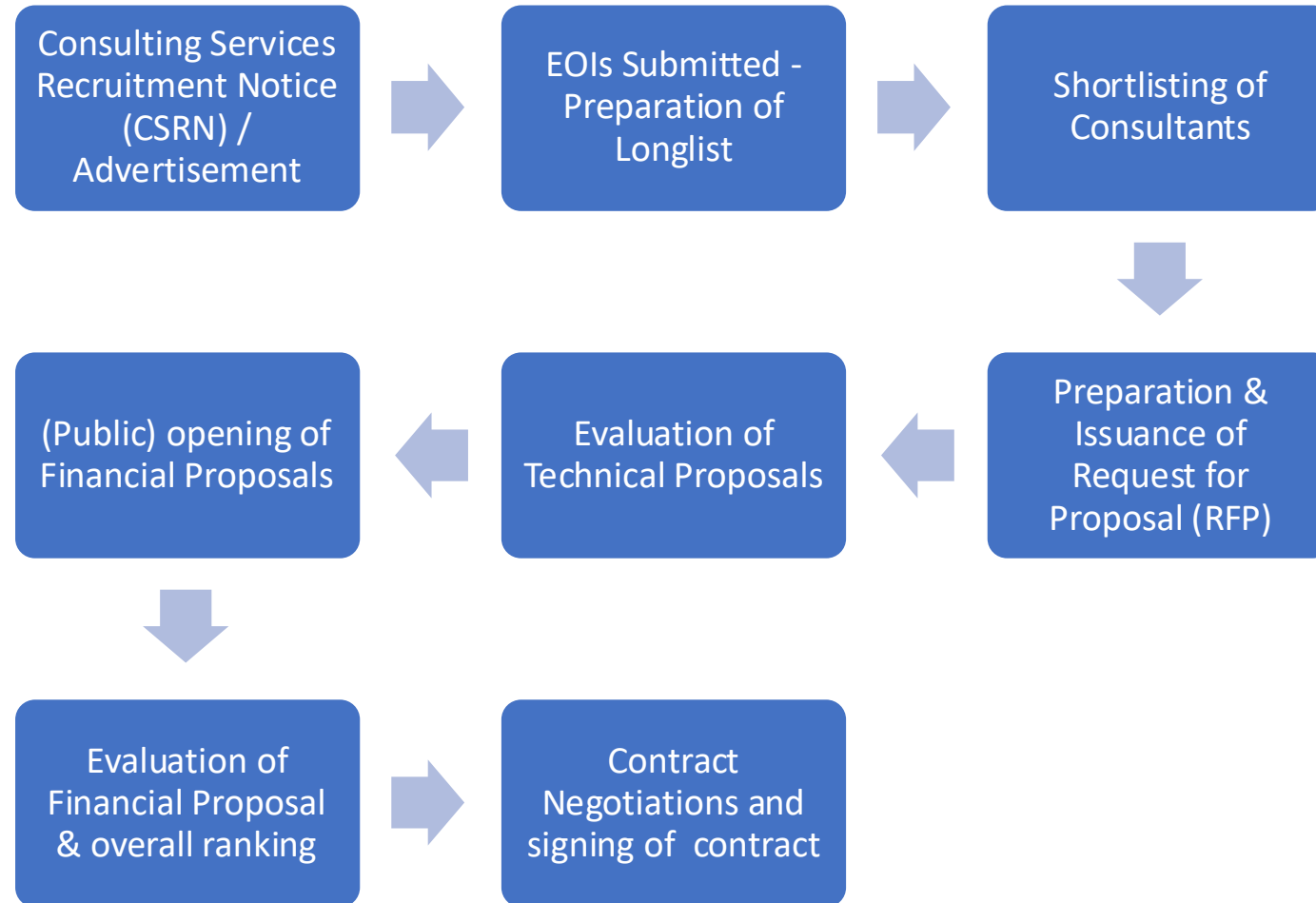
Working with ADB: A Primer for Identifying Business Opportunities for NGOs

An Overview:
How ADB and civil
society work together



Bidding - Expressions of Interest

Summary of ADB Recruitment Process – for Firms



Main Differences EOI vs Proposal (typically)

	EOI*	Proposal*
Legally binding	No	Yes
Structure	Greater freedom in structure	Heavily templated
Emphasis	Emphasis on firm experience	Emphasis on CV & methodology
Subject to Government concurrence	Yes	No
Deadlines	May be flexible	Rigid
Right to Feedback	No	Yes
Formal Clarifications	No	Yes

*Both contain TOR and are evaluated according to criteria

Consultant Services Recruitment Notice/ Request for Expressions of Interest



Contents include:

- Consultant Type (Firm or Individual)
- Selection Method (e.g. QCBS)
- Type of Proposal (e.g. FTP)
- Budget Type (Maximum or Estimated)
- Budget Amount
- Engagement Period
- Terms of Reference
- Deadline

Common Reasons for Failure to be Longlisted or Shortlisted

- Missing opportunities by not registering (NB EA administered also)
- Submits (too) late
- Firm submits Generic EOI
- Firm or associates not from ADB member countries
- Unclear/missing info
- Lack of local presence in the project country





Definitely Maybe

- “Must”
- “Shall”
- “a minimum of...”
- “Should”
- “Preferably/preferred”
- “Ideally”
- “May/ may be an advantage”
- “Would be desirable”

Bidding Proposals and How they are Evaluated (common mistakes and tips)

Section 1

**Letter
of
Invitation**

Section 2

**Instructions
to Consultants
and Data Sheet**

Section 3

**Standard Forms
for Technical
Proposals**

Section 4

**Standard Forms
for Financial
Proposal**

Section 5

**Eligible
Countries**

Section 6

**Banks' Policy –
Corrupt and
Fraudulent
Practice**

Section 7

**Terms of
Reference**

Section 8

**Standard Forms
of Contract**

Letter of Invitation (LOI)

- Lists shortlisted firms and JVs (see who your competitors are!).
- Reminder that bids are not transferable.
- May not drop a JV partner.
- Generally permissible to add sub-consultants.



