



# European Roadshow Business Opportunities Seminar Lisbon, Portugal

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Solving Complex  
Challenges Together

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Solving Complex Challenges Together

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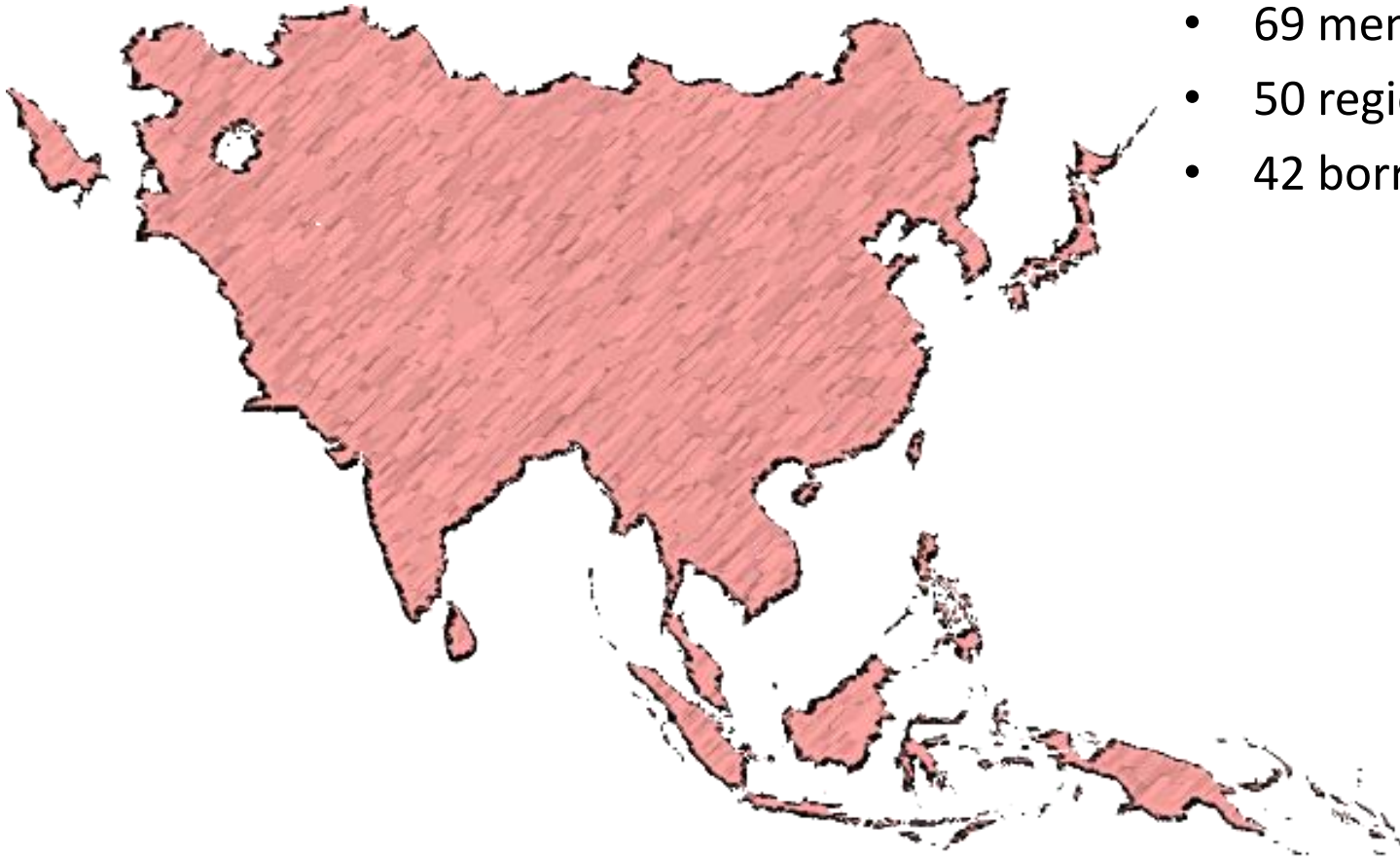
# Business Operations

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ADB

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# A brief about ADB



- Founded in 1966, HQ in Philippines
- 69 members
- 50 regional & 19 non-regional
- 42 borrowing members

## To support its clients, ADB works with:

- Private sector
- NGOs and CSOs
- Foundations
- Academia & think tanks
- Donors & international organizations

**Main instruments: loans/grants, technical assistance, equity and guarantees**

**Delivered through: ADB's own resources (ordinary; concessional; special funds) and cofinancing**

**Largest borrowers in 2024: India, PR China, Bangladesh, Philippines, Pakistan**

# Strategy 2030: Seven Operational Priorities



Addressing remaining poverty and reducing inequalities



Accelerating progress in gender equality

At least 75% of committed operations by 2030



Tackling climate change, building climate and disaster resilience, and enhancing environmental sustainability

At least 75% of committed operations by 2030, \$80 billion from own resources from 2019–2030



Making cities more livable



Promoting rural development and food security



Strengthening governance and institutional capacity



Fostering regional cooperation and integration

## Key Approaches



Expanding private sector operations

1/3 of ADB operations by 2024



Catalyzing and mobilizing financial resources for development

\$1 in private sector operations financing matched by \$2.50 of cofinancing



Strengthening knowledge services

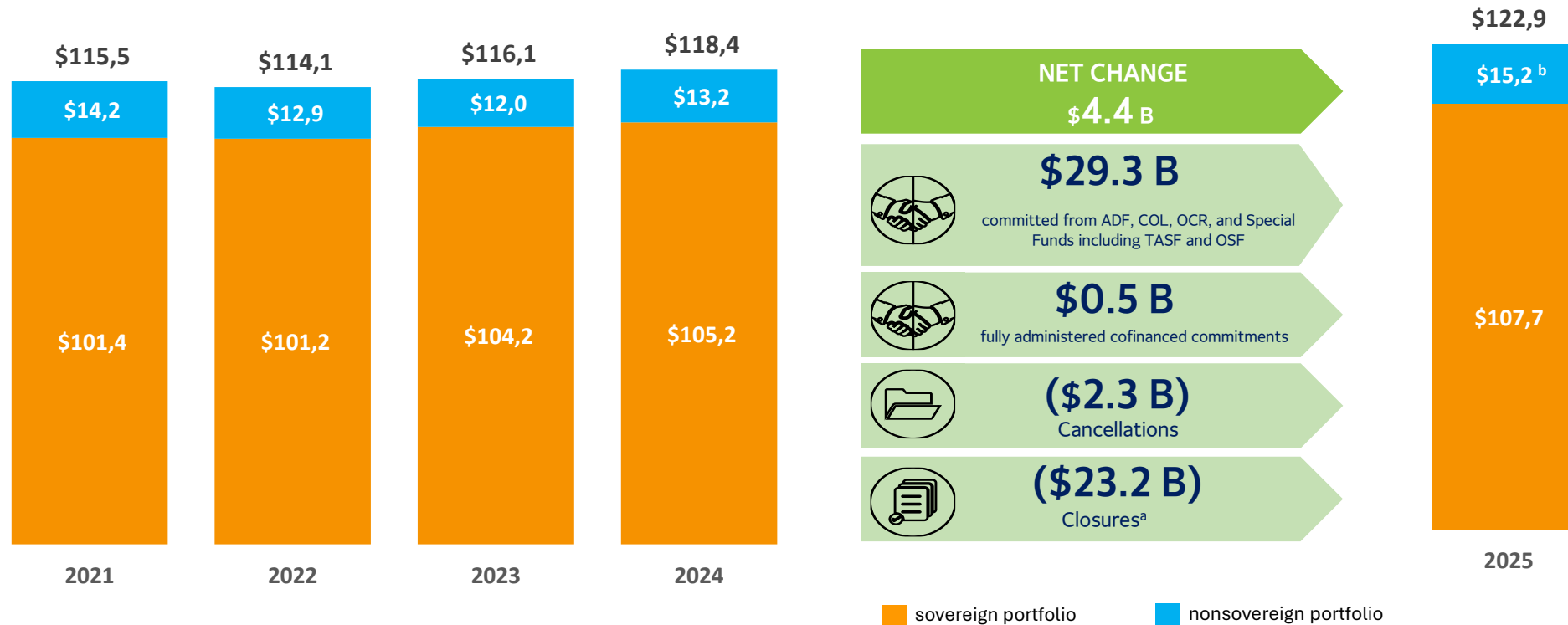
<https://www.adb.org/documents/strategy-2030-prosperous-inclusive-resilient-sustainable-asia-pacific>



# Active Committed Portfolio Snapshot

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

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( ) = negative, ADF = Asian Development Fund, COL = Concessional Ordinary Capital Resources Lending, OCR = Ordinary Capital Resources, TASF = Technical Assistance Special Fund, OSF = Other Special Funds.

