ADB

Business Opportunities in ADB-Financed Projects

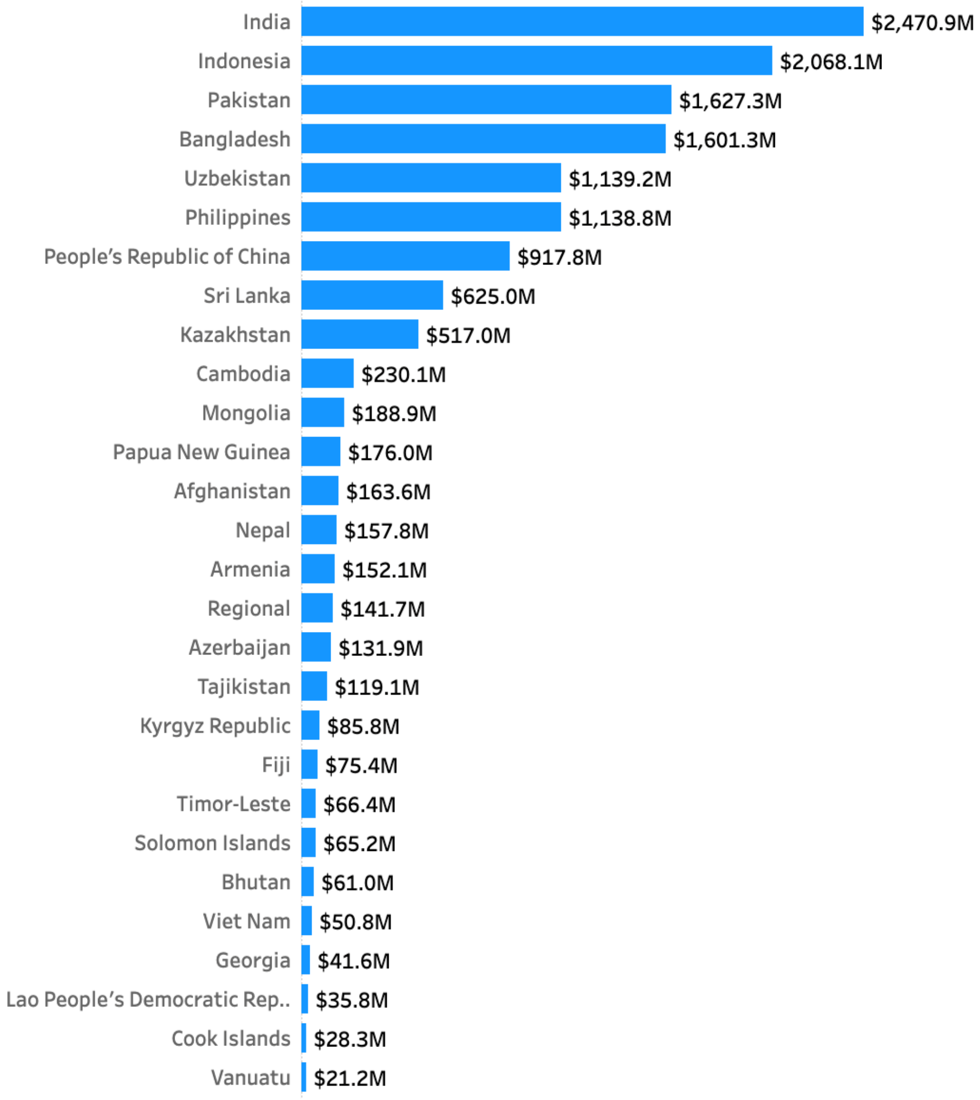
Islamabad, 17 November 2025

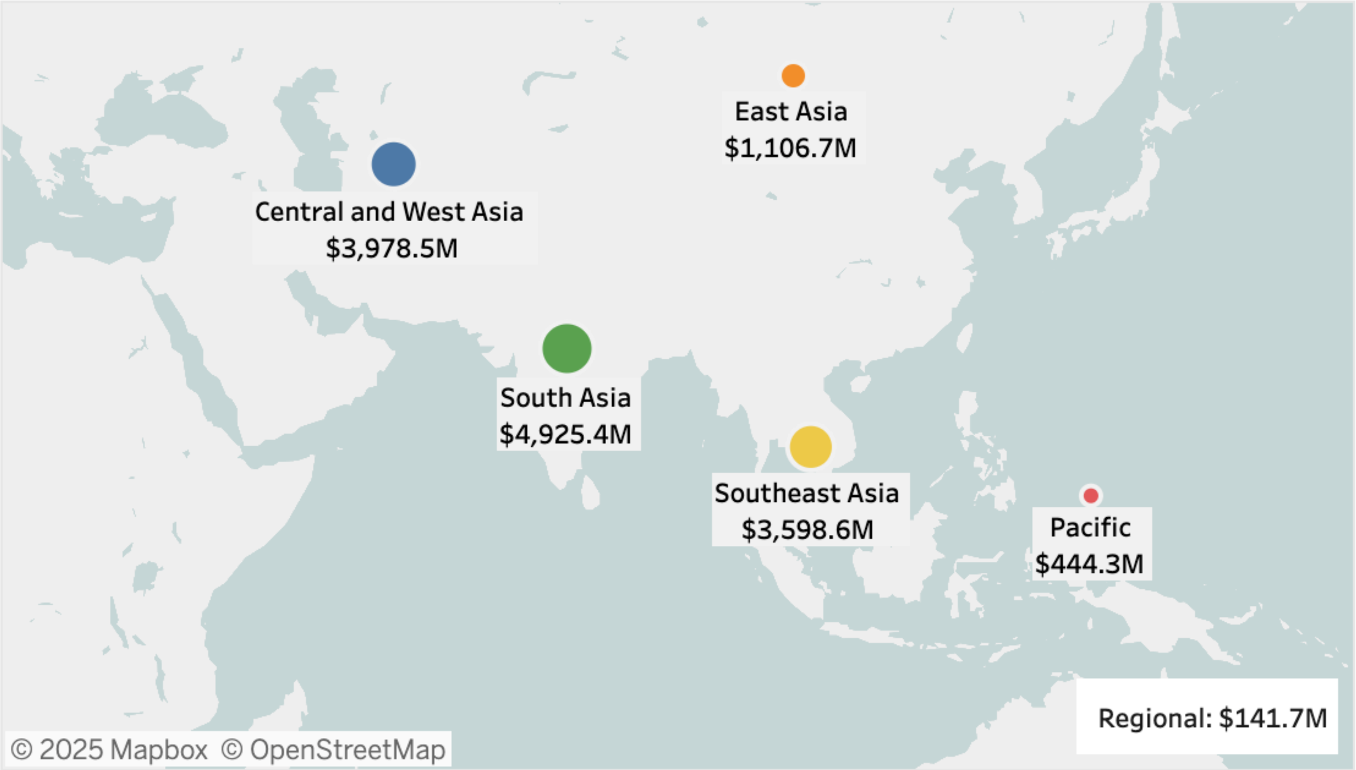
Bisma Husen, Principal Procurement Specialist
Mohsen I. Khan, Senior Procurement Officer
Asian Development Bank

