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ASIAN DEVELOPMENT BANK BUSINESS OPPORTUNITIES FAIR 2026

21-24 SEPTEMBER 2026 | ADB HEADQUARTERS, MANILA

ENHANCING QUALITY: ESF TOOLS AND PRACTICES

Enhancing Quality: Environmental and Social Tools and Practices

OFFICE OF SAFEGUARDS



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Moderator



Lisa Kircher

Senior Safeguards Specialist
Office of Safeguards



Housekeeping

- Emergency exit is the outdoor courtyard
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- The session will be recorded
- PPT and recording will be posted on the BOF 2026 DevAsia page



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Opening Remarks



Jocelyn Munsayac

Director for Regional Operations Services 3,
Southeast Asia
Office of Safeguards



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Agenda

Module 1: Environmental and Social Assessment and Management Process

Module 2: Sustainable Procurement and Safeguards



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Menti poll:

What are the biggest challenges or concerns you have related to safeguards?





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Video:

[Introduction to the Environmental and Social Framework](#)



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Environmental and Social Assessment and Management Process



Saswati Belliappa

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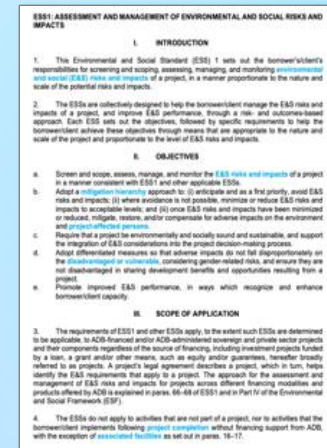




Environmental and Social Assessment and Management Process

ESS1: Assessment and Management of E&S Risks and Impacts

*“The term E&S assessment is a generic term used in the ESF to describe the **process** of analysis and planning used by the borrower/client to ensure that the E&S risks and impacts of a project are assessed and managed proportionate to the nature and scale of the potential E&S risks and impacts of a project.”*
(ESS1, para 23)



Ongoing, iterative throughout the project's lifetime:

- Assessment
- Stakeholder engagement
- Management



E&S Risk and Impact Assessment and Management Process – Responsibilities by Key Stages				
Key Stages of E&S Assessment & Management		Borrower Responsibility		ADB Responsibility
		Consultant/ Contractor	EA/IA	
	Screening & Classification	Provide information, context, supporting evidence	Shares information to ADB	Lead
	Baseline Studies & Scoping	Collect data; map sensitive areas; identify associated facilities and existing facilities; advise; inform	Lead; approve; decide	Technical assistance
	Stakeholder Engagement	Identify stakeholders; prepare SEP; facilitate; document; support communications	Lead engagement; information disclosure; deliver commitments made during consultations; establish GM;	Participate; monitor
	Impact Assessment & Alternatives	Technical inputs; analyze; assess; recommend	Lead assessment; endorse conclusions; decide on actions; disclose	Technical assistance; review; clear; disclose
	ESMP & Other E&S Plans	Prepare; update; provide technical inputs	Approve; adopt; submit; disclose; primary owner	Technical assistance; review; clear; disclose
	Capacity Building	Deliver; advise; strengthen capacity	Direct; resource; institutionalize	Technical assistance, advise
	E&S Plans Implementation	Implement assigned E&S measures; report performance	Oversee; enforce; ensure compliance	Monitor compliance and outcomes
	Monitoring & Reporting	Collect data; monitor activities; provide timely reports to EA/IA	Monitor outcomes; verify compliance; report to ADB; disclose	Review, verify, clear, disclose

Understanding ESIA and ESMP as the overarching assessment and management document



Preparation of ESIA & ESMP may inform:



A Applicability of ESSs

B Decision whether additional E&S assessments and management documents may be required



Environmental and Social Impact Assessment (ESIA)

Assessment is across project lifecycle: *pre-construction, construction, operation, decommissioning*

Establishes applicability of each ESS and national requirements: *labor, H&S, etc.*

Assesses risks and impacts in an integrated manner across all project components & ESSs

Identifies the overall project impact area and alternatives, including direct, indirect and cumulative impacts

Standard-Specific E&S Assessment and Management Document

Assessment is generally undertaken by project phase.