Notes:

Figures may not sum precisely because of rounding. Nonsovereign closures include prepayments, repayment, valuations, disposal of equity investments, and expired guarantees.

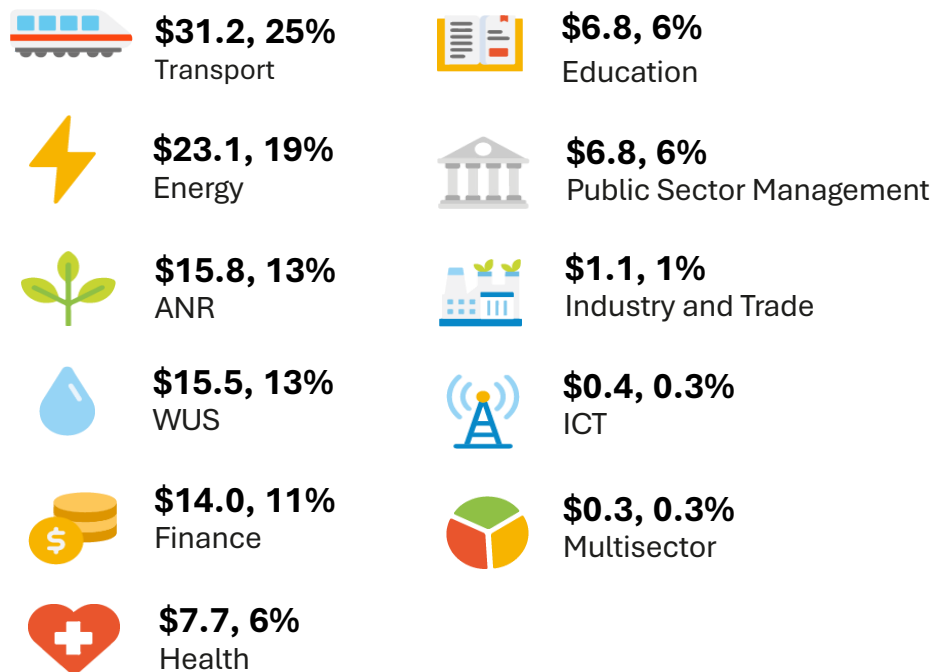
<sup>a</sup> Closures in sovereign refer to projects that had reached end of implementation period, i.e., financial transactions from the loan account were finalized. Nonsovereign closures include prepayments, scheduled repayments, divestments, and disposal of equity investments. Closures include reduction in guarantees. <sup>b</sup> Year-end balance includes fair value adjustments.

# Active Committed Portfolio by Sector, Region and DMC

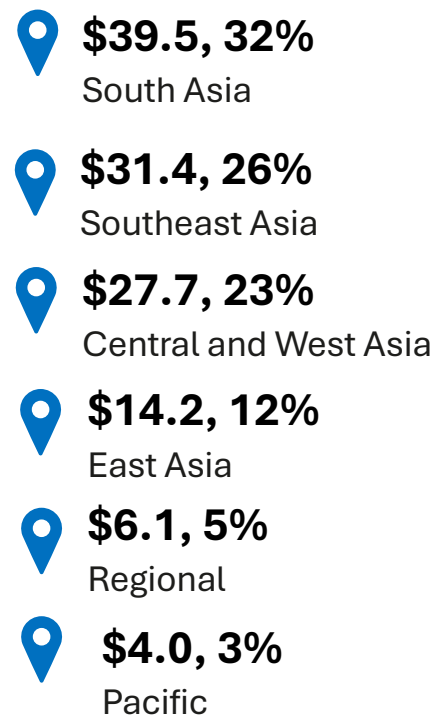
Sovereign and Nonsovereign (as of 31 December 2025, \$ billion, %)

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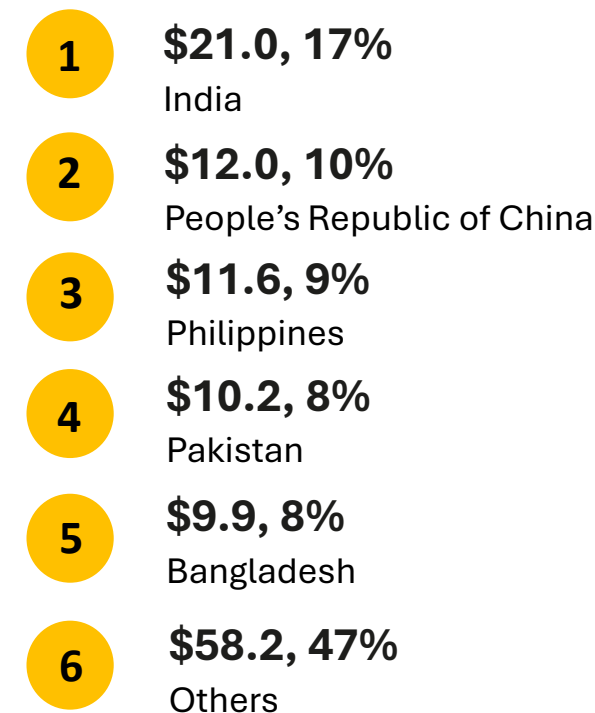
## BY SECTOR