BUSINESS OPPORTUNITIES

ADB Procurement in 2024

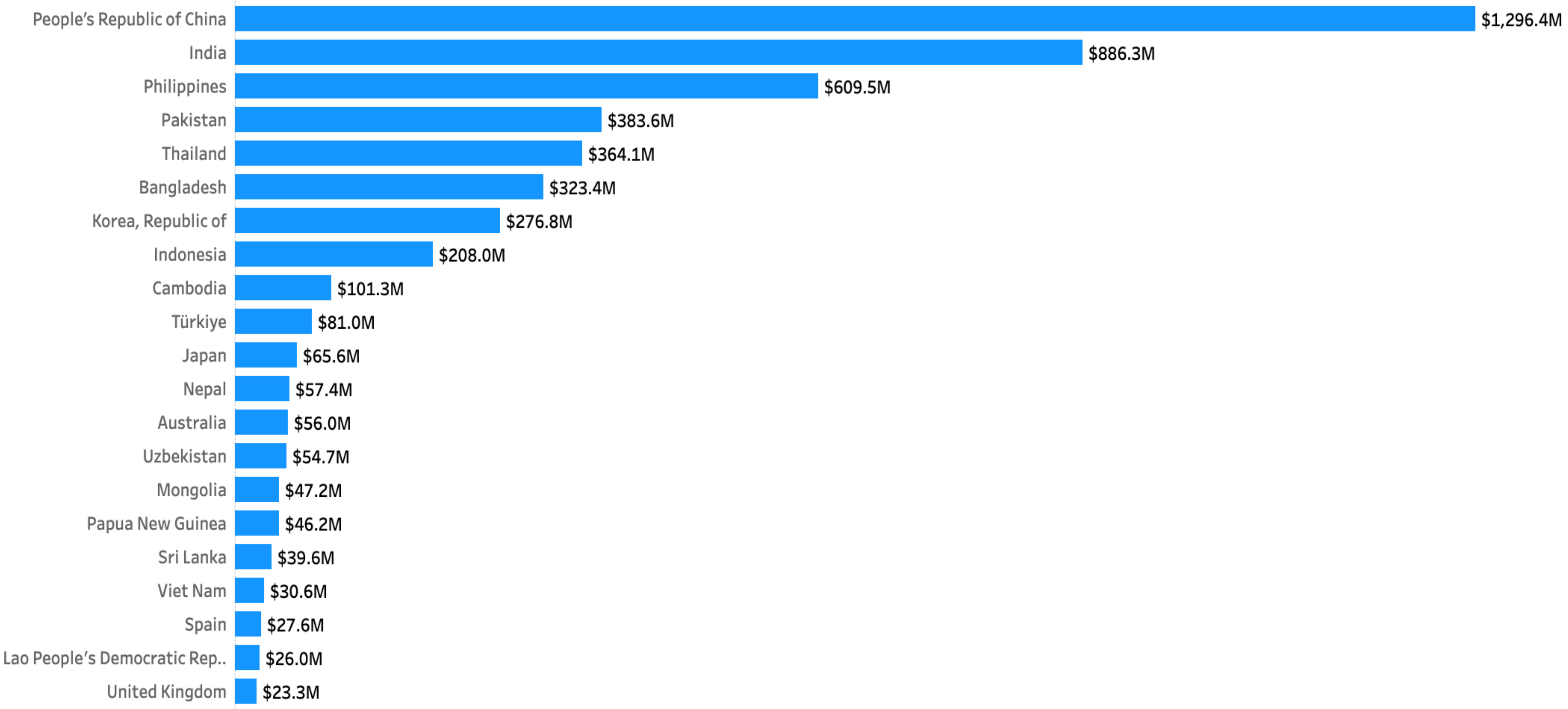
Operational Procurement by Borrowing Member, US$ million





ADB Procurement in 2024

Operational Procurement by Nationality of Contractor, US$ million



ADB Procurement in 2024

Machinery, furniture, rolling stocks, IT equipment, etc.

GOODS
$2,148
796 contracts

OVERALL
$9,515
6,365 contracts

OTHER RELATED SERVICES
$895
744 contracts

Surveys, training, translation, event management, etc.

Roads, railways, bridges, irrigation canals, schools, power plants, water treatment plants, etc.

WORKS
$5,936
1,183 contracts

CONSULTING SERVICES
$536
3,642 contracts

Project Management (PMC), Design & Site supervision (DSC), Project preparation, Advisory, Knowledge Products, etc.

Share of Contracts Awarded to Companies from Pakistan

Pakistan: Share of Procurement Contracts for Loan, Grant, and Technical Assistance Projects

Item	Goods, Works, and Related Services	
	Amount ($ million)	% of ADB Total
2023	678.45	4.87
2024	1,222.99	9.66
Cumulative (as of 31 Dec 2024)	23,995.01	8.76

Item	Consulting Services	
	Amount ($ million)	% of ADB Total
2023	31.42	5.63
2024	8.66	1.81
Cumulative (as of 31 Dec 2024)	434.61	2.62

Item	Total Procurement	
	Amount ($ million)	% of ADB Total
2023	709.87	4.90
2024	1,231.64	9.38
Cumulative (as of 31 Dec 2024)	24,429.61	8.41

Top Contractors, Suppliers, Consultants from Pakistan (2020-2024)

ADB

Top 5 Contractors/Suppliers from Pakistan 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)
Zahir Khan and Brothers	TRA, WUS	314.02
Noor-ul-Haq and Brothers	ANR, TRA	92.61
National Power Construction Corporation Pvt. Ltd.	ENE	77.96
Matracon Pakistan Pvt. Ltd.	EDU, WUS	72.57
Umer Jan & Co.	TRA	61.94
Others		5,610.98
Total		**6,230.07**

ANR = agriculture, natural resources, and rural development; EDU = education; ENE = energy; TRA = transport; WUS = water and other urban infrastructure and services.

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

Consultant	Sector	Contract Amount ($ million)
National Engineering Services Pakistan Pvt. Ltd.	ANR, FIN, PSM, TRA	21.41
Engineering Consultants International Pvt. Ltd.	EDU, TRA	9.32
Associated Consulting Engineer Ltd.	WUS	7.46
Cameos Consultants	TRA	5.97
Rehman Habib Consultants Pvt. Ltd. - TÜMAŞ Turkish Engineering, Consulting & Contracting Co. (JV)	EDU	1.07
Individual Consultants		31.62
Others		9.42
Total		**86.27**

ANR = agriculture, natural resources, and rural development; EDU = education; FIN = finance; JV = joint venture; PSM = public sector management; TRA = transport; WUS = water and other urban infrastructure and services.

Why pursue ADB-financed Contract?

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

Availability of funds is assured

Internationally accepted procurement procedures

Risks related to transparency, fairness and integrity of procurement processes mitigated through ADB supports and review process

Planning for Business Opportunities in ADB-Financed Projects

ADB

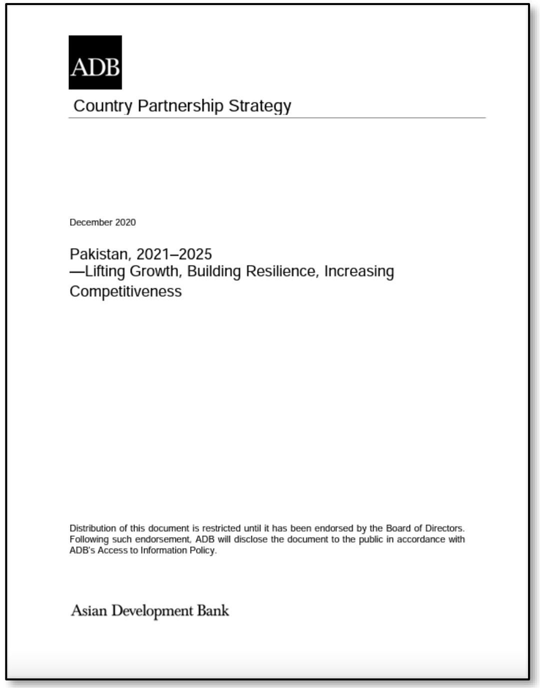
Long-term planning

- Country
  - Country Partnership Strategy (CPS)
  - Country Operations Business Plan (COBP)
- Sectors and Projects
  - Projects
  - Procurement Plans
  - Advance Contracting Notices

Short-term planning

- Specific Procurement Notices
  - Invitation for Prequalification
  - Invitation for Bids
  - Request for Expression of Interest
- Hop-on Opportunities
  - Prequalified Contractors
  - Contracts Awarded

ADB Project Cycle


ADB
Country Partnership Strategy

December 2020

Pakistan, 2021–2025
—Lifting Growth, Building Resilience, Increasing Competitiveness

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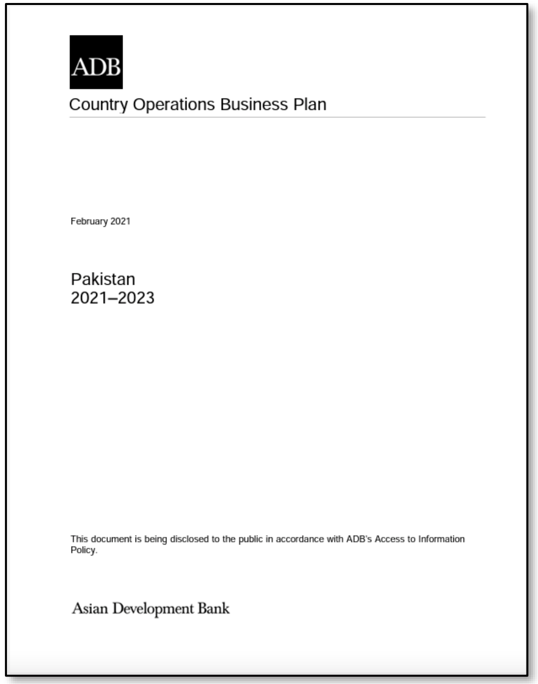
Asian Development Bank