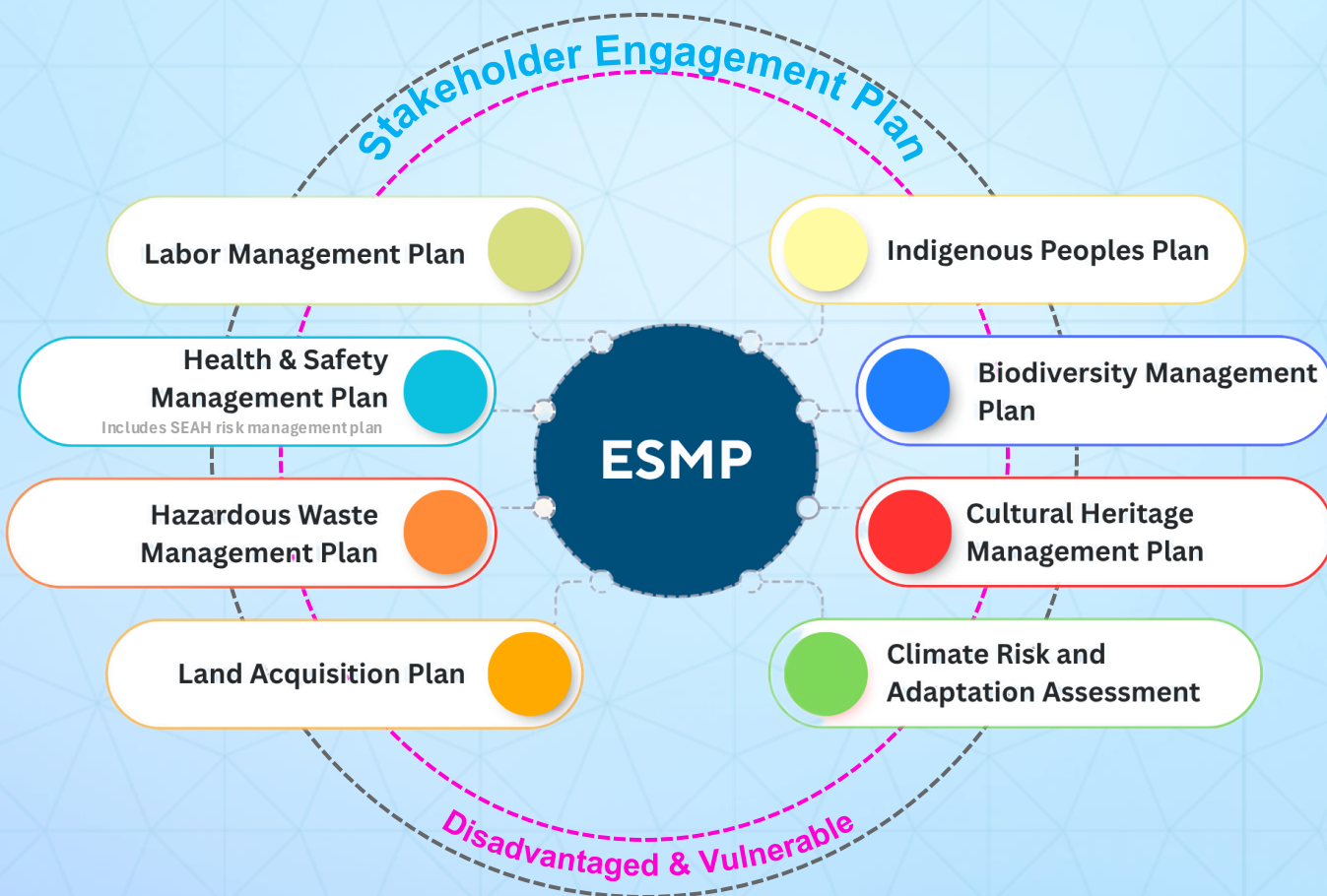
Centered on a particular ESS, with references to related ESSs where relevant

Assesses risks and impacts under a specific ESS in greater detail for higher-risk projects and activities

Identifies project-affected persons, impact pathways, and impact severity under a specific ESS



Environmental and Social Management Plan (ESMP)



E&S Management Plan (ESMP)



Other E&S Management Plans

- Describes the mitigation measures for all applicable ESSs.
- Answers the “what”
- Where no standalone E&S management document is prepared, ESMP may also provide operational guidance on mitigation measures.