## BY REGION



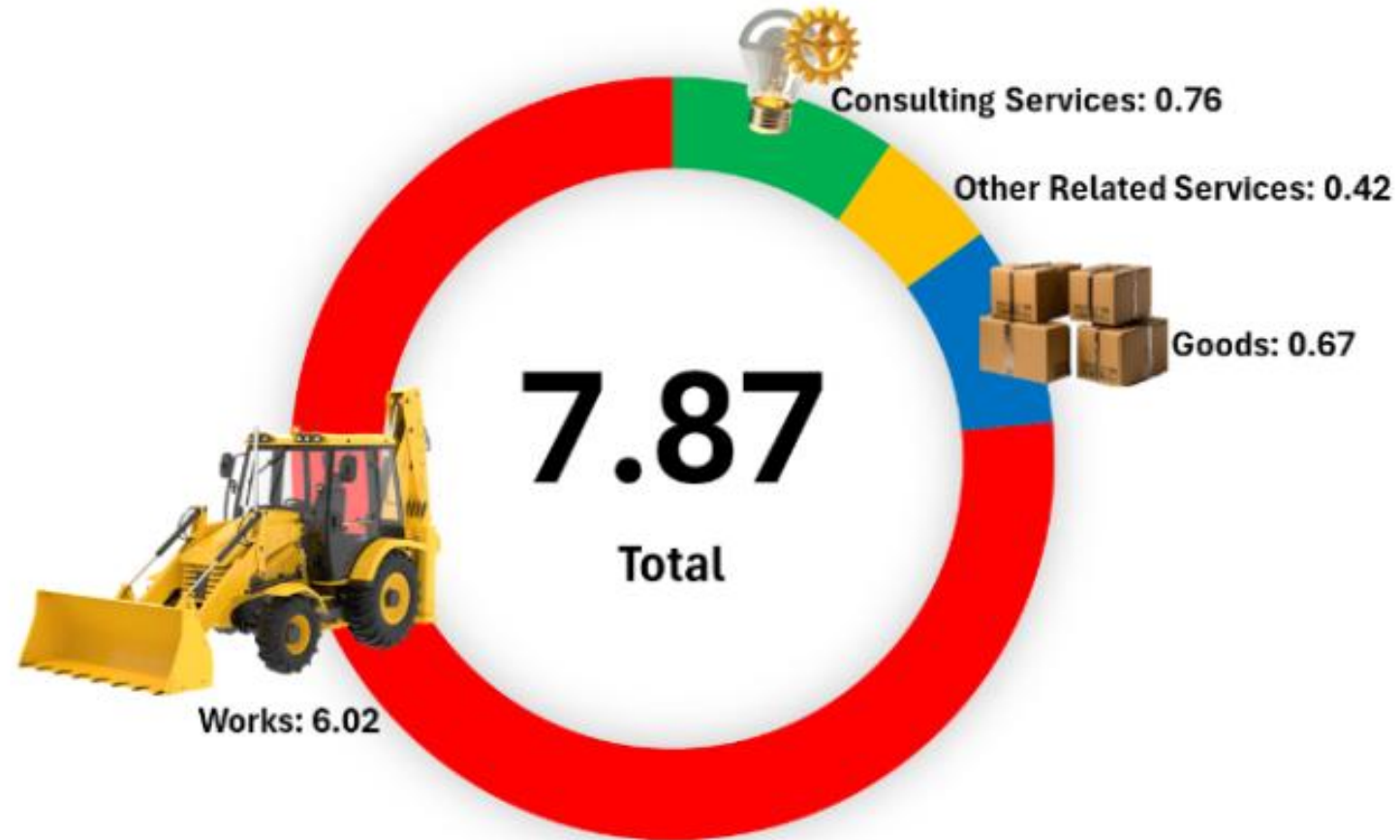
## BY DEVELOPING MEMBER COUNTRY



# Value of Awarded Contracts by Procurement Type

Sovereign Operations (as of 31 December 2025, \$ billion)

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# Increases Over the Next Decade

Capital Management Reforms Unlock \$100 Billion in New Funding Over  
Support Asia and the Pacific

- Expected to increase significantly over next decade from capital adequacy reforms that unlock an additional **\$100 billion** of lending headroom
- (<https://www.adb.org/news/adb-capital-management-reforms-unlock-100-billion-new-funding-over-next-decade-support-asia>)



News Release | 29



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# US\$40 Billion For food Systems Transformation over 2022-2030

Long-Term Food Security Future of Agriculture



## ADB expands support to food systems transformation

ADB announced plans to expand its initial support of \$14 billion to food and nutrition security to \$40 billion over 2022-2030. ADB will mobilize an additional \$26 billion for 2025-2030—\$18.5 billion in direct ADB support for governments, and \$7.5 billion in private sector investments.

The assistance will fund a comprehensive program for food systems transformation to help Asia and the Pacific generate diverse and nutritious food, create jobs, reduce environmental impacts, and promote resilient agricultural supply chains. This fund will also support food systems projects that protect, restore, and manage natural capital sustainably across ADB's developing members.

[Learn more](#)

# US\$40 Billion For food Systems Transformation over 2022-2030

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ADB

PUBLIC

October 2025

Investing in Nature, Building Water and Food Resilience, and Revitalizing Rural Economies

Operational Approach for Food Systems Transformation in Asia and the Pacific (2026–2030)

[Investing in Nature, Building Water and Food Resilience, and Revitalizing Rural Economies: Operational Approach for Food Systems Transformation in Asia and the Pacific \(2026–2030\)](#)

This document is being disclosed to the public in accordance with ADB's Access to Information Policy.



# ADB & Portugal

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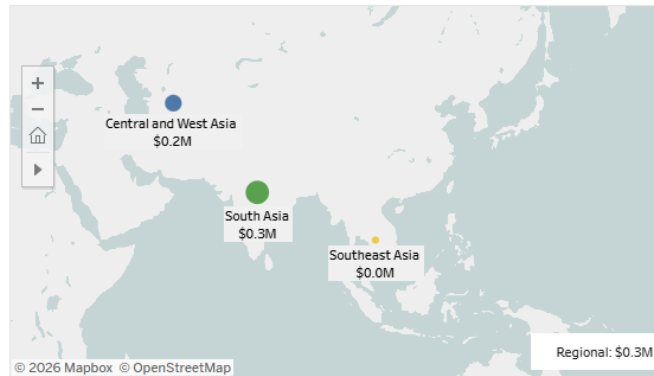
# 2025 Firm Performance - Portugal

Solving Complex Challenges Together

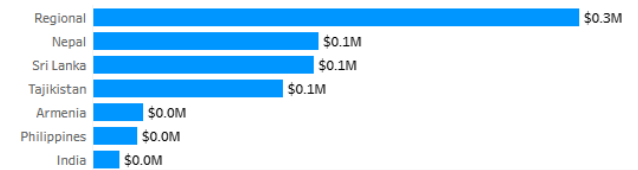
**Total operational procurement based on contract year, US\$ million** \$0.8M

Contract Year	Modality	Product Type	Nature of Procurement
2025	Investment Support	(All)	(All)
Sector	Nationality	Region	Borrowing Member
(All)	Portugal	(All)	(All)

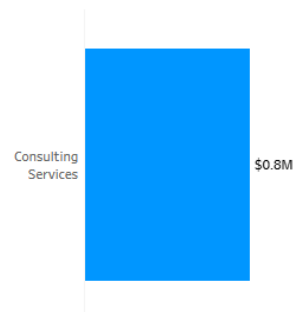
Operational Procurement by Region, US\$ million



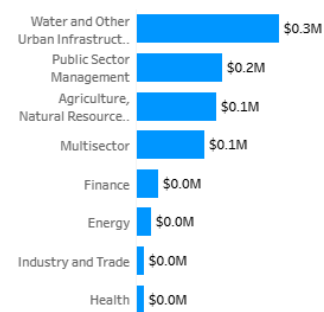
Operational Procurement by Borrowing Member, US\$ million



Operational Procurement by Nature, US\$ million



Operational Procurement by Sector, US\$ million



# Firm Performance Portugal 2020-2025

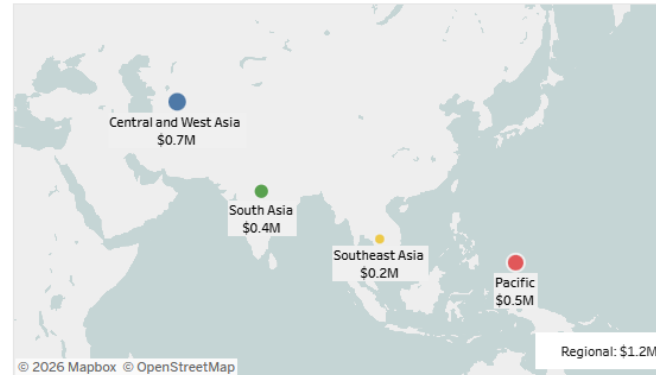


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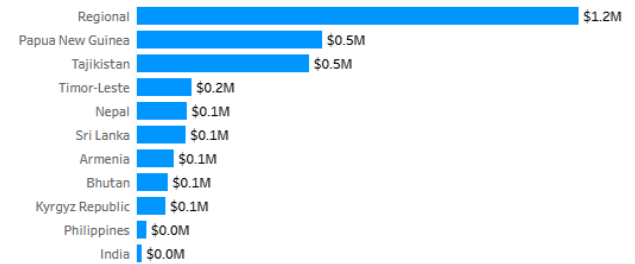
**Total operational procurement based on contract year, US\$ million** \$3.0M

Contract Year (Multiple values)	Modality Investment Support	Product Type (All)	Nature of Procurement (All)
Sector (All)	Nationality Portugal	Region (All)	Borrowing Member (All)

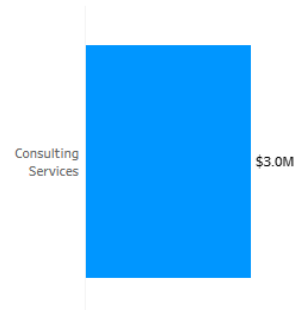
Operational Procurement by Region, US\$ million



