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ASIAN DEVELOPMENT BANK BUSINESS OPPORTUNITIES FAIR 2026

21-24 SEPTEMBER 2026 | ADB HEADQUARTERS, MANILA

VALUE FOR MONEY: DRIVING QUALITY INFRASTRUCTURE

Integrity in ADB Projects



Catherine Franco
Senior Integrity Officer
Office of Anticorruption and Integrity



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Senior Integrity Officer
Office of Anticorruption and Integrity

Office of Anticorruption and Integrity (OAI)

ADB's Integrity Framework applies to:

- Contractors
- Suppliers
- Consultants
- Executing and Implementing Agencies
- ADB Staff
- Anyone connected to an ADB-financed, administered, or supported activity

Integrity Violations

MDB-Harmonized Definitions

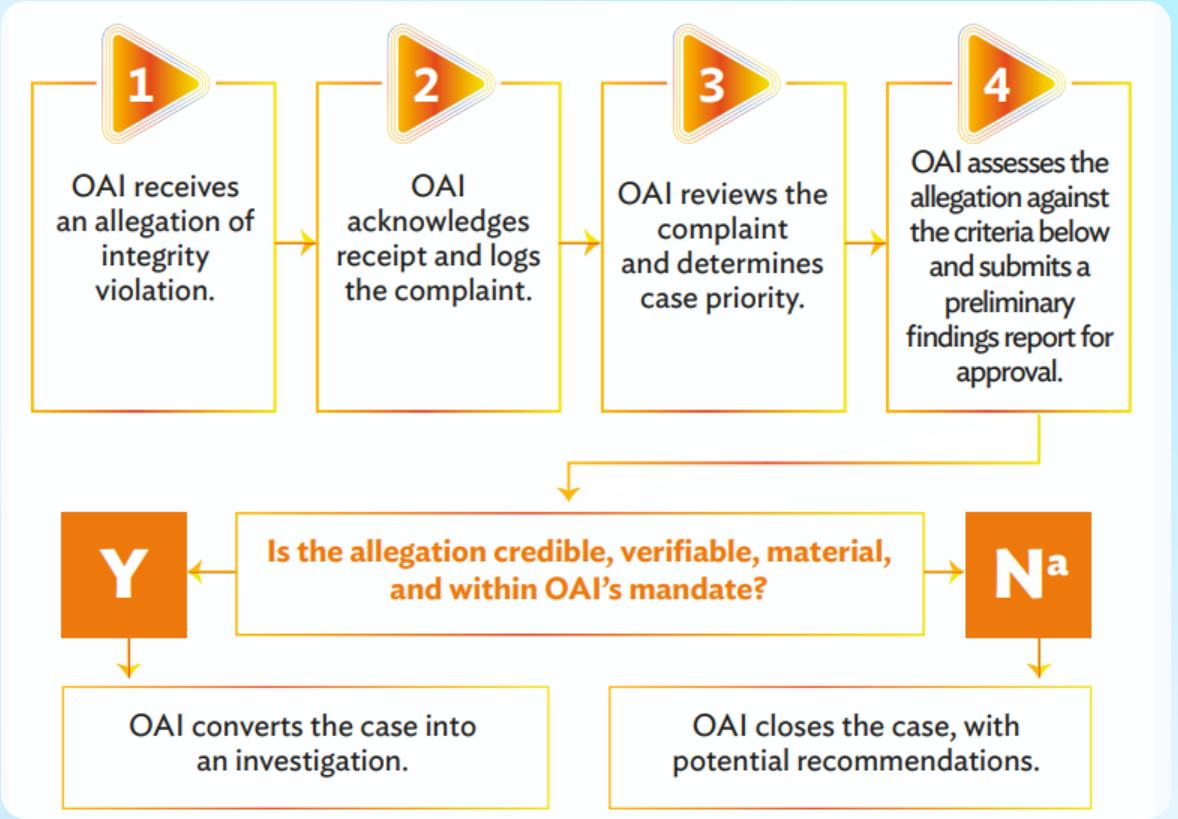
- Fraud
- Corruption
- Collusion
- Coercion

- Failure to disclose and manage a conflict of interest
- Abuse
- Obstruction
- Retaliation Against Whistleblowers or Witnesses
- Violation of Debarment
- Failure to Adhere to the Highest Ethical Standards