Example:

ESMP: Traffic related impacts will be managed through measures including rerouting, deployment of traffic controllers, and the provision of first responders to address traffic-related incidents.

- Describes how to operationalize the mitigation measures specific to the Standard
- Answers the “how”
- May be an attachment to ESMP or a standalone document.

Example:

HSMP or TMP: Provides detailed arrangements, including the specific rerouting plan, protocols for traffic related-incidents, and the equipment required to effectively manage traffic.



E&S Documents Guide

1. **If borrower/client documents satisfy the requirements of the ESSs, they may be used.**
2. **The type and scope of documentation required will depend on the financing modality, the risks of specific ESSs that are relevant to the project, and the project context.**
3. **There is no definitive list of documents by project-level risk classifications, as there can be multiple permutations.**
4. **The 120-day sovereign and 60-day non-sovereign disclosure requirements apply only to the E&S impact assessment of high-risk projects.**



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Q&A



ACTIVITY 1

Process Mapping

Stage	Key Deliverable(s)	One Challenge
☐ Adaptive Management		
☐ Baseline		
☐ Impact Assessment		
☐ Implementation		
☐ Management Planning		
☐ Mitigation Measures		
☐ Screening		
☐ Scoping		

1. Arrange the stages in the correct order.
2. Identify the key deliverable(s) at each stage.
3. Identify one challenge that consultants face at each stage.



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ESF Aspects of Public Procurement

