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**ASIAN DEVELOPMENT BANK BUSINESS OPPORTUNITIES FAIR 2026**

**21-24 SEPTEMBER 2026 | ADB HEADQUARTERS, MANILA**

**VALUE FOR MONEY: DRIVING QUALITY INFRASTRUCTURE**

# Procurement of Goods and Works

**AYANA ANGULO**

**Senior Procurement Specialist**

**Procurement Division/Procurement, Portfolio  
and Financial Management Department**



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# ADB Core Procurement Principles



**Economy**



**Efficiency**



**Fairness**



**Transparency**



**Quality**



**Value for money**

VALUE FOR MONEY: DRIVING QUALITY INFRASTRUCTURE

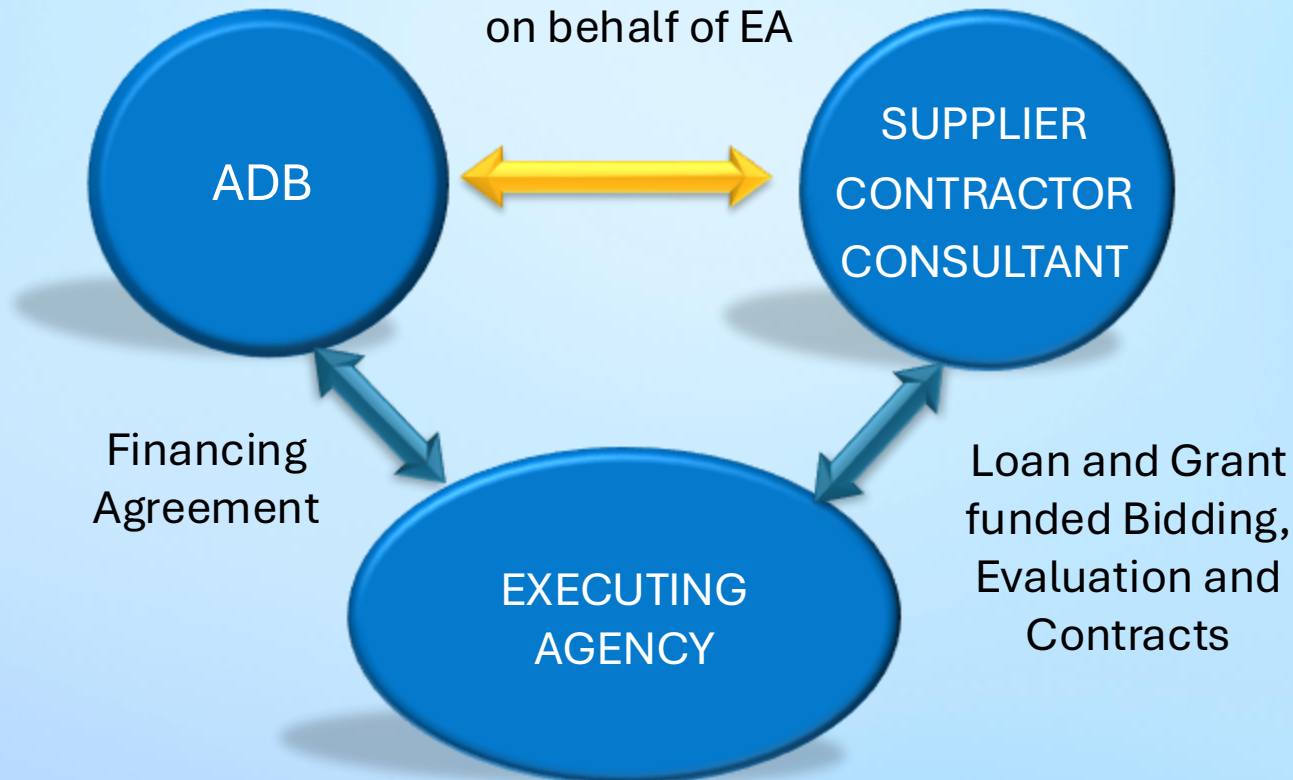


# Relationship, Roles and Responsibilities

No Contractual Relationship

except for TA.