Country Partnership Strategy (CPS)


ADB
Country Operations Business Plan

February 2021

Pakistan
2021–2023

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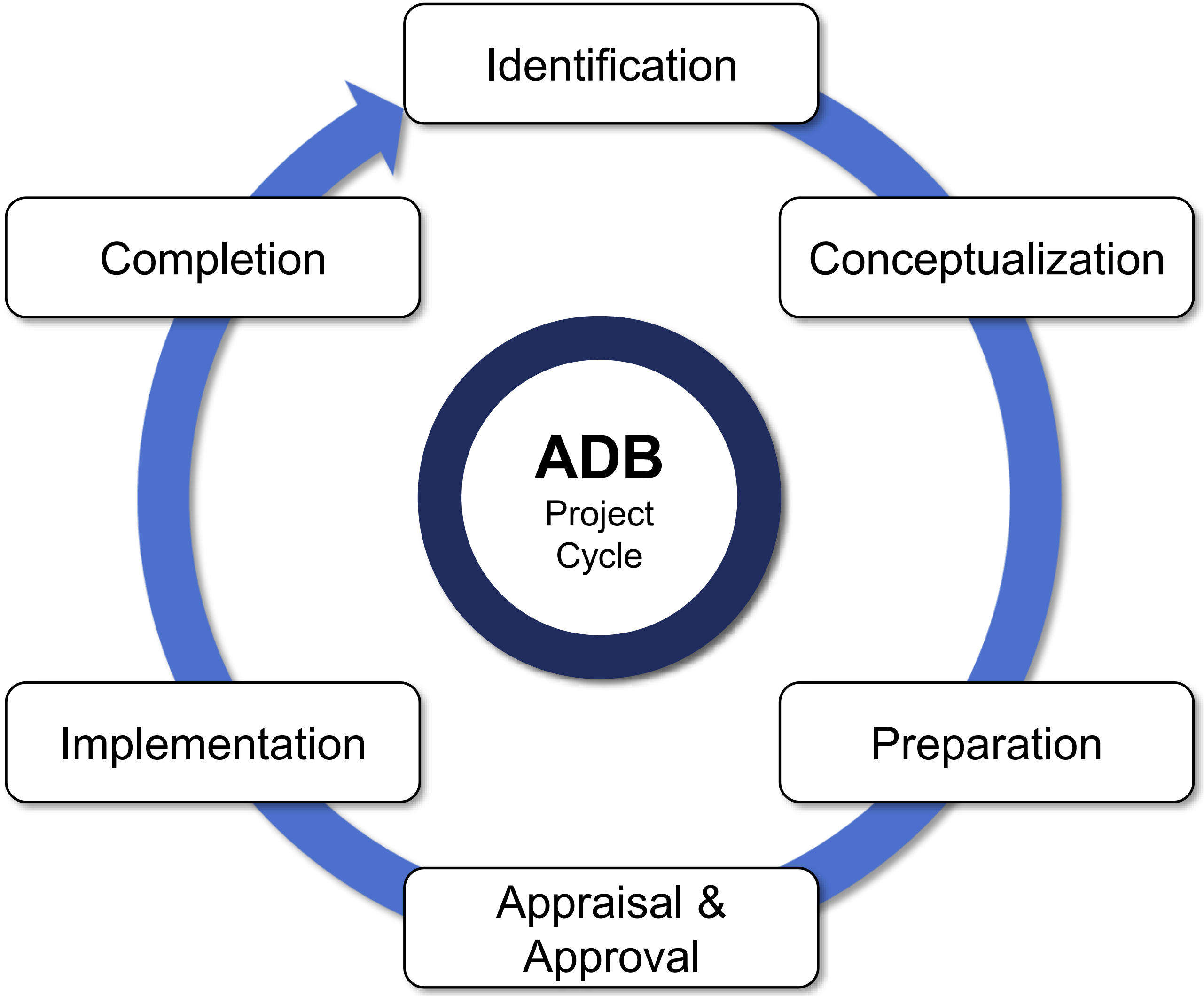
Asian Development Bank

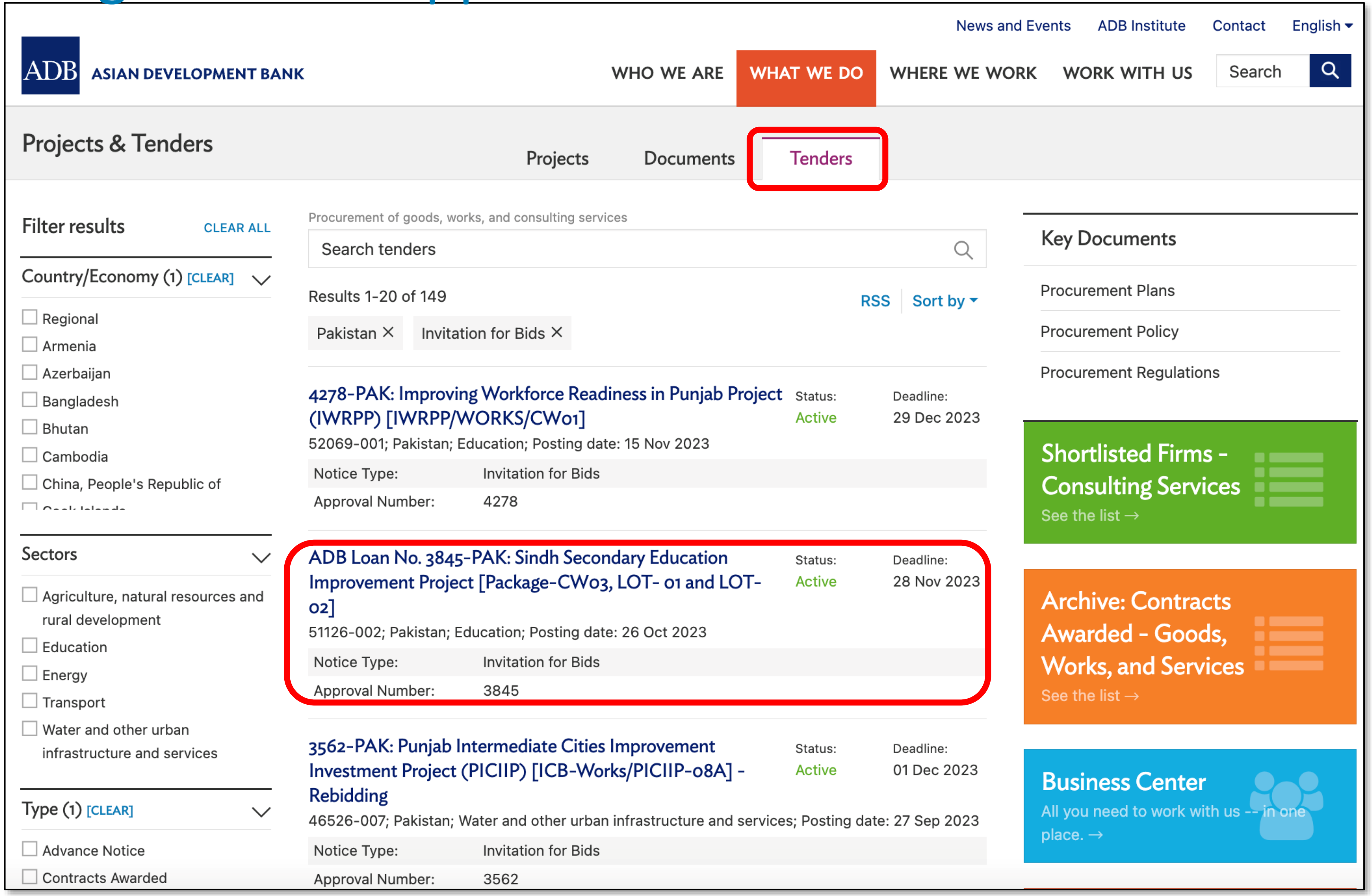
Country Operations Business Plan (COBP)



Finding Procurement Opportunities in ADB Financed Projects

Finding Business Opportunities - Current

ADB



https://www.adb.org/projects/tenders

Finding Business Opportunities - Current

ADB

Invitation for Bids

Date:	26 October 2023
Loan No. and Title:	ADB Loan No. 3845-PAK: Sindh Secondary Education Improvement Project
Contract No. and Title:	Package-CW03, LOT- 01: Construction of 20 new secondary level school blocks including solar panels in District Umerkot - 16 schools, District Tharparkar - 04 schools Package-CW03, LOT- 02: Construction of 17 new secondary level school blocks including solar panels in District Tando Allahyar - 08 schools, District Tharparkar - 04 schools, District Sanghar - 03 schools, District Sujawal - 02 schools
Deadline for Submission of Bids:	28 November 2023, 11:00 hours (Pakistan Standard Time)

1. The Government of Sindh has received financing from the Asian Development Bank (ADB) toward the cost of **Sindh Secondary Education Improvement Project - SSEIP**, and it intends to apply part of the proceeds of this financing to payments under the contract named above. Bidding is open to bidders from eligible source countries of ADB.