Complaint Intake Process

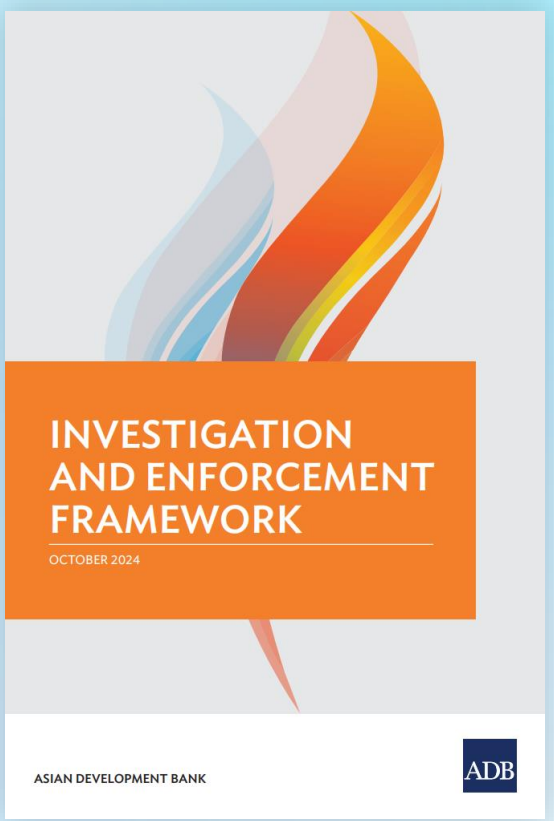
Screening Criteria

- **Mandate**: the alleged conduct is reasonably connected to an ADB-related activity.
- **Credible**: there is a reasonable possibility that an integrity violation occurred.
- **Verifiable**: practicable options exist to obtain sufficient evidence to determine the truth of the allegations on the balance of probabilities.
- **Material**: the matter is of sufficient importance to justify the projected requirements of the investigation and enforcement action.

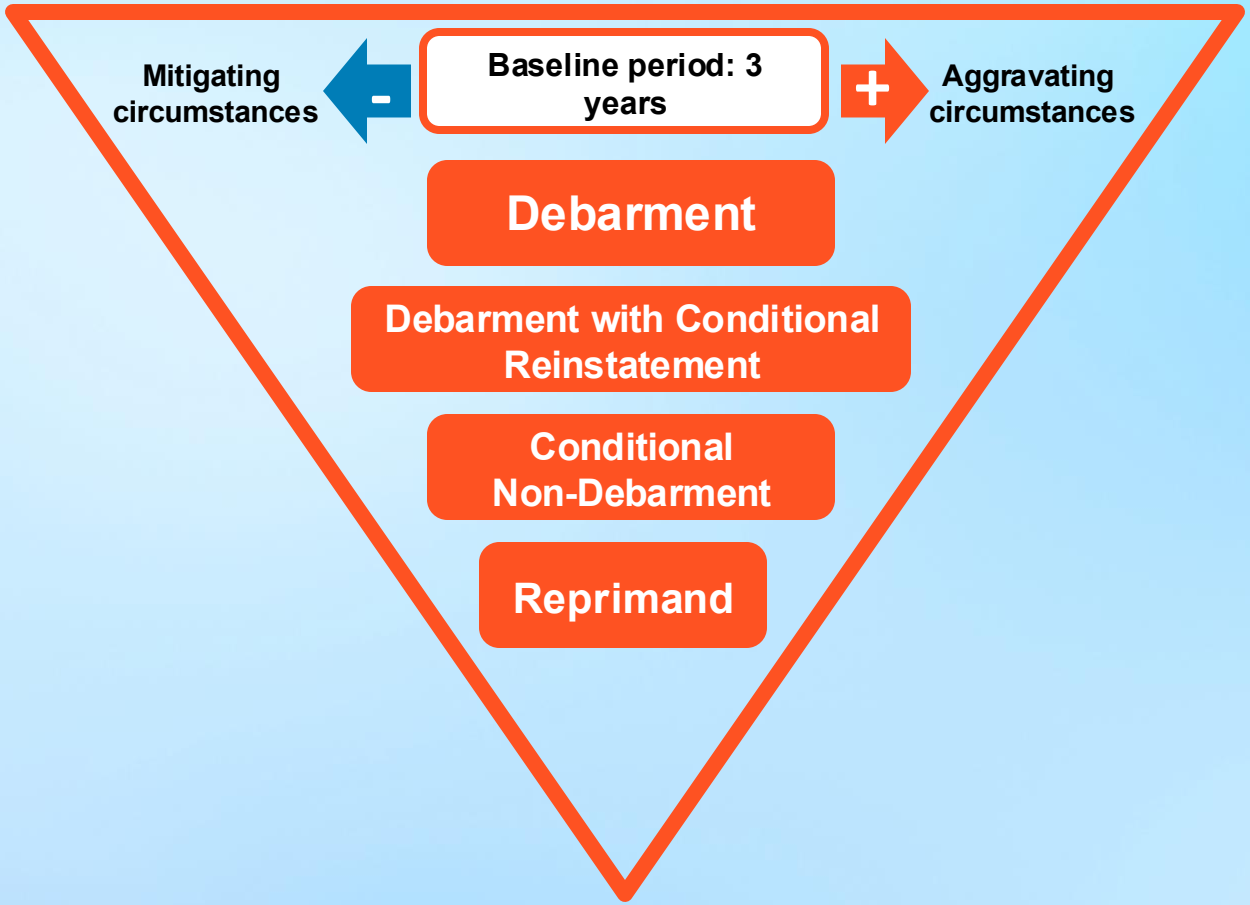


Investigation Process - External Investigations Team (EIT)

- Investigates cases related to integrity violations committed by external parties on ADB-related activities.
- Engages retainers to conduct inquiries.
- Issues Declinations, Show Cause Letters, and Investigation Reports under the Investigation and Enforcement Framework (IEF).
- Proposes/Recommends remedial action to Subjects of Interest (SOIs) / Integrity Enforcement Committee (IEC).
- Processes Reinstatement applications.
- Business Integrity Programs (BIP).