For loans/grants, ADB may  
disburse payment directly  
on behalf of EA



- The **Borrower** (Executing Agency) is responsible for procurement of goods, works and services
- **ADB** (*under TAs*) or **Borrower** select and recruit Consultants
- ADB reviews the procurement activities of EAs to ensure that proceeds of its financing are used in accordance with the bank's rules



# Sovereign Projects - Financing Types

## Loans and Grants

Provided to and managed by Governments

Procurement of Works, Goods and Services

Government undertakes procurement (ADB oversight)

Contracts signed by Government

## Technical Assistance

Provided to governments, but contracts managed by ADB

Mostly procurement of Consulting Services

ADB undertakes procurement

Contracts signed by ADB



# When is the Private Sector engaged?





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## POLICY

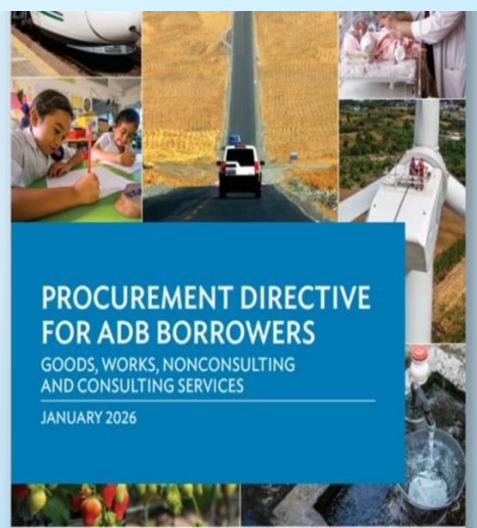


### ADB PROCUREMENT POLICY

Goods, Works, Nonconsulting and Consulting Services

Overarching, applicable to all  
(Borrowers, Contractors,  
Suppliers, Firms)

## DIRECTIVE



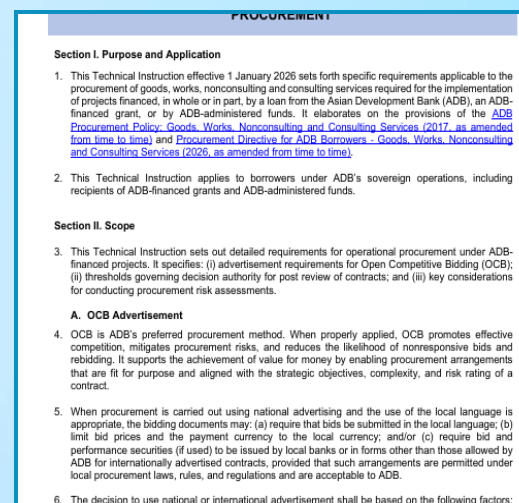
### PROCUREMENT DIRECTIVE FOR ADB BORROWERS

GOODS, WORKS, NONCONSULTING  
AND CONSULTING SERVICES

JANUARY 2026

Guidance for  
Borrowers

## TECHNICAL INSTRUCTIONS



### Section I. Purpose and Application

1. This Technical Instruction effective 1 January 2026 sets forth specific requirements applicable to the procurement of goods, works, nonconsulting and consulting services required for the implementation of projects financed, in whole or in part, by a loan from the Asian Development Bank (ADB), an ADB-financed grant, or by ADB-administered funds. It elaborates on the provisions of the [ADB Procurement Policy - Goods, Works, Nonconsulting and Consulting Services \(2017, as amended from time to time\)](#) and [Procurement Directive for ADB Borrowers - Goods, Works, Nonconsulting and Consulting Services \(2026, as amended from time to time\)](#).

2. This Technical Instruction applies to borrowers under ADB's sovereign operations, including recipients of ADB-financed grants and ADB-administered funds.

### Section II. Scope

3. This Technical Instruction sets out detailed requirements for operational procurement under ADB-financed projects. It specifies: (i) advertisement requirements for Open Competitive Bidding (OCB); (ii) thresholds governing decision authority for post review of contracts; and (iii) key considerations for conducting procurement risk assessments.

#### A. OCB Advertisement

4. OCB is ADB's preferred procurement method. When properly applied, OCB promotes effective competition, mitigates procurement risks, and reduces the likelihood of nonresponsive bids and rebidding. It supports the achievement of value for money by enabling procurement arrangements that are fit for purpose and aligned with the strategic objectives, complexity, and risk rating of a contract.