Finding Business Opportunities - Current

ADB

PROCUREMENT PLAN

Basic Data

Project Name: Sindh Secondary Education Improvement Project	
Project Number: 51126-002	**Approval Number:** 3845
Country: Pakistan	**Executing Agency**: School Education and Literacy Department, Government of Sindh
Project Financing Amount: US$ 82,500,000 **ADB Financing:** US$ 75,000,000 **Cofinancing (ADB Administered):** **Non-ADB Financing:** US$ 7,500,000	**Implementing Agency**: N/A **Project Closing Date:** 30 June 2026
Date of First Procurement Plan: 25 October 2019	**Date of this Procurement Plan**: 3 September 2023, Version 7
Procurement Plan Duration: 18 **months**	**Related to COVID-19 response efforts:** No
Advance Contracting: No	**Use of e-procurement (e-GP):** Yes https://sseip.gos.pk/

CW03	Construction of about 37 new secondary level school blocks incl installation of solar panels	13,750,000.00	OCB	Prior	1S2E	Q3 / 2023	Non-Consulting Services: No Advertising: National No. Of Contracts: 2 Prequalification of Bidders: No Domestic Preference Applicable: No Bidding Document: Small Works e-GP: No Covid-19 Response? No Comments: bid securing declaration may be used
	Lot 1: 20 schools in multiple districts	7,000,000.00					
	Lot 2: 17 schools in multiple districts	6,750,000.00					

Tips for Preparing A Competitive Bid

- Gather business intelligence.
- Establish a good track record and reputation for successful works.
- Familiarize yourself with the country, project, and client requirements.
- Monitor bidding opportunities – *subscribe to alert services.*
- Explore opportunities in countries that do not generate bidder interest.
- Access availability of key inputs: materials, labor, equipment.
- Review the bidding documents, understanding the procurement method and evaluation criteria. Request clarifications in writing.
- Explore collaboration with firms:
  - ✓ that can enhance qualifications, or
  - ✓ that offer subcontracting opportunities

Bidding Do's

- Check your bid:
  - Amount, validity and text of Bid Security.
  - Signatures and Power of Attorney.
  - Joint venture agreement enclosed
  - References enclosed.
  - State the discounts on the letter of bid.
  - Mark the envelopes as appropriate.
- Submit bid before the deadline.
- Ensure that the Bidding Committee do the following during bid opening:
  - Read out:
  - All relevant bid prices.
  - All discounts.
  - Presence and amount of bid security.
  - No envelope remains unopened.
  - The record is signed by all bidders present and by the Employer.

Bidding Don'ts

- Failure to disclose a conflict of interest (e.g., the firm was involved as a design consultant for the tendered package)
- Firm or JV partner not from an ADB member country
- Submission of a late bid
- Failure to respond to client requirements
- Conditional bids
- Incomplete or noncompliant bids (e.g., missing bid security, unsigned letter of bid, missing JV agreement, improperly marked bid envelopes)
- Engaging in integrity violations during the bidding process

When in doubt, always seek written clarification

Debriefing and Complaints

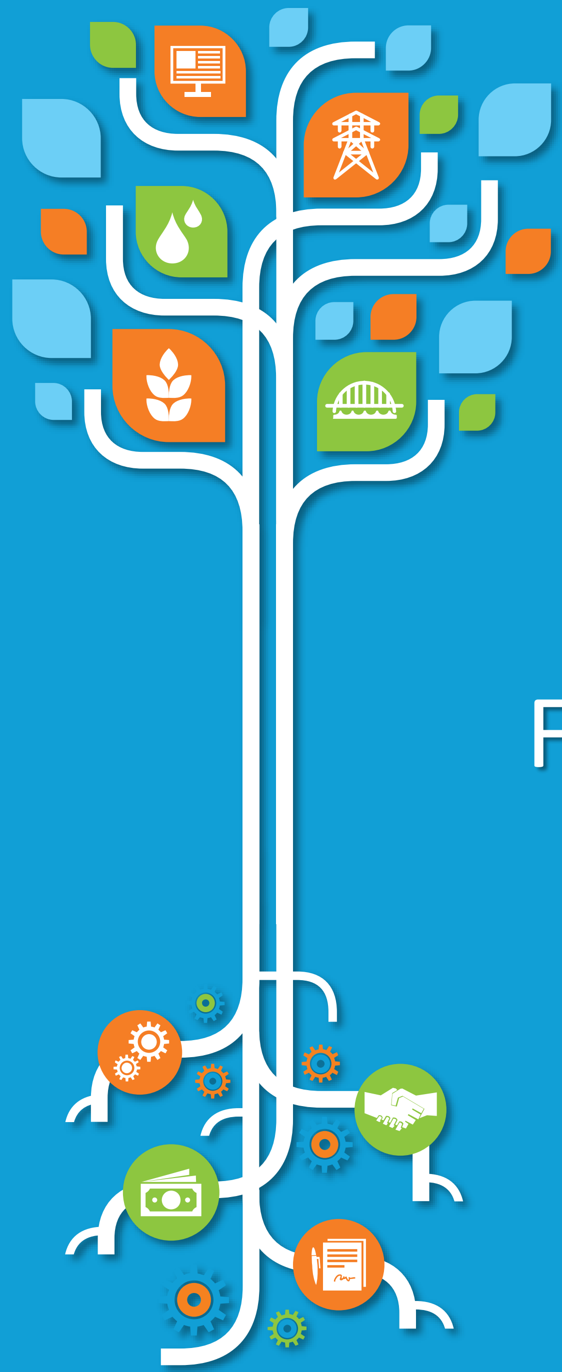
Debriefing:

- 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

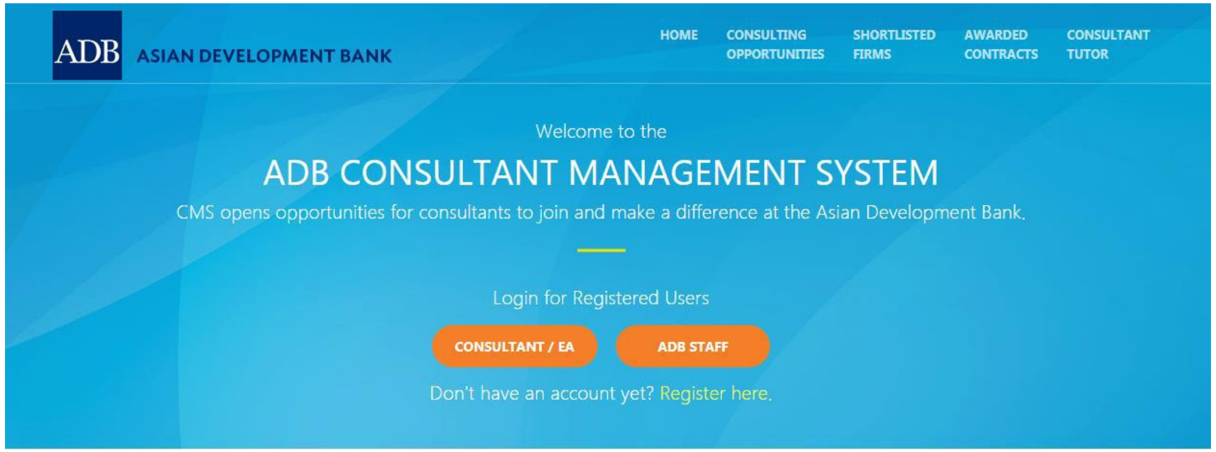


Finding Consulting Opportunities

Consultant Management System (CMS) Website

- Consulting opportunities are visible through ADB's Consultant Management System (CMS) (http://cms.adb.org)
- Firms need to register for alerts to receive notices of all consulting opportunities
- Advertisement of Consulting opportunities (both EA and ADB) are through CMS.
- The RFP process for ADB Administered Contracts is through CMS(*)

(*) EA's use their own country systems when tendering for Consulting services; still need to meet ADB requirements



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.