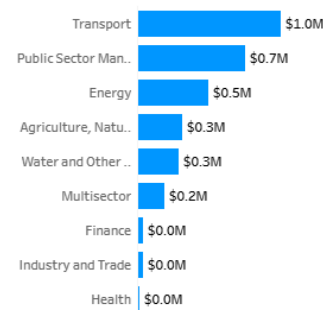
Operational Procurement by Borrowing Member, US\$ million



Operational Procurement by Nature, US\$ million



Operational Procurement by Sector, US\$ million



# Firm Performance- Portugal 2002-2025

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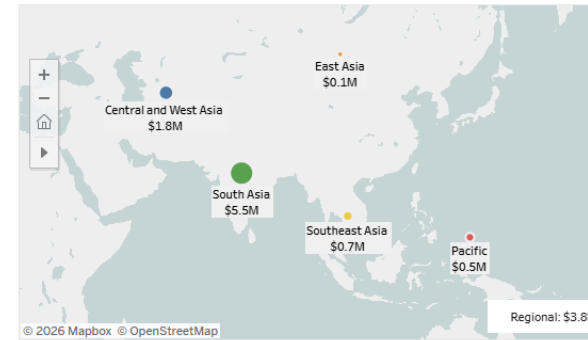


**Total operational procurement based on contract year, US\$ million** \$12.5M

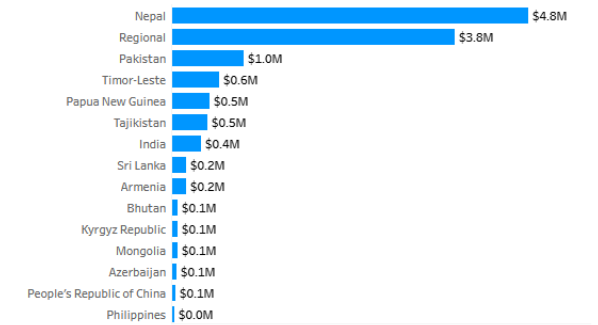
Contract Year: Cumulative (1968-2025) | Modality: Investment Support | Product Type: (All) | Nature of Procurement: (All)

Sector: (All) | Nationality: Portugal | Region: (All) | Borrowing Member: (All)

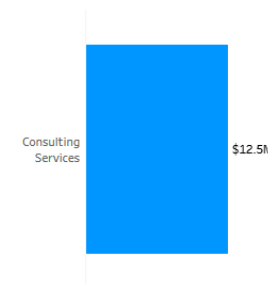
Operational Procurement by Region, US\$ million



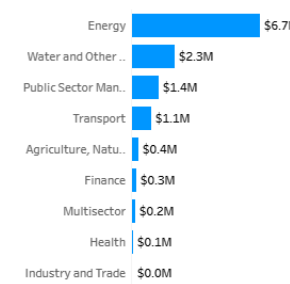
Operational Procurement by Borrowing Member, US\$ million



Operational Procurement by Nature, US\$ million



Operational Procurement by Sector, US\$ million



[Operational Procurement Statistics Dashboard \(ProcDash\) | ADB Data Library | Asian Development Bank](#)

# ADB and Portugal

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## Portugal's Share of Procurement Contracts for Loan, Grant, and Technical Assistance Projects

Item	Goods, Works, and Related Services	
	Amount (\$ million)	% of ADB Total
2023	-	-
2024	-	-
Cumulative (as of 31 Dec 2024)	-	-

Item	Consulting Services	
	Amount (\$ million)	% of ADB Total
2023	0.55	0.10
2024	0.39	0.08
Cumulative (as of 31 Dec 2024)	11.56	0.07

Item	Total Procurement	
	Amount (\$ million)	% of ADB Total
2023	0.55	0.00
2024	0.39	0.00
Cumulative (as of 31 Dec 2024)	11.56	0.00

- = nil, 0.00 = less than 0.005.

# Portugal

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SUBMISSION YEAR	Total EOI Submission	Number Engaged	Percentage of Engaged
2021	132	11	8%
2022	86	7	8%
2023	104	8	8%
2024	132	5	4%
2025	140	13	9%
2026	24	5	21%



# Procurement Directive

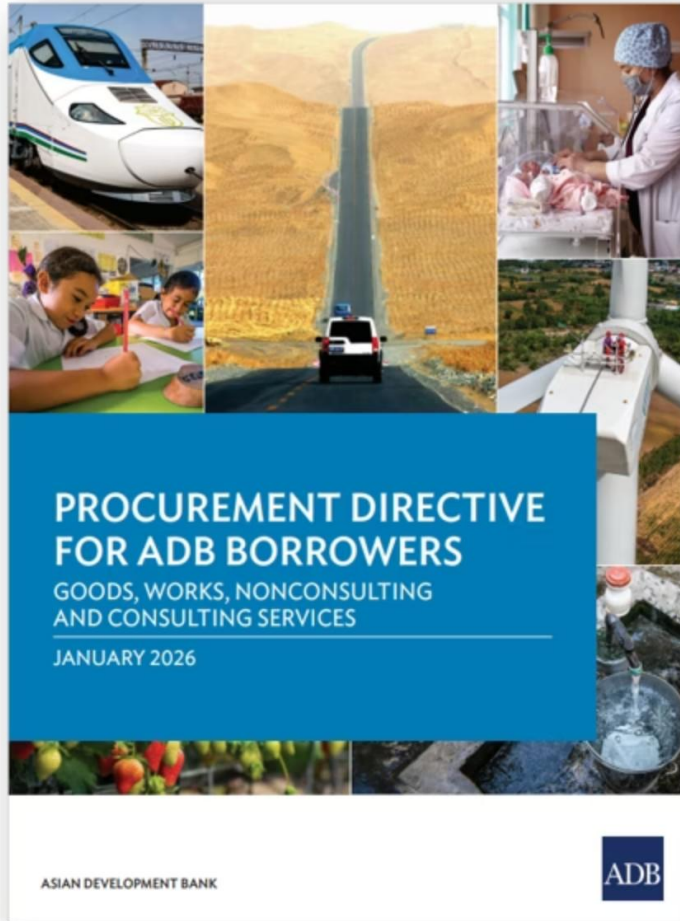
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# Procurement Directive

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## Procurement Directive for ADB Borrowers: What's Changed?

Key Updates Effective 1 January 2026

# 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.

# Main Changes



## 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.

# Main Changes (cont.)



## Prequalification

Structured by default as a form of shortlisting, allowing the borrower to limit the firms invited to bid based on objective and transparent criteria.



## Collaborative Contracting

Partnering with contractors and consultants to share risks, rewards, and expertise. May provide benefits on high risk/value contracts.



## Financial Intermediation

Channeling funds to target sub-borrowers through local financial institutions rather than lending directly.



## Contract Modifications

ADB prior review is required for time extensions affecting completion, material scope changes, price variations  $\geq 15\%$ , and contract termination.



## Beneficial Ownership

Winners of internationally advertised contracts must disclose the natural person(s) who ultimately own or control the entity.

# Early Market Engagement

**Required for internationally advertised contracts to advance market readiness, competition and transparency.**

- **Refines specifications, cost estimates, and timelines**  
by gathering intelligence on industry trends, pricing, and solutions.
- **Enables suppliers**  
to introduce innovative solutions, enhancing sustainability.
- **Conducted early in the cycle**  
by project teams and procurement specialists during preparation and design phases, before bidding.
- **Produces critical outputs**  
such as market assessments, risk analyses, and procurement strategies, informing project design and bidding to reduce uncertainties.
- **Links with Strategic Procurement Planning (SPP)**  
by validating market assumptions, identifying challenges, and aligning procurement with project goals.



# Types of Early Market Engagement

## Market Dialogues

- **Market sounding sessions:** Discussions with suppliers to gauge interest, capabilities, and market conditions.
- **Feedback on specifications:** Input from industry experts on draft technical specifications and performance requirements.

## Information Tools

- **Advance contracting notices:** Early notifications about upcoming procurement opportunities to alert the market.
- **Request for information (RFI):** Requests for market data and capabilities, without commitment to procurement.

## Collaborative Platforms

- **Webinars and virtual briefings:** Online sessions to share project info and engage global suppliers.
- **Innovation calls and challenges:** Programs to solicit novel solutions for specific development challenges.