5. When procurement is carried out using national advertising and the use of the local language is appropriate, the bidding documents may: (a) require that bids be submitted in the local language; (b) limit bid prices and the payment currency to the local currency; and/or (c) require bid and performance securities (if used) to be issued by local banks or in forms other than those allowed by ADB for internationally advertised contracts, provided that such arrangements are permitted under local procurement laws, rules, and regulations and are acceptable to ADB.

6. The decision to use national or international advertisement shall be based on the following factors:

Applicable to all

## STANDARD BIDDING DOCUMENTS

### 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)

Used by Borrowers  
and Contractors

VALUE FOR MONEY: DRIVING QUALITY INFRASTRUCTURE



# Principles-based

1. Minimal prescriptive procedures
2. Increased reliance on
  - Professional judgment
  - Risk-based decision-making
  - Market analysis
3. Greater responsibility on borrowers and ADB teams



# Procurement Directive for ADB Borrowers

Supersedes the 2017 Procurement Regulations

Directive Objectives:

## Promote Innovation and Enhance Supplier Base

Early market engagement, collaborative forms of contracting.

## Improve Quality and Value for Money

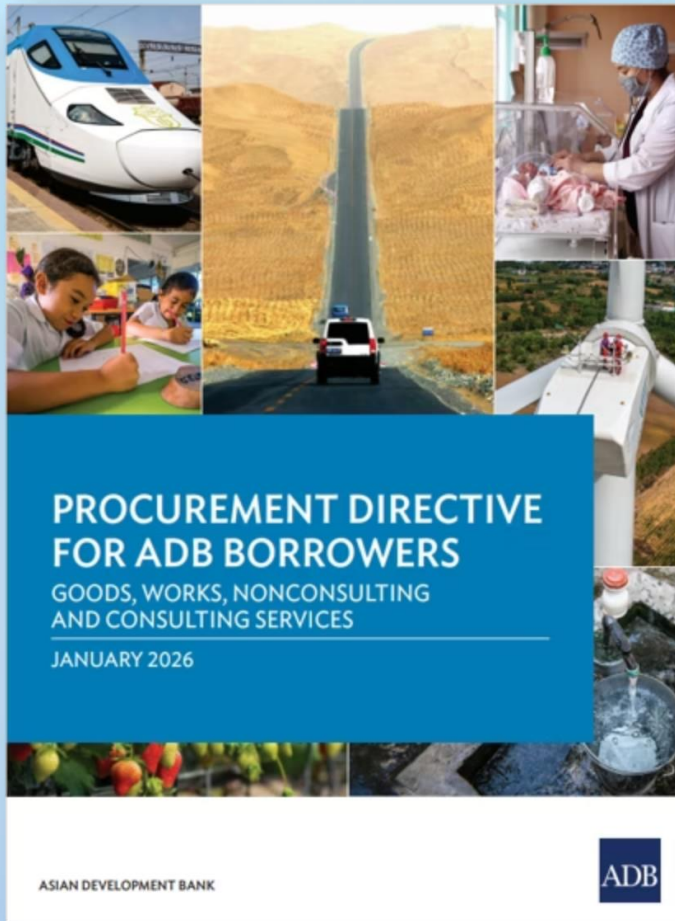
Merit point criteria on internationally advertised works, nonconsulting services and specific goods contracts.

## Reward Sustainable Procurement

Focus on environmental, social, economic & institutional considerations.

## Foster Economic Growth and Local Development

Local labor requirement on internationally advertised works contracts.





# Procurement Directive Key Characteristics



## 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.



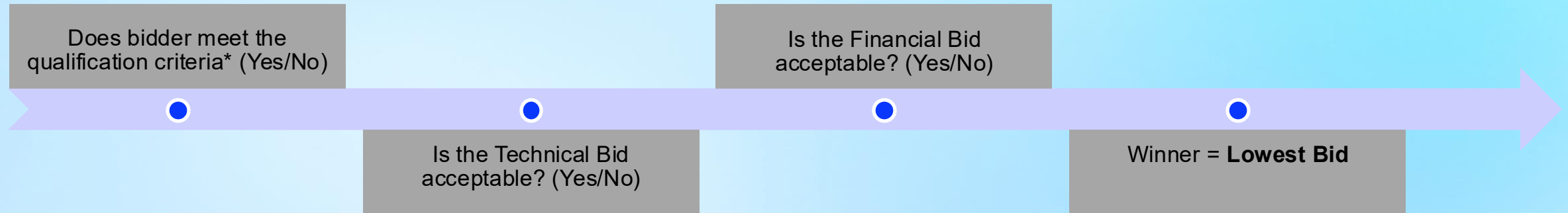
## Sustainable Procurement

Embedding environmental, social, institutional and economic factors into procurement decisions, with up to 25% of the MPC technical score allocated to sustainability.