ADB CMS Tutor –How to use CMS

- 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

22

Typical Issues Faced by Consultant

Short-list

- Unknown to the Client.
- Lack of information (Ads & EOI) to allow informed decision.
- Not qualified.
- Conflict of Interest.
- Partner with firms from non-member countries.

Proposal

- Experts: freelance (availability, qualification, performance).
- Generic, lack of innovation, unrealistic
- Inconsistencies between the Financial and Technical Proposals.
- Mistakes: proposal type (FTP, STP, BTP), financial information included in TP (not allowed in QCBS).

Collect Relevant Information

- Identify Sectors of Interest and where maximum potential for success is likely.
- Know your competition.
- Look at past similar projects.
- Study CPS and COBP to identify future opportunities.
- Review procurement plans (and project documents).
- Check ADB website for opportunities.
  Register for alerts*

(*) Alerts for consulting opportunities are available only at http://cms.adb.org

Build Your Brand

Visit Events Organized by ADB and the EAs

- Business Opportunities Fairs (HQ)
- Business Opportunities Seminars (Countries)
- Early Market Engagement

Build up your Portfolio

- Explore both individual and firm opportunities.
- Consider standalone assignments as well as associate or JV roles.
- Take on smaller or lower-risk assignments (even as loss leaders) to build experience and visibility.
- Focus on your specific area of expertise; connect with ADB staff or the borrower in advance to better understand their needs.
- If engaged, demonstrate professionalism, responsiveness, and value-add throughout the assignment.
- Leverage the relationships built to strengthen your profile.

26

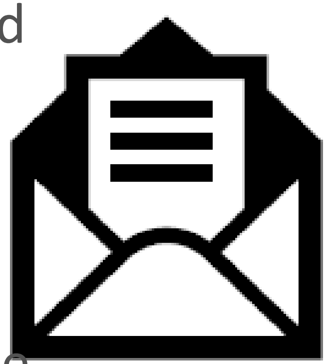
Understanding the Projects You Target

ADB

- Recognize the broader project objectives.
- Establish the operating context and any constraints it may present.
- Get to know the Executing Agency.
- Gather all available information on the services to be provided.
- Conduct a field assessment.
- Identify local partner(s), if required.
- Estimate the local cost of doing business (e.g., local taxes for EA-administered consulting services).

Prepare a Robust Proposal

- Follow the instructions in the RFP documents.
- Form an association or joint venture with other firms, if needed, to meet requirements.
- Understand the basis on which the proposal will be evaluated.
- Study the Terms of Reference (TOR) and Employer’s Requirements carefully.
- Attend pre-bid or pre-proposal conference, clarify ambiguous requirements
- Demonstrate a clear understanding of the objectives and present a well-defined methodology.
- Tailor your submission—avoid generic or copy-paste templates.
- Ensure proposed staff have relevant qualifications and experience.
- Do not include conditions in your offer.
- Where possible, prioritize using employees from your firm rather than freelance consultants.



28

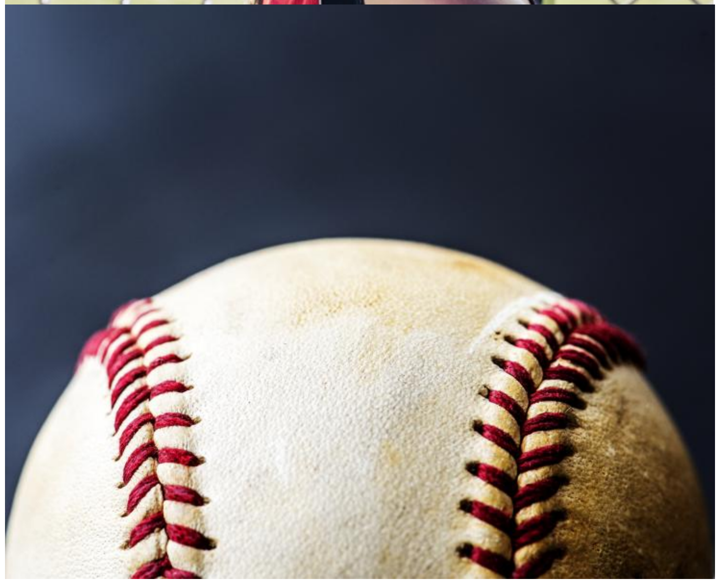
Avoid Common Mistakes

- Firm or associates not from ADB member countries
- Late proposal submission due to insufficient time allocated for CMS entry
- Non-compliant proposal (e.g., incorrect number of person-months, or inclusion of non-nationals in national expert roles)
- Failure to specifically address client requirements
- Failure to disclose conflicts of interest (e.g., inclusion of EA employees in the proposal)
- Exceeding the budget when the RFP specifies a maximum ceiling
- Inclusion of conditions in the proposal

Debriefing: Lessons Learned for Future Participation

- Unsuccessful bidders may request a debriefing from the Executing Agency (EA).
- Feedback received during the debriefing can help bidders improve their participation in future tenders.
- If the EA does not fulfill the debriefing request, bidders may contact ADB.
- Bidders often inquire about competing bids during debriefings; however, this is not permitted.

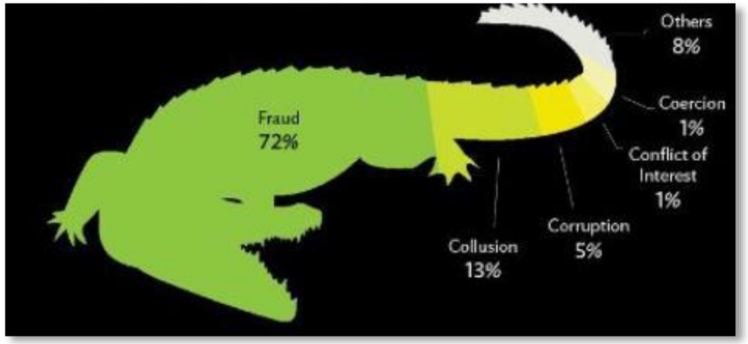
Main Procurement Challenges in Pakistan



- Applicability of ADB’s Procurement Framework
- Institutional and human resource capacity
- Procurement workflow and decision-making authority
- Procurement readiness
- Quality of procurement planning and execution
- Adoption of new approaches
  (e.g., Merit Point Criteria – MPC)
- Use of international forms of contract (e.g., FIDIC, NEC)
- Quality of contract management
- Ghost contracting
- Potential adoption of EPADS

31

Complaints and Integrity Concerns



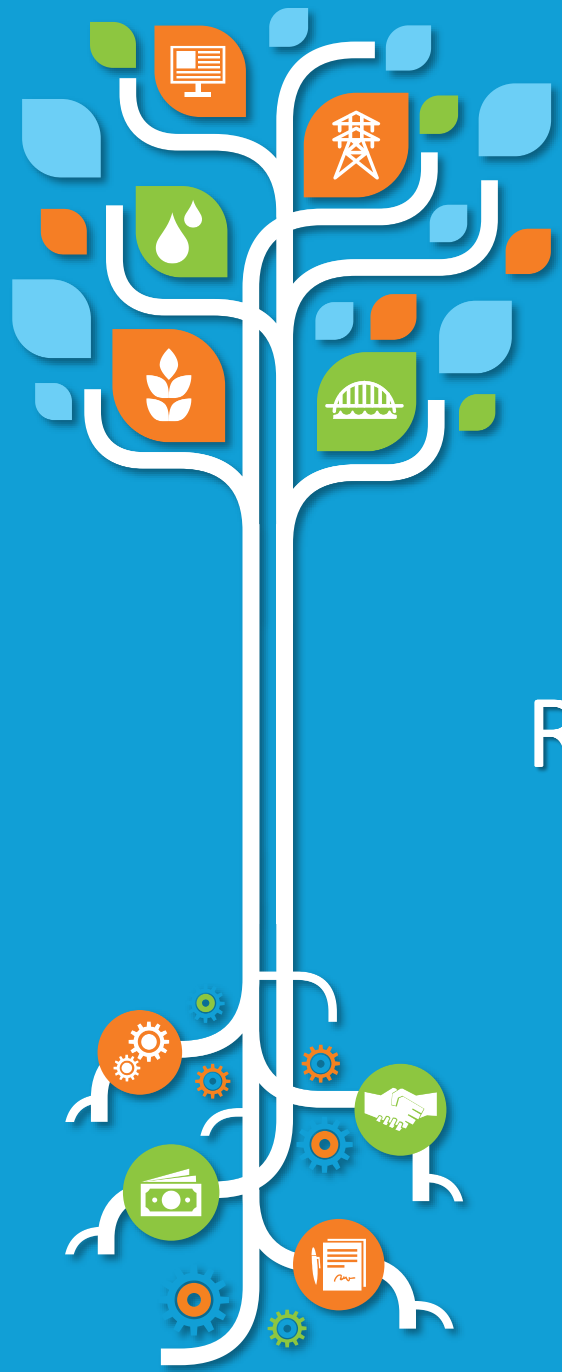
- Complaints:

  Bidders may file complaint with Executing Agencies (EAs) and copy ADB on www.adb.org/forms/complaints or file the complaint directly with ADB

- Anticorruption and Integrity:

  Bidders may also report integrity related issues with supporting information/documents to www.adb.org/site/integrity/main

32



Resources on Procurement

Finding Opportunities in ADB-

News and Events | ADB Institute | Contact | English

ADB ASIAN DEVELOPMENT BANK

WHO WE ARE | WHAT WE DO | WHERE WE WORK | WORK WITH US | Search

> About ADB > Procurement

https://www.adb.org/business/operational-procurement

Operations Procurement

The Procurement, Portfolio and Financial Management Department (PPFD) provides fiduciary oversight of procurement of goods, works, non-consulting an
PPFD supports ADB staff and borrowers on procurement planning and implementation, contract management, and related risk assessment and mitigation t
life cycle. It also leads procurement and consulting services innovation and capacity building initiatives.

ADB

Work with Us > Working with ADB

Working with ADB

Information for...

- Consultants
- Contractors and suppliers
- Governments
- Executing and implementing agencies
- Development institutions
- Private sector partners

How-Tos

- Can you provide a guide to all those ADB acronyms? →
- How can I become an ADB supplier? (corporate procurement) →
- How can NGOs become consultants or contractors? →
- How can we improve our chances of securing an ADB-funded contract? →
- How do I register as a payee and receive payment for non-purchase order warranted transaction
- How does ADB safeguard the integrity of its activities? →
- What are ADB's departments and offices? →

www.adb.org/business/main

Online Training on ADB Procurement

FINANCE

New Procurement Framework

The new Procurement Policy and Procurement Regulations were approved in April 2017. The Procurement Policy, Regulations and other supporting documents form the NPF within ADB, governing the procurement of goods, works and services by borrowers, Executing Agencies (EAs) and Implementing Agencies (IAs) conducting procurement on ADB-funded projects...

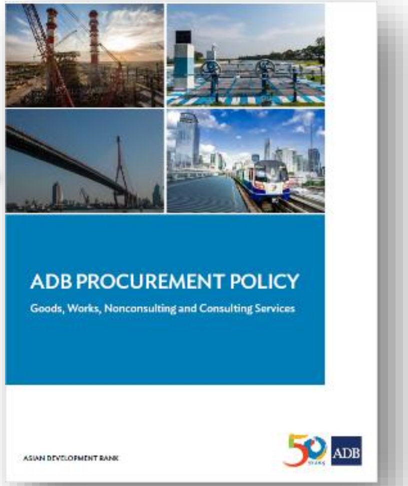
- Module 1: Overview of NPF
- Module 2: Strategic Procurement Planning
- Module 3: Risk Management
- Module 4: Analysis
- Module 5: Procurement Strategy Development
- Module 6: Bidding Procedures
- Module 7: Consulting Services
- Module 8: Bid Evaluation
- Module 9: Contract Management
- Module 10: Fragile, Conflict Affected and Emergency Situations

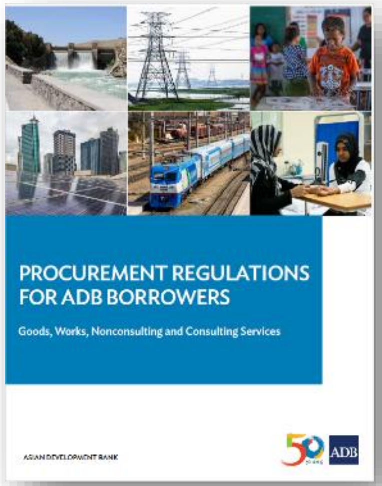
elearn.adb.org
*non-certified

ADB Procurement Framework

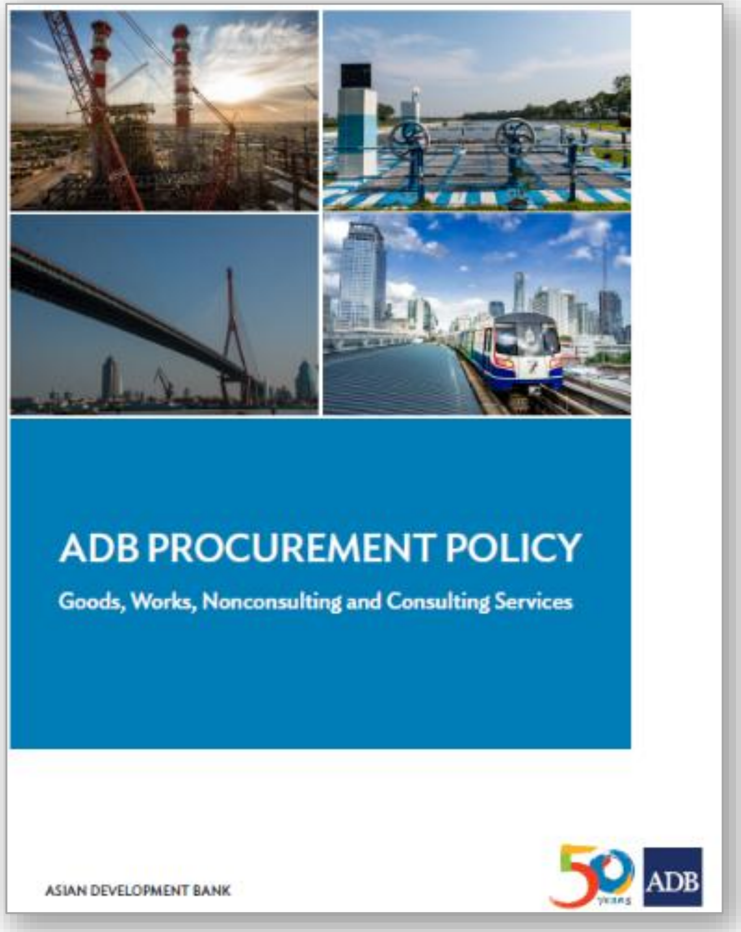
ADB Procurement Framework

- Procurement Policy
- Procurement Regulations
- Staff Instructions
- Standard Bidding Documents, RFP and User’s Guide
- Guidance Notes





ADB Procurement Policy

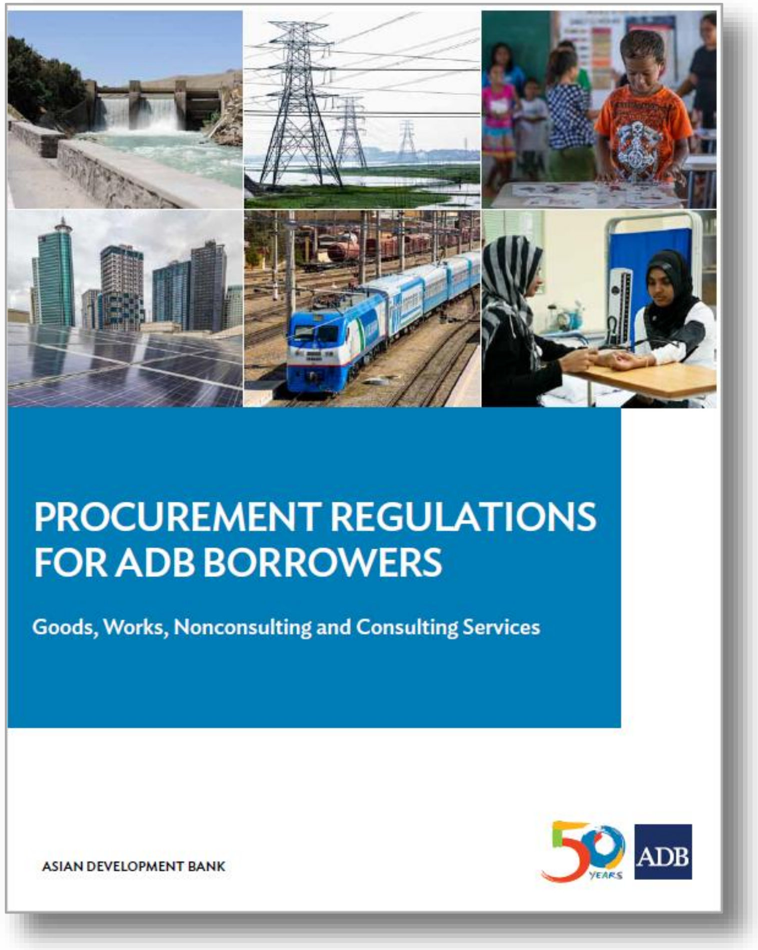


- It contains the core procurement principles.
- It specifies the requirement to apply the ADB Procurement Policy and Regulations for projects financed by ADB.