## Site Visits and Demonstrations

- **Factory visits:** Inspections of production facilities to assess manufacturing capabilities and quality control.
- **Product demonstrations:** Suppliers showcasing products or solutions to illustrate functionality and effectiveness.

## One-on-One Supplier Meetings

- **Bilateral meetings:** Discussions with individual suppliers to address questions or clarify capabilities.
- **Supplier capability assessments:** Reviews of individual supplier's technical, financial, and managerial capacity.



# Local Participation

**Required for internationally advertised works contracts to advance job creation, skills development and economic growth.**

## Investing in local labor

Strengthens community ownership and support, empowering people to lead and sustain development efforts beyond the project.

Reduces poverty and improves local livelihoods by fostering inclusive, resilient, and sustainable economic opportunities.

Builds local capacity and partnerships by developing community skills and promoting inclusive collaboration.



# Local Participation: Key Requirements



## Qualification Criteria

- Half of the workforce shall be local labor.
- Lower threshold permitted in certain situations, if justified in SPP report.
- Calculation by person-days of inputs under the contract.



## Evaluation Criteria

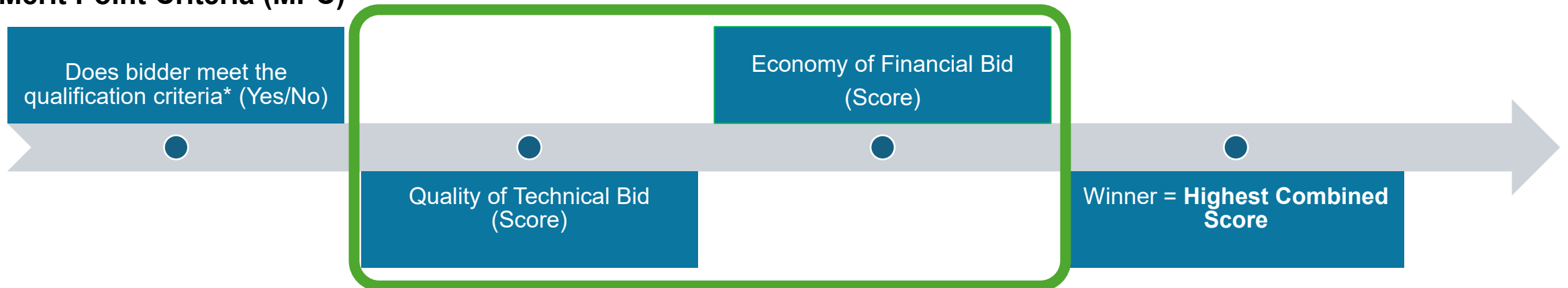
- Borrowers may give MPC scoring benefits to contractors exceeding the minimum local participation requirement.
- MPC can also support other local participation objectives.

# 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.



YouTube



### Maximizing Procurement Impact with Merit Point Crit

As part of ADB's commitment to quality, sustainability, and value for money in its projects, ADB is implementing changes in its procurement approach effective 1 January 2026 that ensures

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

# Use of MPC to Date

## 2017

First MPC transaction

2017

- Solomon Islands

2019

- Bangladesh
- Maldives
- Philippines

## 25

Countries using MPC

2021

- Kiribati
- Nepal
- Tuvalu
- Vanuatu

## 39x

Growth since 2017

2023

- India
- Mongolia

2025

- Nauru
- Palau

2018

- Sri Lanka

2020

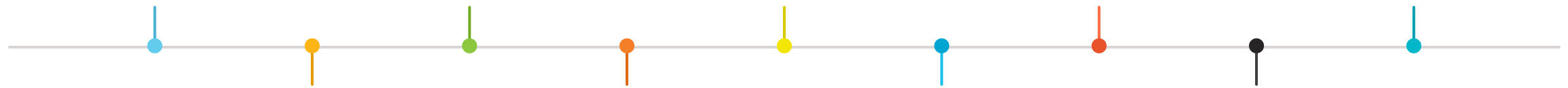
- Fiji
- Tonga

2022

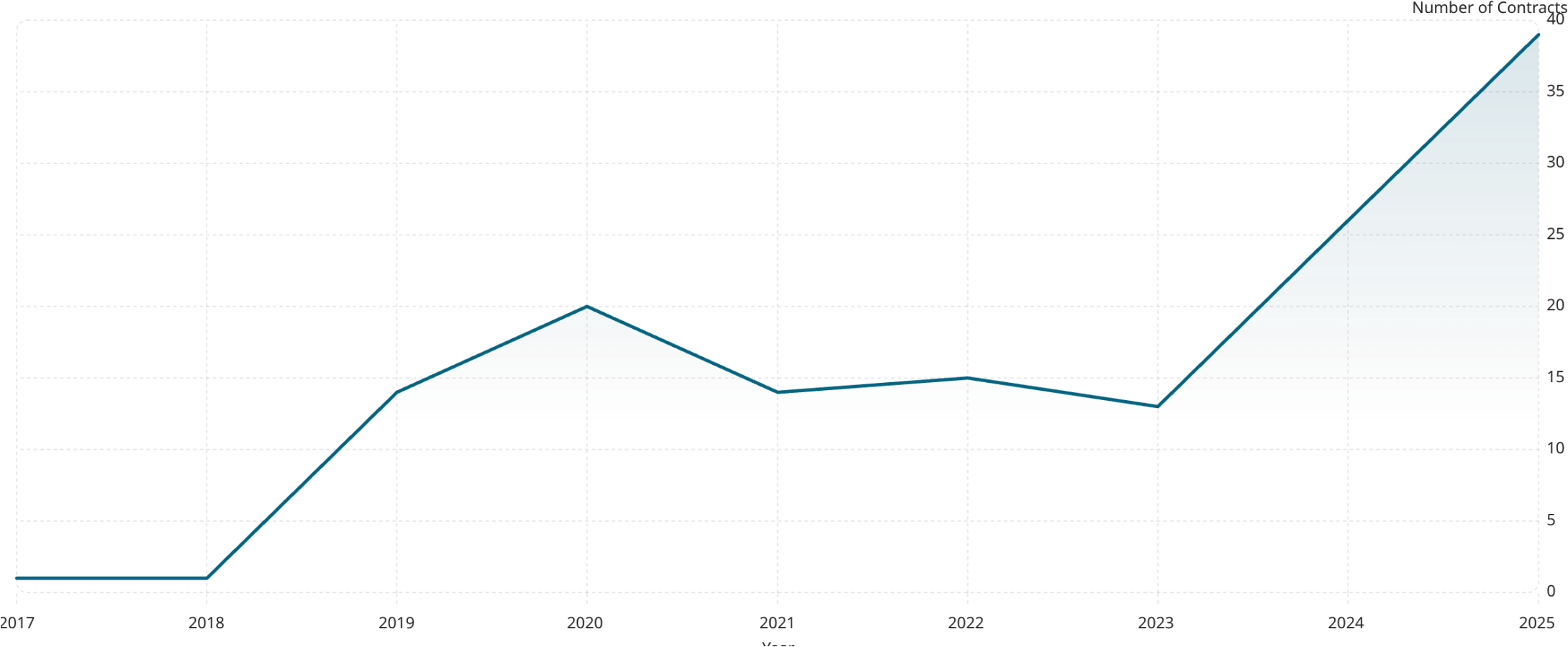
- China, People's Republic of

2024

- Indonesia
- Kazakhstan
- Kyrgyz Republic
- Pakistan
- Papua New Guinea
- Samoa



# MPC Contracts by Year (2017-2025)



❑ MPC transactions nearly doubled in 2025 (39 contracts), signaling rapid acceleration in borrower adoption of merit-point criteria.



# Strategic Impact of MPC



## Prioritizes Quality

Evaluates bids based on operational performance, lifecycle value, and technical merit, moving beyond upfront costs.



## Incentivizes High-Quality Bids

Signals to the market that superior quality will be rewarded, fostering innovative and effective solutions.



## Enhances Transparency & Objectivity

Reduces subjectivity in evaluations, thereby strengthening trust among all stakeholders.