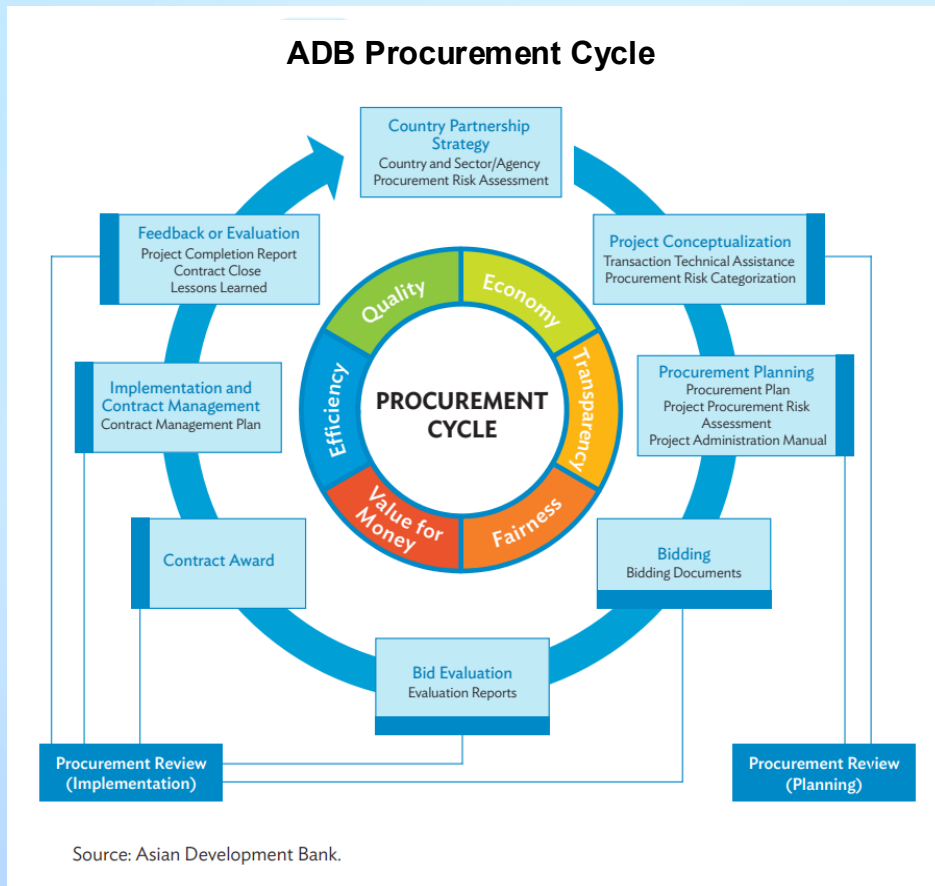


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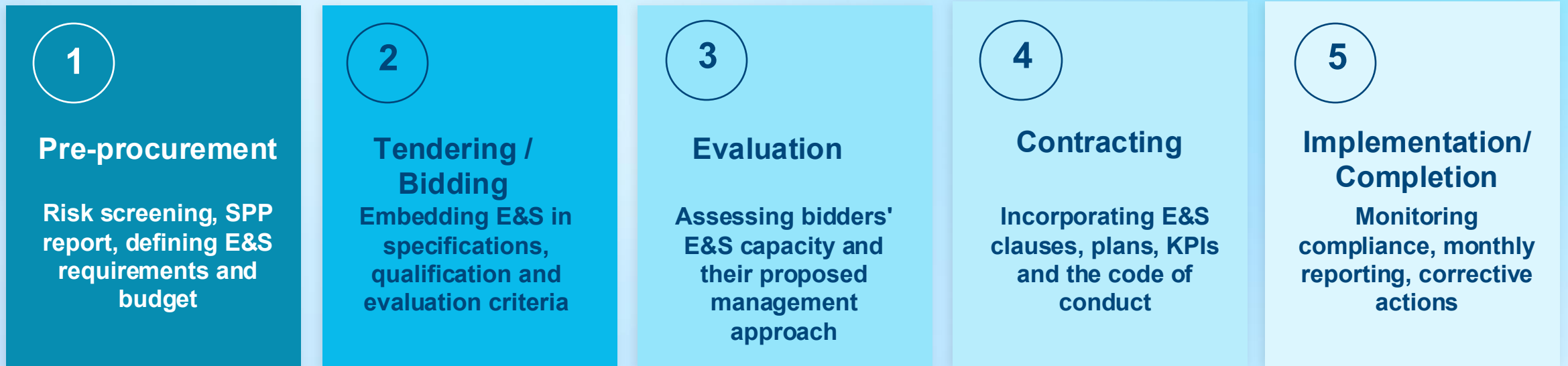
Learning Objectives



- Understand how E&S aspects are integrated within the procurement cycle
- Recent changes to the procurement framework and linkages to E&S
- Understand the roles of different entities



Where E&S Enters the Procurement Cycle



TIMING MATTERS!



BORROWER/CLIENT OBLIGATIONS

What the ESF requires from an executing agency (EA)/ implementing agency (IA) or private sector client

ESS1 paragraph 64

“The borrower/client will require that all contractors and subcontractors engaged on a project operate in a manner consistent with the requirements of the ESSs, including the specific requirements set out in the ESCP/ESAP, such as preparation of additional plans or assessments as required by the ESSs and as relevant to the financing modality or product.”

- Assess contract-related E&S risks and impacts
- Ensure contractors have the necessary E&S experience and skills
- Include E&S requirements in bidding documents and contracts
- Require contractors to implement corrective actions as needed
- Monitor contractor compliance throughout implementation
- Require equivalent arrangements between contractors and subcontractors



Spot the Sustainable Choice

Which item would you choose for a project supply order?



Plastic
Bottle



Reusable
Glass
Bottle



Aluminum
Can

E&S implications of each choice:

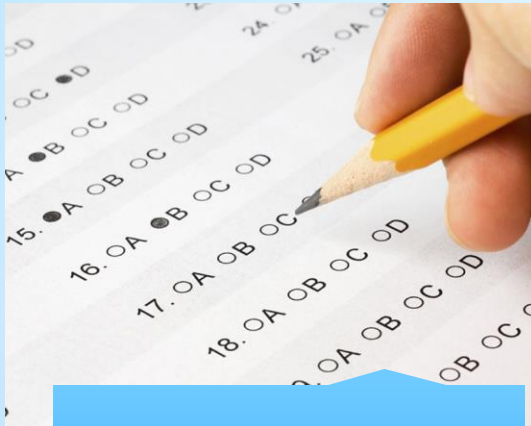
- **Plastic bottle:** low cost, high waste, poor environmental outcome.
- **Glass bottle:** sustainable, reusable, but higher procurement cost.
- **Aluminum can:** recyclable but energy-intensive production.