Core Procurement Principles (III)

- Economy
- Efficiency
- Fairness
- Transparency
- Quality
- Value for money

ADB Procurement Regulations



- It provides details of the ADB Procurement Policy and Procedures.
- It follows international practices in procurement.
- It is harmonized with those of other Multilateral Development Banks.

Standard Bidding Documents (SBDs)

- It includes instructions, templates, forms for both bidding and contracting.
- It ensures consistency and legal certainty.
- It incorporates international, time-tested practices.
- It contains balanced and equitable provisions.
- There are 8 Users' Guides (UGs) and 7 Standard Bidding Documents (SBDs) for Procurement of Goods, Works and Non-Consulting Services.
- There is 1 UG and 1 Request for Proposal (RFP) document for the selection of consultant.

Guidance Notes

ADB

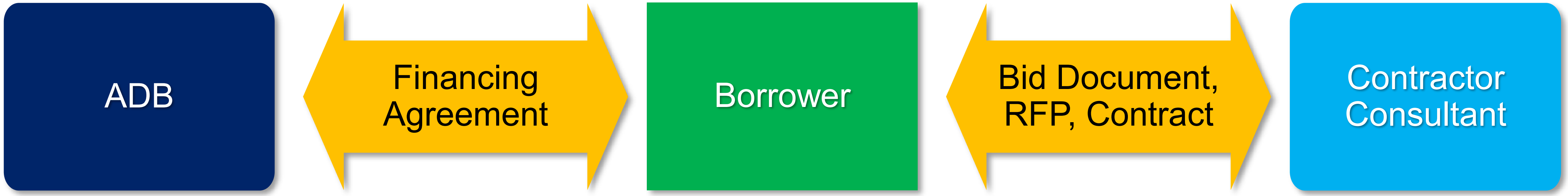
- It is used to operationalize ADB Procurement policy and Regulations.
- It is grouped based on themes.

***

GUIDANCE NOTES

Preparation and Planning	Procurement Methods	Bidding Procedures	New Principles and Practices	Complaints, Compliance, and Eligibility	Specialized Areas
• Procurement Risk Framework • Strategic Procurement Planning • Procurement Review • Alternative Procurement Arrangements	• Open Competitive Bidding • Consulting Services Administered by ADB Borrowers • Non-consulting Services Administered by ADB Borrowers • Framework Agreements	• Price Adjustment • Prequalification • Subcontracting • Domestic Preference	• Value for Money • Quality • Contract Management • Abnormally Low Bids	• Bidding-Related Complaints • Noncompliance in Procurement • Standstill Period • State-Owned Enterprises	• Fragile, Conflict-Affected, and Emergency Situations • E-Procurement • Public–Private Partnerships • High-Level Technology • Sustainable Public Procurement • Use of Merit Point Criteria for Bid Evaluation

Roles of Key Stakeholders in ADB Procurement



Borrower carries out procurement, awards and manages contract

ADB provides supports and has an oversight role

Eligibility

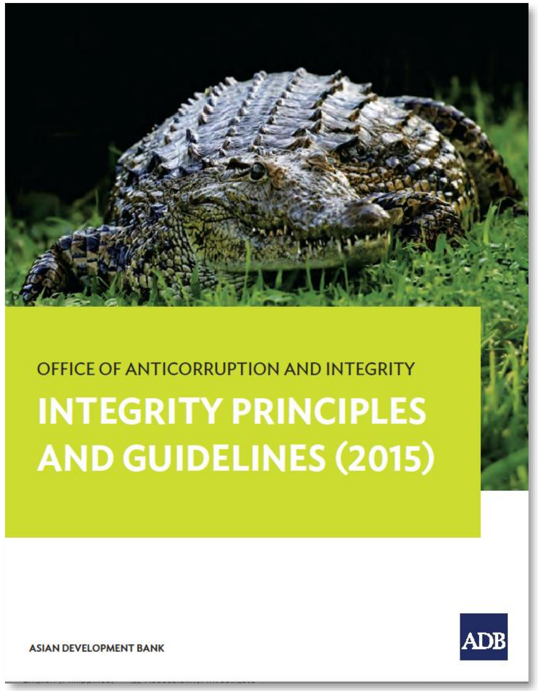
- To be eligible to participate in procurement for contracts financed by ADB, the bidder, and all parties constituting the Bidder…
  - shall have the nationality of an eligible country;
  - shall not have a conflict of interest;
  - shall not be under temporary suspension or debarment by ADB
  - and shall not be excluded by an act of compliance with the decision of the UN Security Councils
- The materials, equipment, and services to be supplied under the Contract shall have their origin in eligible source countries

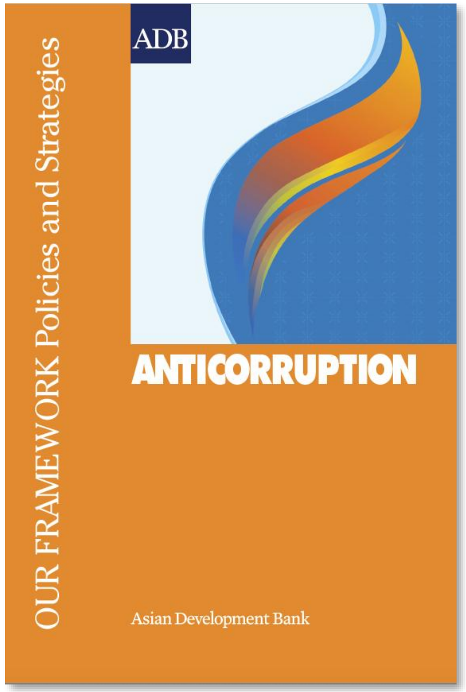
Eligibility

- Government-owned enterprises in the Borrower's country may participate as a bidder only if specifically agreed by ADB. Such agreement will only be provided if the bidder can establish that they
    - can operate as a commercial entity;
    - are legally and financially autonomous;
    - are not dependent agency of the borrower
- Government officials and civil servants in the borrower's country may only be hired if they
    - are not being hired by the agency they were working for immediately before going on leave;
    - their employment would not create a conflict of interest.

Integrity

- ADB's Anticorruption Policy and Integrity Principles and Guidelines
- Specific definitions for corrupt, coercive, fraudulent, collusive, obstructive practices, and abuse
- Applies to executing and implementing agencies, contractors, consultants, suppliers, ADB staff, and anyone connected to an ADB financed, administered, or supported activity.
- ADB reserves the right to inspect and audit





Respectful Working Environment

- Environment free of unethical or inappropriate behaviors.
- Bullying, discrimination, misconduct and harassment, including sexual harassment are strictly prohibited.
- Both contractors and consultants must provide training to their staffs on these matters, which Employer will verify.

Conflict of Interest

- Interests that could exert undue influence on decision making process.
- If cannot be mitigated may lead to rejection of the bid.
- COI can be due to conflicting activities, assignments, relationships, ownerships, such as:
  - Bidding on a package that the bidder was hired to design.
  - Have common controlling shareholders.
  - Use the same legal representatives for their bids.
  - Submit more than one bid in the bidding process.
  - Have relationship with each other, directly or indirectly.

Where to access information online

- Policy:
  https://www.adb.org/documents/adb-procurement-policy

- Regulations:
  https://www.adb.org/documents/procurement-regulations-adb-borrowers

- Guidance Notes (24 documents)
  https://www.adb.org/documents/guidance-notes-on-procurement

- Standard Bidding Documents (8 documents) and User Guides (9 documents)
  https://www.adb.org/site/business-opportunities/operational-procurement/goods-services/documents

ADB Procurement Directive 2026

Effective 1 January 2026

Enhance quality and Value-for Money (VfM)

- Mandatory use of Merit Point Criteria (MPC) (OCB-international)
- Risk-based minimum threshold for Technical Weight

Sustainable Procurement

- Up to 25% total point → 15% local job creation & skill development + others (environment, climate, institutional, social)
- Mandatory 50% Local Labor

Early Market Engagement

- Promote innovation and enhance supplier based
- Identifies risks and opportunities, getting market feedbacks

Other Aspects

- Improved treatment of Variations
- Disclosure of beneficial ownership
- Enhanced contract management & implementation of contract management plans.