## Fosters Fair Competition

Ensures all suppliers adhere to clearly defined quality standards, thereby leveling the playing field.



## Supports ADB Strategic Priorities

Aligns procurement with goals such as climate resilience, sustainable infrastructure, gender inclusion, and innovation.

# When Does MPC Apply?

MPC will be utilized on internationally advertised contracts

For contracts with substantial/high procurement risk, minimum technical weighting is 50%

## How is advertising determined?

- **International Advertising:** Used when participation by foreign firms will increase competition and help achieve VfM.
- **National Advertising:**
  - May be used if procurement is unlikely to attract international competition.
  - Decision informed by supply market, procurement risk, contract complexity & value.
  - National Advertising: Subject to ADB approval.

## How is Procurement risk determined?

- Procurement risk is based on **procurement capacity, market conditions, contract complexity, contract size and implementation environment.**
- Borrower presents the procurement risk in the SPP report for ADB endorsement.

## How is technical weighting applied?

- 50% for high/substantial procurement risk and high value
- 60% for high/substantial procurement risk and low value
- 10% for moderate/low procurement risk and high value
- 20% for moderate/low procurement risk and low value

# Updates to Instructions for Borrower-Administered Procurement

## Staff Instruction

**Purpose:** Internal operational guidance for ADB staff

- Aligns internal processes with the new Procurement Directive (2026, as amended).
- Reflects updated delegation of authority, risk ratings, and terminology.

## Technical Instruction

**Purpose:** External guidance for borrowers

- Elaborates on Procurement Directive for ADB Borrowers (2026, as amended).
- Details requirements on advertisement, procurement risk assessment, and post-review procedures.

1

### Assess 5 criteria

- Procurement capacity
- Market conditions
- Contract complexity
- Contract size
- Implementation environment

2

### Scoring

- Rate each criterion 1–4 (1 = low, 4 = high risk)
- Total score determines overall risk rating

3

### Grouping

- With ADB agreement, similar contracts may be assessed as a group

# Directive's Phased Implementation



**1 January 2026**

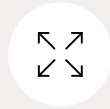
**1 July 2026**

**1 January 2027**



## **Phase 1: Directive Effective**

Effective 1 January 2026, early market engagement begins for projects with concept notes approved after this date.



## **Phase 2: Expanded Application**

Beginning 1 July 2026, MPC and local participation requirements extend to all projects approved after 1 January 2026.



## **Phase 3: Full Implementation**

As of 1 January 2027, MPC and local participation become mandatory for all projects, regardless of approval date.



# Key Updates to Standard Bidding Documents

## User Guide Notes

Deleted from final SBDs

## Terminology & Safeguards Updates

- Alignment with ADB's 2024 Environment and Social Framework (ESF)
- Mandatory Environmental and Social (E&S) and Sexual Exploitation, Abuse and Harassment (SEAH) plans

## Evaluation Updates

- *First-ranked bid term* replaced with *Most Advantageous Bid*
- Revised MPC scoring

## Qualification & Financial Requirements

- *Current* revised to *Major Contract Commitments*
- Financial (FIN) forms updated

## Local Participation

- Minimum 50% local labor requirement

## Performance & Incentives (Optional)

- KPIs linked to compliance and payment deductions
- Optional bonus provisions

## Contract Management & Conditions

- Expanded monthly reporting (E&S, SEAH and labor metrics)
- New clauses on milestones, labor standards, and grievance mechanisms

# Support to Borrowers

## Borrowers informed of Procurement Directive

Government counterparts informed by letter in Q4 2025.



## Guidance Material

New and updated Guidance Notes, Procurement Snapshots, and explanatory videos, available by Q4 2025.

## Updated Project Procurement Site

The [Project Procurement site on ADB.org](https://www.adb.org/projects/procurement) offers resources and additional content for Borrowers, launched in Q1 2026.



## Standard Bidding Documents

Updated in Q1 2026 to reflect the Procurement Directive and Environmental and Social Framework.

## Technical Assistance (\$1.2M)

Dedicated technical assistance to support initial Directive implementation from 2026-2028, launched in Q1 2026.



## Capacity Development

Comprehensive training programs provided by ADB staff and expert consultants.

## Hands-on Support

Access to procurement experts pre-qualified under an ADB Framework Agreement, available from Q1 2026.



# Early Market Engagement - Knowledge Materials




## EARLY MARKET ENGAGEMENT

Advancing market readiness, competition, and transparency in ADB-financed projects

**What is Early Market Engagement?**

Early Market Engagement (EME) is a transparent and structured way to engage with suppliers before bidding. It allows borrowers to assess capacity, refine requirements, and identify risks and opportunities so projects are feasible, competitive, and aligned with market conditions.

**Why EME?**

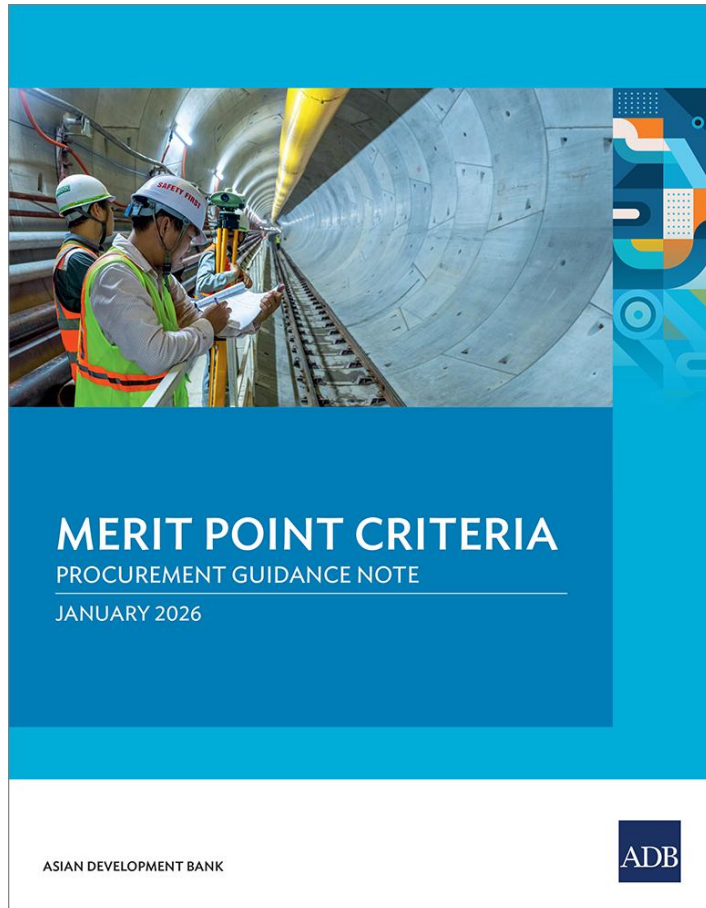
- Improves Accuracy:** Refines technical specifications, budgets, and timeline, ensuring project expectations align with what the market can deliver
- Enhances Competition:** Alerts potential bidders, leading to more competitive and inclusive procurement
- Stimulates Innovation:** Allows suppliers to share emerging technologies and practices that improve sustainability and enhance development outcomes
- Identifies Risks and Opportunities:** Helps anticipate potential delivery challenges, supply chain constraints, and opportunities before procurement begins
- Strengthens Transparency and Trust:** Open and well-documented engagement fosters confidence among stakeholders, reinforcing transparency, and fairness in procurement

**Common EME Approaches**

Market Dialogues	Information Tools	Collaborative Platforms
Market sounding sessions	Advance contracting notice	Project roadshows
Feedback on specifications	Request for information	Webinars and virtual briefings
Workshops and roundtables	Q&A portal	Innovation calls and challenges



# Merit Point Criteria – Knowledge Materials



## MERIT POINT CRITERIA

Advancing quality, sustainability, and value for money in ADB-financed projects

### What is Merit Point Criteria

Merit Point Criteria (MPC) is a structured approach to bid evaluation used to compare and rank bids. It assigns weights and scores to criteria that are important to the borrower and rewards bidders with approaches that deliver value for money.