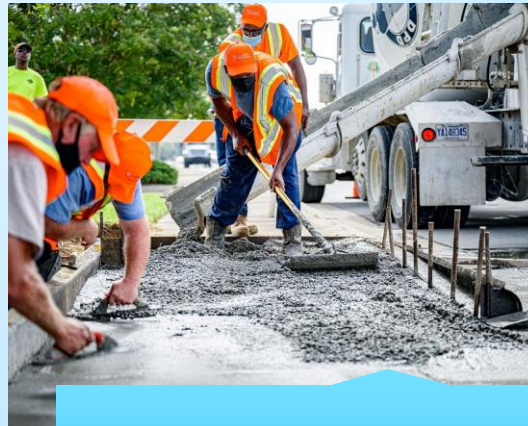
Four Areas Requiring E&S Inputs

SPP/BD Preparation, Bid Evaluation

Contract Execution



Merit point criteria



Local participation



**Sustainable
procurement**



Contract management



Merit Point Criteria (MPC)

Required for internationally advertised goods*, works and non-consulting services to advance quality, sustainability and value for money

E&S Risk and Impact Management Methodology

- Bidders understanding of project-specific E&S risks and impacts and proposed management measures

E&S Implementation Capacity and Resources

- Evaluate proposed organizational arrangements to manage E&S risks and impacts

Relevant E&S Performance on Similar Projects

- Performance on comparable projects during last 5 years and E&S certification

In-House E&S Policies and Procedures

- Existing operation systems to manage E&S risks and impacts

Local Participation

- Local job creation and skills development

**Excludes pharmaceuticals, vaccines, commodities, and low-value off-the-shelf goods.*



Sustainable Procurement and E&S

Strategic Procurement Planning (SPP) Appendix 1; Section 4: Sustainable Procurement

Table A7: Sustainable Procurement Considerations

Legal/Policy Requirements	A statement of any legal or policy requirements covering Sustainable or Green Procurement requirements.
Procurement items potentially having sustainability targets, and nature of those targets	For example: Package item 1 - Sustainable procurement aspects, such as minimization of embodied energy, consideration of end-of-life disposal or recycling; Package item 2 - social impacts such as promotion of involvement by local SMEs.
Procurement or contracting approach to apply	Record the designer's advice on whether or not sustainability requirements can be achieved through conformance or performance specifications in the bid documents and evaluation on a least cost basis, or if additional measures are recommended for example through qualification criteria for key experience, or use of merit points in evaluation etc.
Implementation and support requirements	Identify the stakeholder that will act as project champion, and identify potential support requirements necessary to ensure preparation of appropriate designs and specifications, to carry out bid evaluations, and to supervise implementation.

(The Guidance Note on Sustainable Public Procurement has more details).

Section 5 – Risk Management

A. Project Procurement Risk Assessment Risk Register

Section 7 – Procurement Strategy Summary

F. Sustainability Requirements

A1.22 [State whether or not there are particular sustainability considerations, identify those considerations, and describe the designer's advice on whether or not sustainability requirements can be achieved through conformance or performance specifications in the bid documents and evaluation on a least cost basis, or if additional measures are recommended for example through qualification criteria for key experience, or use of merit points in evaluation etc.]

N. Suggestions on Qualification Criteria or other content of Bidding Documents

O. Value for Money Statement

P. Project Risk and Mitigation Measures Statement

<https://www.adb.org/sites/default/files/sustainable-public-procurement.pdf>
<https://www.adb.org/sites/default/files/procurement-planning.pdf>



Standard Bidding Documents (SBD) – Section 4 Technical Proposal

Technical Proposal

NOTE

The Employer may substitute, delete, or add other information specifying the activities that the Bidders shall describe in their Bid. For each of the forms hereinafter, the Employer may consider specifying a maximum page limit.

The technical proposal is expected to include as a minimum information described in the following forms:

- (i) Construction Management Strategy; ✓
- (ii) Construction Methods for Key Component; ✓
- (iii) Construction Schedule; ✓
- (iv) Quality Assurance and Quality Control;
- (v) Bidder's Environmental and Social Management Plan; ✓
- (vi) Anticipated Risks Evaluation;
- (vii) Personnel and Organizational Chart; ✓
- (viii) Personnel; ✓
- (ix) Equipment;
- (x) List of Subcontractors; and
- (xi) Local Participation Plan ✓

(v) Bidder's Environmental and Social Management Plan and other E&S management documents, as may be relevant ³²

The Bidder shall submit a bidder's Environmental and Social Management Plan (Bidder's ESMP) and other E&S management documents, such as SEAH management plan, H&S management plan, as may be relevant, commensurate with the risks and impacts of the proposed works and activities as described in the project ESIA, ESMP, LMP, Land Acquisition Plan (LAP) and other E&S assessment and management documents. These plans shall describe in detail the actions, materials, equipment, management processes, and others that will be implemented by the Contractor, and its subcontractors to avoid, minimize, and/or mitigate environmental and social risks associated with implementing the projects activities throughout the project cycle.