Technical and Financial Weights

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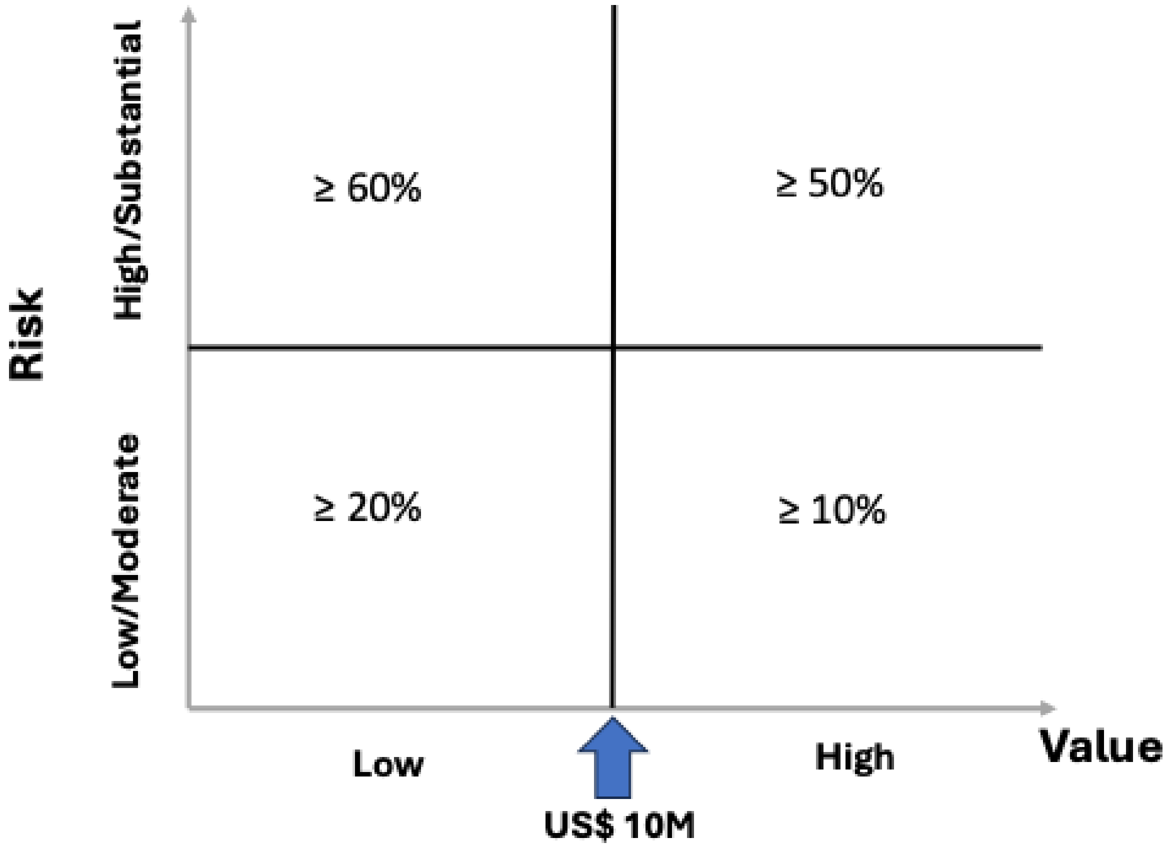

$$T_{weight} + F_{weight} = 100\%$$

$$S = T_{ws} + F_{ws}$$

Technical Score (Sample)

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$$T_{ws} = \frac{T_{bid}}{T_{max}} * T_{weight}$$

Where:

- T_{ws} = Technical weighted score
- T_{bid} = Technical score given to the bid
- T_{max} = Technical score maximum (e.g., 100 points)
- T_{weight} = Technical weight assigned to the package

Financial Scoring (Sample)

Option 1: Common Formula

$$F_{ws} = \frac{P_{low}}{P_{bid}} * F_{weight}$$

Where:

F_{ws} = Financial weighted score

P_{low} = the lowest of all evaluated bid price among substantially responsive bids

P_{bid} = Evaluated price of the bid

F_{weight} = Financial weight assigned to the package

Option 2: Average Formula

$$F_{ws} = \frac{P_{max} - P_{bid}}{P_{max} - P_{min}} * 100 * F_{weight}$$

Where:

F_{ws} = financial weighted score

P_{avg} = average price of all substantially responsive bids

n = predefined price range applied to $P_{avg,}$ generally, 15%.

P_{max} = (1 + n) x P_{avg} – upper end of predefined price range

P_{min} = (1 - n) x P_{avg} – lower end of predefined price range

P_{bid} = Evaluated price of the bid

F_{weight} = Financial weight assigned to the package

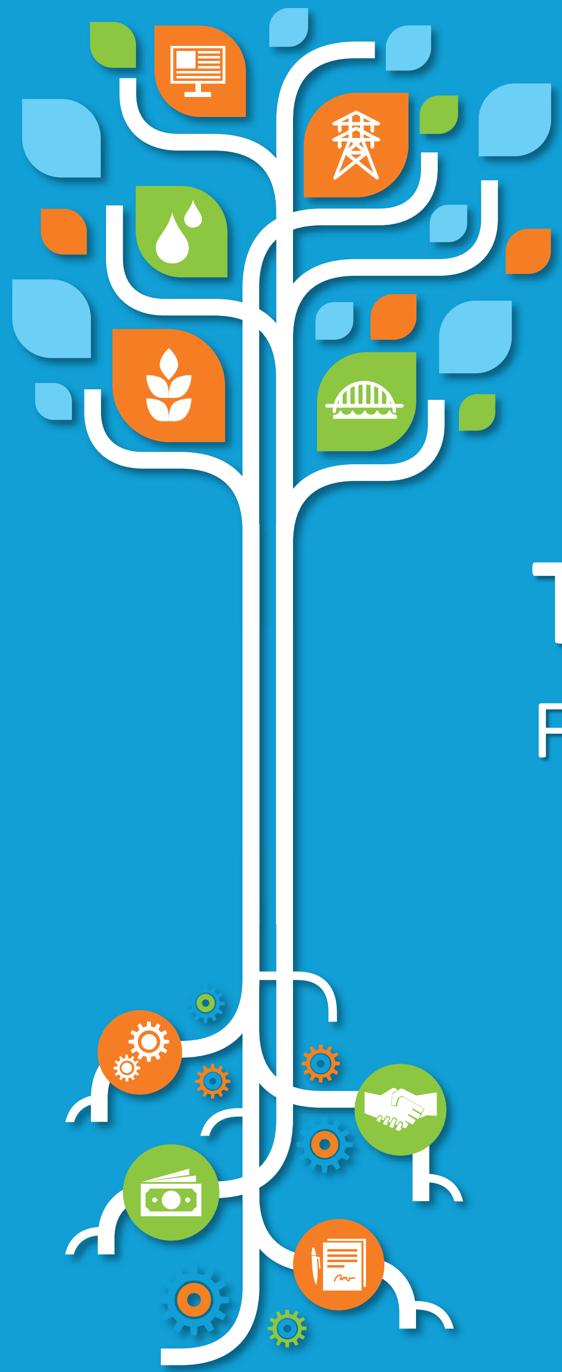
If Pbid ≧ Pmax then Pbid = Pmax

If Pbid ≦ Pmin then Pbid = Pmin

Main Pipeline Projects

Anticipated Projects

- Integrated Solid Waste Management Subproject in Bahawalpur under DREAMS Punjab
- Sindh Coastal Improvement Project
- KP Resilient Irrigated Agriculture Livelihoods Development Project
- Punjab Hill Torrents Management Project
- Punjab Climate-Resilient and Low-Carbon Agriculture Mechanization Project
- Balochistan Water Sector Development Program (Addl Financing)
- Sindh Nursing and Health Workforce Strengthening Project
- Naulong Integrated Water Resources Development Project
- Punjab STEM Education Project (RBL)
- Punjab Nursing and Health Workforce Sector Reform Program (RBL)
- Quetta BRT Project (PRF)
- Sindh Urban Sector Improvement Project (PRF)
- Improvement of Karachi Rorhi Section of ML-1 (PRF)



Thank You

For your time & attention

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BUSINESS OPPORTUNITIES