### Why MPC

- Emphasizes Quality:** Focuses on value for money and fit for purpose procurement by evaluating bids on technical merit as well as cost.
- Spotlights Solutions:** Rewards quality and innovation, encouraging stronger, more competitive bids.
- Supports Fair Competition:** Establishes well-defined and consistent quality standards that level the playing field.
- Enhances Transparency:** Provides clarity in evaluations, strengthening trust among stakeholders.
- Aligns with ADB Priorities:** Advances climate resilience, sustainability, gender inclusion, and innovation.



### How MPC Works

MPC uses both technical and financial weightings to provide a balanced and transparent evaluation process. These weightings are published in the bidding documents. How evaluation criteria and their weightings are applied depends on procurement risk and contract value.

Procurement risk is assessed across five dimensions: **borrower's procurement capacity, market conditions, contract complexity, contract size, and implementation environment.** In high risk, high value contracts, technical criteria carry a greater weighting in the evaluation. A high value contract is defined as one exceeding \$10 million.

Notes: In this publication, "\$" refers to United States dollars.

**Applying predefined, technical scoring to bid evaluation ensures consistent and transparent assessments and strengthens the integrity and credibility of the procurement process.**

# Where to Find Resources

## Procurement Snapshot

**EARLY MARKET ENGAGEMENT**  
Advancing market readiness, competition, and transparency in ADB-financed projects

**What is Early Market Engagement?**  
Early Market Engagement (EME) is a management and structural way to engage with suppliers before bidding. It allows bidders to assess capacity, review requirements, and identify risks and opportunities or projects on feasible, competitive, and aligned with market conditions.

**Why EME?**

- Improves Accuracy:** Refines technical specifications, budgets, and timelines, ensuring project expectations align with what the market can deliver.
- Enhances Competition:** Alerts potential bidders, leading to more competitive and inclusive procurement.
- Stimulates Innovation:** Allows suppliers to share emerging technologies and practices that improve sustainability and enhance development outcomes.
- Identifies Risks and Opportunities:** Helps anticipate potential delivery challenges, supply chain constraints, and opportunities for procurement logic.
- Strengthens Transparency and Trust:** Open and well-documented engagement fosters confidence among stakeholders, reinforcing transparency, and fairness in procurement.

**Common EME Approaches**

Approach	Information To Be	Collaborative Platform
Request for Information	Advance	Project website
Market sounding sessions	Advance	Workshops and round tables
Request for Information	Advance	Workshops and round tables
Workshops and round tables	Advance	Workshops and round tables

**LOCAL PARTICIPATION**  
Advancing job creation, skills development, and economic growth in ADB-financed projects

**What is Local Participation?**  
Local Participation refers to the meaningful, inclusive, and sustained engagement of local labor in project implementation. This approach rewards contractors that create local jobs and invest in skills development, fostering sustainable livelihoods and strengthening long-term development outcomes.

**Why Local Participation?**

- Community Ownership:** Strengthens community ownership and support for the project.
- Economic Empowerment:** Reduces poverty and promotes local livelihoods.
- Capacity Building:** Develops local skills so communities can manage and sustain development outcomes beyond the project completion.
- Sustainable Growth:** Fosters inclusive, resilient, and sustainable economic growth.
- Partnerships:** Promotes inclusive participation and partnership among communities, governments, and contractors.

**Local Labor**

- Unskilled:** No formal qualifications or trade experience.
- Semi-skilled:** Vocational training or on-the-job experience.
- Skilled:** Certified professionals.

**Diagram:** A circular flow diagram showing the relationship between Local Labor, Skills Development, Capacity, and Sustainability, all supported by Community and Employment.

**MERIT POINT CRITERIA**  
Advancing quality, sustainability, and value for money in ADB-financed projects

**What is Merit Point Criteria?**  
Merit Point Criteria (MPC) is a structured approach to bid evaluation used to compare and rank bids, while balancing quality and cost. It assigns weights and scores to criteria that are important to the borrower and awards bidders with approaches that deliver value for money.

**Why MPC?**

- Emphasizes Quality:** Focuses on value for money and fit for program procurement by evaluating bids on technical merit as well as cost.
- Spotlights Solutions:** Rewards quality and innovation, encouraging stronger, more competitive bids.
- Supports Fair Competition:** Establishes well-defined and consistent quality standards that level the playing field.
- Enhances Transparency:** Provides clarity in evaluations, strengthening trust among stakeholders.
- Aligns with Development Priorities:** Advances climate resilience, sustainability, and innovation.

**How MPC Works**  
MPC uses both technical and financial weightings to provide a balanced and transparent evaluation process. These weightings are published in the bidding documents. These evaluation criteria and their weightings are applied across the procurement risk and contract value.

**Applying professional, technical scoring to bid evaluation ensures consistent and transparent assessments and strengthens the integrity and credibility of the procurement process.**

Notes in this publication: \* Where United States dollar.

## Procurement Guidance Note

**EARLY MARKET ENGAGEMENT**  
PROCUREMENT GUIDANCE NOTE  
JANUARY 2026

**LOCAL PARTICIPATION**  
PROCUREMENT GUIDANCE NOTE  
JANUARY 2026

**MERIT POINT CRITERIA**  
PROCUREMENT GUIDANCE NOTE  
JANUARY 2026

**BID EVALUATION**  
PROCUREMENT GUIDANCE NOTE  
JANUARY 2026

**Q&A**



# CONSULTING

ADB BUSINESS  
**OPPORTUNITIES**  
SEMINAR SERIES 2026  
PEOPLE. PARTNERSHIPS. POSSIBILITIES.

ADB

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# ADB Consultant Management System (cms.adb.org)

selfservice.adb.org/OA\_HTML/adb/adbpos/jsp/ADBCMHomepage.jsp

ADB ASIAN DEVELOPMENT BANK

HOME

CONSULTING  
OPPORTUNITIES

SHORTLISTED  
FIRMS

AWARDED  
CONTRACTS

TA CLAIMS  
PARTNER

CONSULTANT  
TUTOR

Welcome to the

## ADB CONSULTANT MANAGEMENT SYSTEM

CMS opens opportunities for consultants to join and make a difference at the Asian Development Bank.

Login for Registered Users

CONSULTANT / EA

ADB STAFF

Don't have an account yet? [Register here.](#)

Claiming for a TA Contract? Visit [TA Claims Partner](#)



https://selfservice.adb.org/OA\_HTML/adb/xxcrs/jsp/ShortlistedFirms.jsp

VIEW SHORTLISTED FIRMS



# Consultants to Register in CMS (cms.adb.org)

ADB

ADB

Consultant Management System

Overview **FAQ**

## Welcome to the Asian Development Bank's Consultant Management System

**Consultant Management System (CMS)** is an integrated web-based system that supports the ADB's consulting services recruitment, from advertising the opportunity to awarding consulting contracts. This portal will enable users to work with the different facilities available in CMS.



**Consultants** create and update their profile, search opportunities, send Expressions of Interest (EOIs), respond to Non-Committal Inquiries (NCIs), and prepare and submit proposals. Login to the system by typing in your registered email address and password.

Since CSRN is now integrated in CMS, consultants are encouraged to complete their full registration to help facilitate EOI submission by tagging project and consulting experiences entered in their profile.

[Click here to know who can register as consultants in CMS.](#)  
By using this service, you are accepting the [CMS Terms and Conditions](#).



**ADB Project Team Members** can access all CMS functions like creating a selection, advertising opportunities, sending Non-Committal Inquiries (NCIs), distributing Request for Proposals (RFPs), sending Notice to Proceed (NTPs), and approving requests, even while working outside of the ADB network. Login to the system by typing in your ADB Self-Service Username and Password.



**Executing Agencies (EAs)** can access Consulting Services Recruitment Notice (CSRN) to post consulting opportunities for ADB-financed projects. Login to the system by typing in your registered Username and Password.