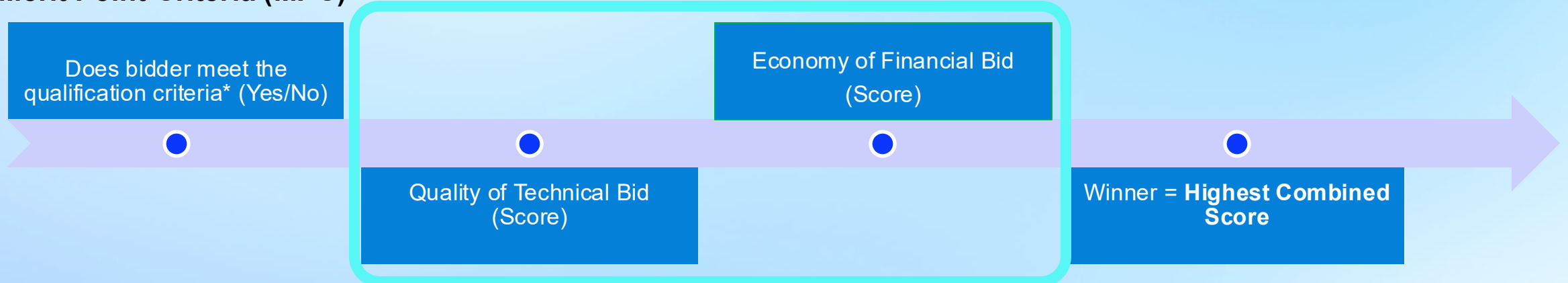


# ADB's Evaluation Methods

## 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.**

☐ MPC does not apply to pharmaceuticals, vaccines, commodities, and low-value off-the-shelf goods.



# Technical Instruction for Borrowers

## TECHNICAL INSTRUCTION ON BORROWER-ADMINISTERED PROCUREMENT

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6. The decision to use national or international advertisement shall be based on the following factors: (i) the nature, structure and capacity of the supply market; (ii) the procurement risk rating; (iii) the complexity of the contract; and (iv) the estimated contract value, including any applicable low or high contract thresholds applicable to the contract context. This determination must be assessed and justified in the Strategic Procurement Planning (SPP) report, reflected in the Procurement Plan, and approved by ADB.

#### B. Post Review Thresholds for Contracts

7. Contracts with estimated values below the post review thresholds specified in this Technical Instruction shall be subject to post review, as per the *Post Review Thresholds for Contracts (Table 1)*. ADB may also designate contracts above these thresholds as subject to post review, which shall be reflected in the procurement plan.

## Key Takeaways

- Effective 1 January 2026
- Applicable to the procurement of goods, works, nonconsulting and consulting services
- Open Competitive Bidding (OCB) is ADB's preferred procurement method for nationally & internationally advertised tenders
- Borrowers are not required to seek ADB's Prior Review for contracts with estimated values below \$1 million for Works and \$500,000 for Goods
- Procurement risk assessed for each contract package based on five key parameters (procurement capacity, market conditions, contract complexity, contract size, and Implementation environment)



# Advice when approaching Opportunities

Plan ahead:  
Identify a  
pipeline of  
projects of  
interest.

Understand  
project  
background,  
local context &  
partnership  
needs

Respond clearly  
to qualification  
and evaluation  
criteria

Understand legal  
& regulatory  
systems  
(business  
registration, tax,  
customs etc.)