In developing these strategies and plans, the Bidder shall have regard to the E&S provisions of the contract and E&S risks, including those as may be more fully described in Section 6 (Works' Requirements).

The proposal shall also include details in relation to in-house policies and procedures acceptable to the Employer for E&S management such as:

- Availability of the valid International Organization for Standardization (ISO) certification or internationally recognized equivalent (equivalency to be demonstrated by the Bidder), and applicable to the worksite:
[such as], Quality management certificate ISO 9001, Environmental management certificate ISO 14001, Health and safety management certificate ISO 45001
- Grievance management for both contractor staff and any issues arising between contractor staff and nearby community members
- Performance monitoring system for contractor staff/ subcontractors/ suppliers/suppliers
- Existence of an Ethics Charter.
- Existence of a system for monitoring compliance with E&S commitments for the Bidder's Subcontractors and all its partners.
- Existence of official company procedures for the management of the following relevant points:
 - E&S resources and facilities and E&S monitoring system;
 - Project Areas management information (base camps, quarries, burrow pits, storage areas);
 - Health and Safety on worksites policy and related guidance;
 - Labor Management System;
 - Local recruitment and E&S training of local staff, subcontractors, and/or local partners;
 - Community stakeholder engagement practice;
 - Traffic management practice;
 - Hazardous products management practice;
 - Waste management practice;
 - Protection of water resources;
 - Biodiversity protection practices;
 - Site rehabilitation and revegetation practice;
 - Local cultural heritage protection practice;
 - Erosion and sedimentation practices; and
 - Control of infectious and communicable diseases (HIV/AIDS, malaria, COVID-19, and others)
- Personnel management system: HR policies and procedures, including documented worker grievance mechanisms and evidence of effective implementation (e.g., records of grievances received and resolved).
- System that executes and manages labor management policies and procedures day-to-day
- Evidence of compliance reports to demonstrate implementation of the ESMP or other E&S management documents, audit report in past projects
- Documented HSMP plans, fatalities-free record or evidence of corrective actions in past projects
- SEAH policy, and in relation to SEAH mitigation measures, evidence of codes of conduct, training, grievance handling



SBD – Section 6 Works Requirements

Environmental and Social Management Requirements³³

NOTES

The Employer's team preparing the Environmental and Social (E&S) requirements should include a suitably qualified E&S specialist/s as determined by the E&S risk assessment.

Based on the E&S risk assessment undertaken for the project³⁴ and this specific contract, the Employer shall provide key E&S risks and impacts and expectations on contractors to manage the E&S risk prevention, mitigation and effective reporting.

The Employer should attach or refer to the Employer's Environmental and Social policies that will apply to the project, if available.

This may include, as appropriate, but not be limited to develop and implement a E&S management plan with specific timeline for their implementation. A contractor should commit to establishing a system with effective risk management framework, including a central register for E&S for prevention, mitigation and response to E&S incidents perpetrated by contractors or sub-contractors' personnel. This should include systems for reporting and handling of E&S complaints with established internal standard operational procedures and referral protocols for E&S incidents, promotion of code of conduct and regular training for all contractor's employees, having in-house or identify external investigators for E&S cases, promote reporting channels to community members and workers; and ensure that sub-contractors adhere to Contractor's E&S Code of Conduct.