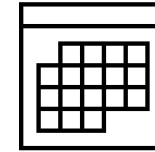
- Selection Method
- Type of Proposal
- Budget for consulting services (Estimated or Maximum)
- Provisional sums (breakdown should be included)
- Contingency (about 5%-10% of budget)
- Key dates
 - Validity period for proposals
 - Submission time and date
 - Expected date to start contract negotiations/commencement
- Pre-proposal conference?
- Minimum total person-months input of international Key Experts and national Key Experts (it does not cover non-key experts)
- Evaluation Criteria
- Clarifications



Clarifications



- You may request clarification in writing.
- Response will be given to **ALL** shortlisted firms in writing.



- Time extensions may be granted at ADB discretion if necessary.
- Note deadlines for requests.

- If offered, do a site visit
- Engage with TOR and address all requirements. Don't repeat TOR back.
- Comment on TOR (within reason!).
- Don't "copy and paste" prior proposal
- Demonstrate understanding of local context in proposal
- Write clearly and engagingly - not all evaluators are native speakers, some may not be technical specialists in the field, first impressions count - the first few pages are key

- Ensure consistency e.g. between work plan and personnel schedule
- Clearly explain how you will achieve deliverables – be innovative and clear
- Ensure sufficient field inputs
- Comply with any prescribed criteria such as minimum inputs of key experts on an input based contract

- **Select the best personnel, think particularly about**



Team leader (interface)



Local experts (development)



- **Key experts who are rated zero or disqualified may prove fatal to an entire bid**



- Don't simply insert the CV the expert sends you – work with the expert to emphasize (truthfully!) his/her relevant experience as per the TOR
- Provide a summary:
 - Total Years Experience in similar projects
 - Total Years Experience in similar geographic Area



Financial Proposals checklist

No conditions or restrictions

Total price within budget (if maximum)

Consistency with technical proposals

- Experts inputs
- Number of trips
- Number of days of per diem
- **NO FINANCIALS** in technical proposal

Negotiations – common issues

- Consultant can't substantiate the rates.
- Consultant didn't budget properly (e.g. insufficient flights).
- Contract terms – (limitation of liability, IP ownership, etc.)
- ADB adjusting inputs/TOR.
- ADB requiring expert replacement, or...



Key experts substituted during negotiations or later, during contract

- Done deliberately or due to circumstances?
- May be acceptable after the original validity period expires

Commercial realities

- Consultant firms may not be able to keep experts waiting – experts have to apply for multiple roles
- EA may not want to find new consultant due to delays or disruption

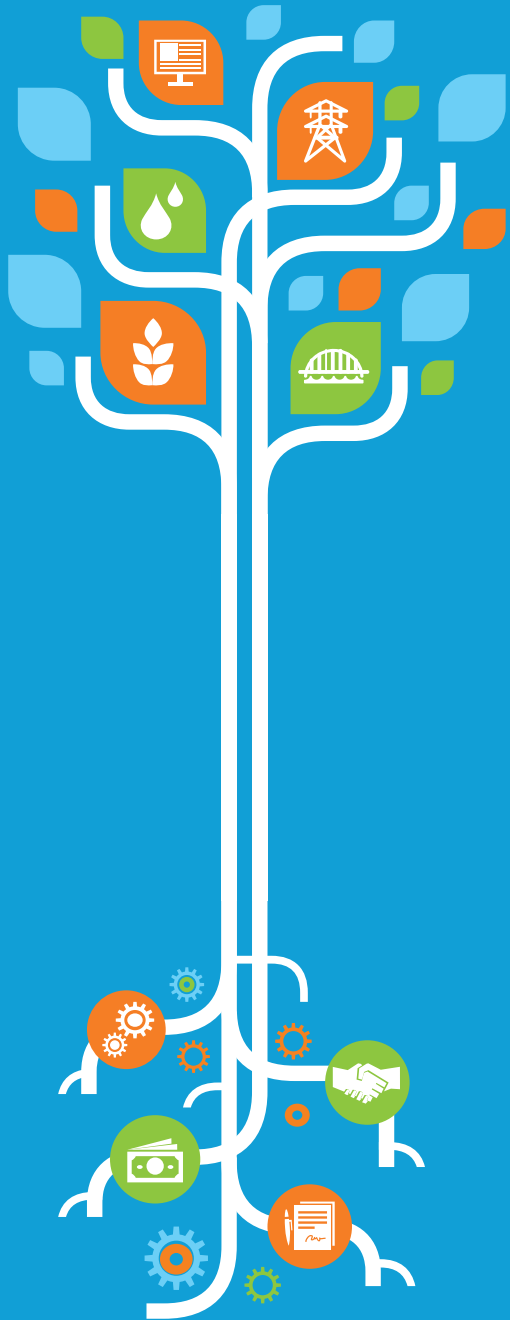


Tips for winning ADB-financed assignments



Intelligence	Collect business intelligence and do your research.
Advantage	Be selective and leverage your organizations advantage (as CSO).
Focal	Have a CMS Focal.
Individuals	Look for opportunities for individuals.
Partner	For JV or Sub-contracting.
Reputation	Build reputation with ADB and in the industry.





THANK YOU!

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