Build local  
partnerships (JV  
or association)

Carefully read &  
understand  
submission  
requirements; no  
conditional bids

Invest  
appropriate  
resources and  
time in  
preparing the  
bids



# Common Mistakes

Bids not signed, or  
unclear authorization  
to sign

Ownership structures  
and JV arrangements

Non-compliant Bid  
Security / Bid Securing  
Declaration

Failure to meet  
Qualification Criteria

Poor Supporting  
Documents

Incomplete Bids /  
Partial Bids

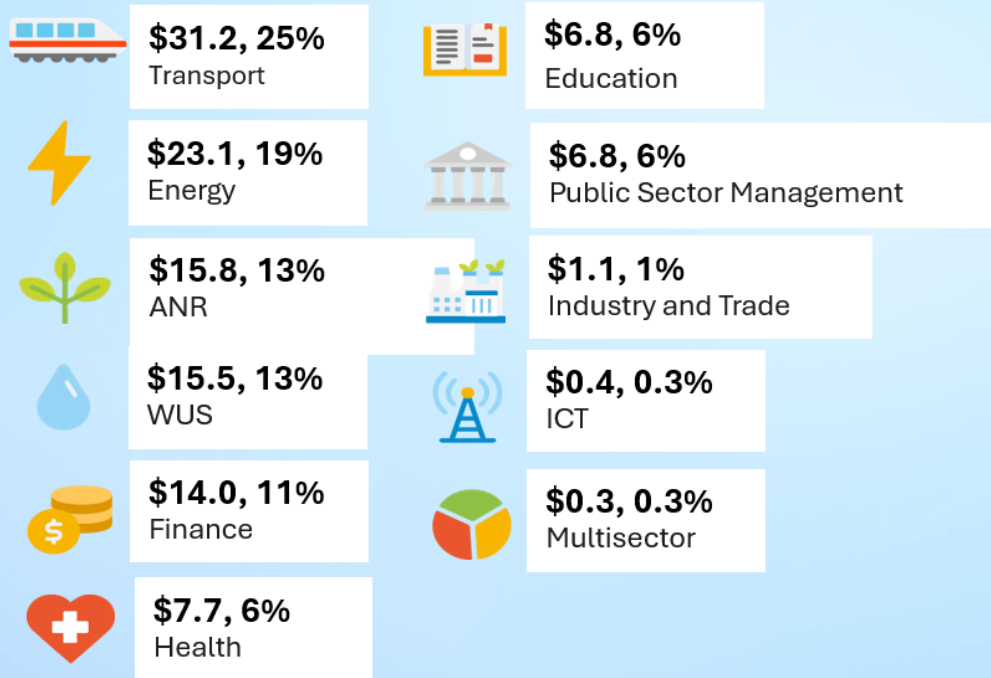
Inclusion of financial  
offer with technical  
offer where bid  
conditions require  
them to be separated



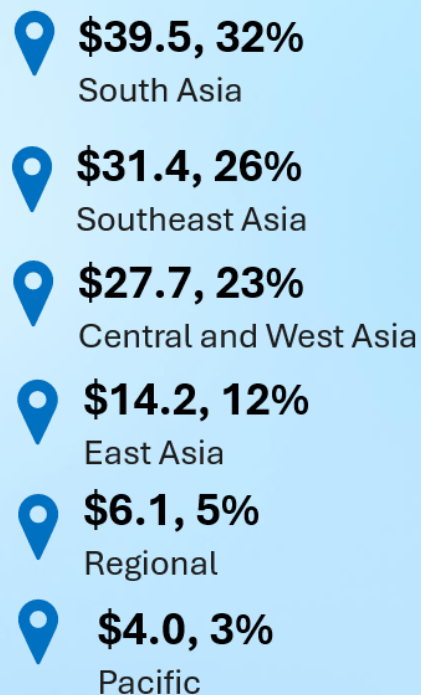
## Active Committed Portfolio by Sector, Region & DMC

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

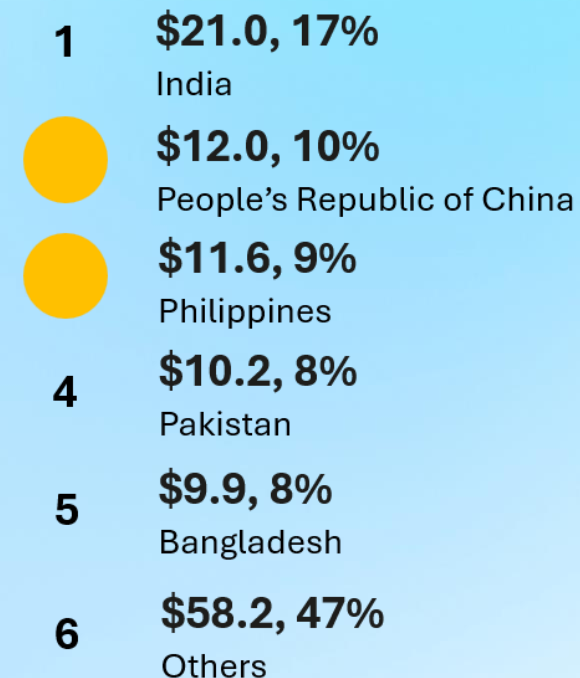
### BY SECTOR



### BY REGION



### BY DEVELOPING MEMBER COUNTRY



ANR = agriculture, natural resources, and rural development; ICT = information and communication technology; WUS = water and other urban infrastructure and services.