Minimum Content of Requirements

In preparing detailed specifications for E&S requirements, the specialists should refer to and consider:

- E&S assessment and management documents e.g. ESIA/ESMP/LMP/LAP/other E&S assessment and management documents³⁵;
- consent or permit conditions;
- required standards including World Bank Group EHS Guidelines;
- relevant international conventions or treaties, and others, national legal and/or regulatory requirements and standards (where these represent higher standards than the WBG EHS Guidelines);
- relevant international standards, e.g., World Health Organization (WHO) Guidelines for Safe Use of Pesticides;
- relevant sector standards, e.g., European Union (EU) Council Directive 91/271/EEC Concerning Urban Waste Water Treatment;
- grievance mechanism, including types of grievances to be recorded and how to protect confidentiality and non-retaliation e.g. of those reporting allegations of SEAH; and SEAH prevention and management

Any summary (key) information provided here shall not be inconsistent with the more detailed requirements in the Bidding Document.

The detailed specification for E&S should, to the extent possible, describe the intended outcome rather than the method of working.

The E&S requirements should be prepared in a manner that does not conflict with the relevant General Conditions of Contract (and the corresponding Particular Conditions, if any) and other parts of the specifications.

The Bidder must demonstrate that it has E&S personnel who meet the following requirements:

Key Personnel as Determined by the Environmental and Social Management Plan and Other E&S Assessment and Management Documents

No.	Position/ Specialization	Relevant Academic Qualifications	Minimum Years of Relevant Work Experience	Minimum Time On-Site (% FTE)
1	Environmental specialist	[e.g., degree in relevant environmental subject]	[e.g., years working on road contracts in similar work environments]	
2	Social specialist	[e.g., degree in relevant social subject]	[e.g., years working on road contracts in similar work environments]	
3	H&S officer	[e.g., degree with acceptable health and safety accreditation (IOSH/ NEBOSH certified or GIP equivalent)]	[e.g., years working on road contracts in similar work environments]	
4	Labor/HR specialist	[e.g., degree in relevant social subject]		
5	SEAH focal point	[e.g., degree in relevant social subject]	Minimum 5 years of monitoring and managing risks related to gender-based violence, out of which 3 years of relevant experience in addressing issues related to sexual exploitation, sexual abuse and sexual harassment	

FTE = full-time employee.

Contract Management Plan

NOTE

The Employer shall prepare a suitable template for the Contractor's monthly progress report, also referred to as the Contract Management Plan, in line with the items listed in Sub-Clause 4.20 [Progress Reports] and in Part D of the Particular Conditions [Metrics for Progress Reports on Environmental and Social (E&S)]. The template may be created using the Project Management Dashboard (PMD) platform (www.pmdportal.com) and attached to the Bidding Document.

The Contractor shall prepare the monthly progress report as per the format defined hereinafter, also referred to as the Contract Management Plan, in line with the requirements stipulated in Sub-Clause 4.20 [Progress Reports] and in Part D of the Particular Conditions [Environmental and Social (E&S), Metrics for Progress Reports].



Contract Management



Employer

- Maintain overall accountability for compliance
- Ensure resources for E&S management
- Monitor E&S performance and require corrective actions where needed
- Report incidents and status of compliance to ADB and national regulators



Engineer/Supervision Consultant

- Review methods statements, management plans, monitoring reports and incident investigations
- Monitor contractor E&S performance
- Verify compliance and certify corrective actions
- Escalate non-compliance and emerging E&S risks to the employer



Contractor

- Implement all E&S management plans and contractual requirements
- Manage health, labor, and other E&S requirements
- Self monitor performance, maintain records and submit reports
- Ensure subcontractor compliance
- Report and investigate incidents and implement corrective actions



Key Takeaways

Employer/Consultant

START EARLY

The SPP report and bidding documents must include E&S inputs.

WRITE IT DOWN

Information that is not in Sections 3, 4, 6, or the contract conditions is not a requirement.

PRICE IT

Budget E&S measures in the contract and resource your own supervision.

FOLLOW THROUGH

Score it, contract it, monitor it, and act on non-compliance in that order.

Contractor

UNDERSTAND & PLAN

E&S performance is a contractual obligation, not an optional add-on

PERFORM

Everyone on site is responsible for E&S performance

PREVENT

Prevent incidents before they occur

REPORT

Report compliance, incidents and non-compliance, respond and correct



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Q&A



ACTIVITY 2

Making E&S Performance Measurable During Construction

A 150 km transmission line will cross agricultural land, several villages, and a Ramsar wetland site. The project will result in labor influx.

Identify five examples of E&S areas and related measurable indicators that could be applied to this project's construction contract.



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Thank you!

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