Enforcement Actions



Impact While Under Sanction

Current Contracts	Contract Variations	Reinstatement	Future Tenders
			
MAY CONTINUE	OAI APPROVAL	NOT AUTOMATIC	NOT PERMITTED

Cross Debarment

Working Together with International Financial Institutions

- African Development Bank Group
- ADB
- European Bank for Reconstruction and Development
- IDB Inter-American Development Bank
- World Bank Group

A party to the Uniform Framework (2006); not a party to the Cross Debarment Agreement.

- European Investment Bank

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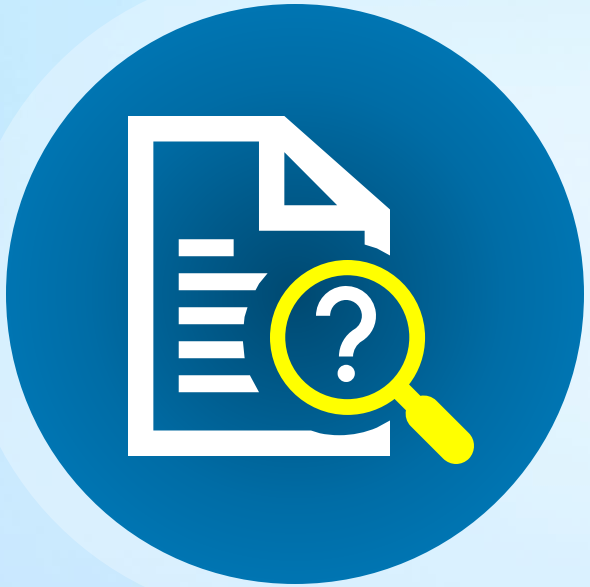


VALUE FOR MONEY: DRIVING QUALITY INFRASTRUCTURE

Integrity Risk Prevention: What is Integrity Due Diligence?

Gathering of independent information to gain an understanding of integrity and reputational risks associated with a third party.





"Finished files are the result of years of scientific study combined with many years of experience."

How to Conduct IDD

Factors in conducting IDD



Beneficial ownership



Financial background and payment of contract



Connected parties



Politically Exposed Persons



Public records resources: History of corruption and adverse news



Reputation/ Commercial references



Approach to ethics and compliance



Jurisdictions and Intermediate jurisdictions

Potential Risk Flags - Counterparties



Bribery, corruption



Fraud, embezzlement



Money laundering, terrorist financing



Criminal convictions



Illegal or disreputable activities



Debarment or sanctions

Potential Risk Flags in Project Implementation Processes

Procurement

Bidding
Prequalification; bidding documents preparation; and bid advertisement, submission, and opening

Bid evaluation
Assessment of bidders' compliance with bidding requirements, and preparation and approval of evaluation report

Contract award
Post-bid evaluation activities until contract is awarded and signed

Contract & Asset Management

Contract administration
The management of the day-to-day practicalities and administrative requirements under the contract

Output monitoring
Engagement with/supervision of contractors, consultants, and suppliers in relation to project outputs

Asset control
Safeguarding and maintenance of project assets including asset inventory

Financial Management

Expenditure management
Approval and processing of payments for project expenditures

Financial reporting
Project accounting and auditing

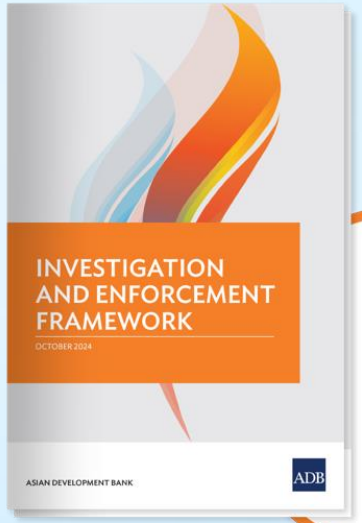
These sub-processes reflect those assessed by OAI and do not necessarily reflect all sub-processes that exist within each process.

Resources

ANTICORRUPTION AND INTEGRITY REPORT | 2025



Scan to download.



Scan the QR code or visit
bit.ly/ief-adb





The Integrity Learning Series

Scan to learn more

Thank you!

www.adb.org/integrity

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Report integrity violations :
https://www.adb.org/integrity/report-violations

Have a question or need guidance?

Scan the QR code to request a consultation

This code is valid 21–24 September 2026.