Note: Figures may not sum precisely because of rounding.



# Where to Find Information

## In the Spotlight



### Procurement Directive



### Technical Instructions

The new Technical Instruction provides borrowers with clear guidance on key provisions of the Procurement Directive related to advertisement, contract modifications, post-review thresholds, and procurement risk assessment.



### Guidance Notes

Four easy-to-use guidance notes have been prepared to help borrowers and project teams implement the new Procurement Directive, providing practical advice on bid evaluation, early market engagement, local participation, and merit point criteria.



### Procurement Snapshots

Three concise procurement snapshots have been published to support borrowers and project teams in implementing the new Procurement Directive, offering quick insights into key concepts such as early market engagement, local participation, and merit point criteria.



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# Where to Find Information

## Business Opportunities



### Project Procurement

ADB procures goods, works, and services from external suppliers for its development projects and programs, and engages consultants to help prepare studies, appraisals, and reports.

 [Latest Procurement Notices](#)

 [Latest Consulting Opportunities](#)



### Consultant Management System

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

 [Register for an account](#)

## Contacts

Send an Information Request

 [Email](#)

**Procurement, Portfolio and Financial  
Management Department**

ADB Headquarters, 6 ADB Avenue  
Mandaluyong City 1550  
Metro Manila, Philippines

[Submit a Procurement Complaint](#)



[ADB Debarment and  
Suspension Register](#)





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# Where to Find Information



Solving Complex  
Challenges Together

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Projects & Tenders

Projects Documents Tenders

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☐ Additional Financing (Cofinancing) Reports☐ Agreements☐ Audit and Performance Evaluation Reports☐ Audited Project Financial Statements☐ Cancellation Notices

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Procurement plans, reports, safeguards, etc.

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Procurement Pla... [x](#)

Maharashtra Tertiary Care and Medical Education Sector Development Program: Procurement Plan

56343-001; India; Type: Procurement Plans

Document Date: 20 Mar 2026

Integrated Aged Care Project: Procurement Plan

55254-001; Tonga; Type: Procurement Plans

Document Date: 17 Mar 2026

Integrated Services and Livelihood for Displaced People from Myanmar and Host Communities Improvement Project: Procurement Plan

58075-001; Bangladesh; Type: Procurement Plans

Document Date: 16 Mar 2026

Greater Mekong Subregion Health Security Project: Cambodia Procurement Plan

48118-002; Regional, Cambodia; Type: Procurement Plans

Document Date: 16 Mar 2026

Improving Computer and Software Engineering Tertiary Education Project: Procurement Plan

50140-002; Bangladesh; Type: Procurement Plans

Document Date: 13 Mar 2026

Himachal Pradesh Subtropical Horticulture, Irrigation, and Value Addition: Procurement Plan

53189-002; India; Type: Procurement Plans

Document Date: 13 Mar 2026

Almaty-Bishkek Economic Corridor Regional Improvement of Border Services Project Readiness: Procurement Plan

Document Date: 13 Mar 2026

Key Documents

[Reports and Recommendations of the President](#)

[Procurement Plans](#)

[Safeguard Policy Statement](#)

[Access to Information Policy](#)

Request for Information

ADB documents and information that you have not been able to find on our website. [→](#)

VALUE FOR MONEY: DRIVING QUALITY INFRASTRUCTURE



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16-18 SEPTEMBER 2025 | ADB HEADQUARTERS, MANILA  
**QUALITY · INNOVATION · IMPACT**



# Thank You!

**AYANA ANGULO**

Senior Procurement Specialist, PFP, PPFD

[aangulo@adb.org](mailto:aangulo@adb.org)



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**Procurement Demystified**  
**The ADB Procurement System**  
**11:30 AM – 12:30 NN**  
**Audi 1-4**



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