To obtain an EA account, email your ADB Project Officer and copy [csrn@adb.org](mailto:csrn@adb.org) with the following details:

1. Email address of the agency representative
2. Full name of the agency representative
3. Name and address of the agency
4. Duration of the recruitment for the project

## Consulting Services Recruitment Notice (CSRN)

The Consulting Services Recruitment Notice provides detailed information on the consulting services required for ADB-financed or administered projects. The CSRN includes the terms of reference and is posted on ADB's website for at least one month for firms for EA-administered projects, 15 days for firms for ADB-administered projects or 7 days for individual consultants before shortlisting.

This will provide consultants sufficient time to prepare EOIs that are more specific and focused on the project's requirements.

[Click here to view the list of advertisements of consulting opportunities.](#)

## Login

Login using your registered username and password.

Username

Password

Login

[Login Assistance](#)

Note: ADB users can login using their Oracle username and password.

## Registration

New user? Register now!

[Register as Consulting Firm](#)

[Register as Individual Consultant](#)

## Need Help?

For inquiries regarding the system, please email [cmshelp@adb.org](mailto:cmshelp@adb.org).

## CMS SYSTEM UPDATE

Dear CMS Users,

The changeover period from the Consulting Services Recruitment Notice (CSRN) to the Consultant Management System (CMS) has concluded. We thank you for your cooperation during this interim process.

Should you have any inquiries, contact [cmshelp@adb.org](mailto:cmshelp@adb.org).

CMS Team

**NOTE:** CMS undergoes weekly maintenance activities from



BUSINESS OPPORTUNITIES

# Consulting Opportunities - CSRN

## 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 checkbox or by entering keywords to search by expertise.

**Refine by** Clear All

**COVID-19 Related Assignment**

Yes (29)  
 No (136)

**Consultant Type**

Firm (31)  
 Individual (134)

**Eligibility of Consultant Country**

Open to Member Countries Only (165)  
 Non-Member Countries Allowed (0)

**Engagement Period**

Less than 3 months (9)  
 3 months to 1 year (109)  
 More than 1 year (47)














**Country**

Select All | Select None

- Pakistan (18)
- Palau (6)
- Papua New Guinea (5)
- Philippines (38)
- Samoa (4)
- Solomon Islands (5)
- Sri Lanka (3)
- Tajikistan (3)
- Thailand (5)
- Timor-Leste (2)

**Sector**

**Search by Expertise**  Go

Project	Expertise	Consultant Type	Engagement Period (Months)	Published	Deadline (Manila local time)	View CSRN
SC 119172 PHI: Bespoke Climate Leadership Training	Bespoke Climate Leadership Training	Firm	26	15-Jul-2022	15-Aug-2022 11:59 PM	
<a href="#">TA 55064-005 REG: Water Organization Partnerships for Resilience - WOP4R Program Consultants</a>	Water Supply and Sanitation	Firm	36	29-Jun-2022	10-Aug-2022 11:59 PM	
<a href="#">TA-6929 REG: Enhancing Disaster Risk Understanding and Resilience - Technical Assistance Coordinator (55357-001)</a>	Technical Assistance Coordinator	Individual	28	27-Jul-2022	09-Aug-2022 11:59 PM	
SC 108187 PHI: BPMSD Information Technology and Human Resources Consultant	Information Technology and Human Resources	Individual	12	14-Jul-2022	08-Aug-2022 11:59 PM	
<a href="#">LOAN-3944 PHI: Local Governance Reform Project - OP1/QCBS-002 Financial, Administrative, and Technical Support Firm (52173-002)</a>	Finance and Administration	Firm	30	23-Jul-2022	06-Aug-2022 11:59 PM	
<a href="#">TA-9766 REG: Southeast Asia Public Management, Financial Sector, and Trade Policy Facility - LGDP-N31 National Capacity Development Specialist/Team Leader LGDP-N31 (53071-001)</a>	capacity development	Individual	8	22-Jul-2022	04-Aug-2022 11:59 PM	
<a href="#">TA-9766 REG: Southeast Asia Public Management, Financial Sector, and Trade Policy Facility - LGDP-N36 National Social Dev't, Gender and Land Acquisition Expert LGDP-N36 (53071-001)</a>	Social Development, Gender and Land Acquisition and Resettlement Specialist	Individual	8	22-Jul-2022	04-Aug-2022 11:59 PM	
<a href="#">TA-9766 REG: Southeast Asia Public Management, Financial Sector, and Trade Policy Facility - LGDP-N35 National Project Finance and Economics Specialist LGDP-N35 (53071-001)</a>	project finance, economics	Individual	8	22-Jul-2022	04-Aug-2022 11:59 PM	
<a href="#">TA-9766 REG: Southeast Asia Public Management, Financial Sector, and Trade Policy Facility - LGDP-N34 National Legal Specialist LGDP-N34 (53071-001)</a>	Legal	Individual	8	22-Jul-2022	04-Aug-2022 11:59 PM	
<a href="#">TA-9766 REG: Southeast Asia Public Management, Financial Sector, and Trade Policy Facility - LGDP-N32 National Civil Engineer/Water Supply and Sanitation Expert LGDP-N32 (53071-001)</a>	engineering	Individual	8	22-Jul-2022	04-Aug-2022 11:59 PM	
SC 119216 PHI: National climate resilient agriculture / institutions specialist	National climate resilient agriculture / institutions specialist	Individual	2	27-Jul-2022	02-Aug-2022 11:59 PM	
SC 119216 PHI: National legal specialist	National legal specialist	Individual	2	27-Jul-2022	02-Aug-2022 11:59 PM	
SC 119216 PHI: Accelerating Climate-Resilient Agriculture in the Philippines - Climate Resilient Agriculture / Institutional Specialist	Climate Resilient Agriculture / Institutional Specialist	Individual	2	27-Jul-2022	02-Aug-2022 11:59 PM	
SC 119216 PHI: National climate resilient agriculture / governance specialist	National climate resilient agriculture / governance specialist	Individual	2	27-Jul-2022	02-Aug-2022 11:59 PM	
<a href="#">TA-6730 REG: Promoting Life Cycle Management of Fluorocarbons - PHI Fluorocarbons Expert (54386-001)</a>	Fluorocarbons Expert	Individual	7.7	13-Jul-2022	02-Aug-2022 11:59 PM	



# CSRN Profile

TA 55064-005 REG: Water Organization Partnerships for Resilience - WOP4R Program Consultants

Date Published: 29-Jun-2022 Deadline of Submitting EOI: 10-Aug-2022 11:59 PM Manila local time

Back Express Interest

EXTENSION

Profile Terms of Reference Cost Estimate

## Selection Profile

Consultant Type	<b>Firm</b>	Source	<b>International</b>
Selection Method	<b>Quality and Cost-Based Selection (QCBS)</b>	Technical Proposal	<b>Full Technical Proposal (FTP)</b>
Selection Title	<a href="#">Water Organization Partnerships for Resilience</a>		
Package Number	Package Name	<b>WOP4R Program Consultants</b>	
Advance Action	<input checked="" type="radio"/> Yes <input type="radio"/> No	Approval Number	
Engagement Period	<b>36 MONTH</b>	Approval Date	
Consulting Services Budget	<b>USD 418,000</b>	Estimated Short-listing Date	<b>15-Jul-2022</b>
Budget Type	<input checked="" type="radio"/> Estimated <input type="radio"/> Maximum	Estimated Commencement Date	<b>01-Sep-2022</b>
Open to non-Member Countries	<input type="radio"/> Yes <input checked="" type="radio"/> No		

## Additional Information

Possibility of contract extension In general, ADB consulting contracts may be extended to a reasonable degree when doing so is justified within ADB's core procurement principles. Any extensions are subject to operational needs, consultant performance, and continued availability of funds.

Specific considerations for this assignment, if any, are discussed here: **Need for contract extension may be discussed during implementation.**

Possibility of consideration for downstream assignment  Yes  No  Not known

Country of assignment **Philippines**

COVID-19 Related Assignment  Yes  No

## Contact Information

Project Officer **Allison Woodruff**  
 Designation **Principal Water Security Specialist**  
**Asian Development Bank**  
 Email [awoodruff@adb.org](mailto:awoodruff@adb.org)

## CSRN Additional Information / Attachments

Title	Type	Description	Category	Last Updated By	Last Updated	Usage	Update	Delete
No results found.								

## Agencies

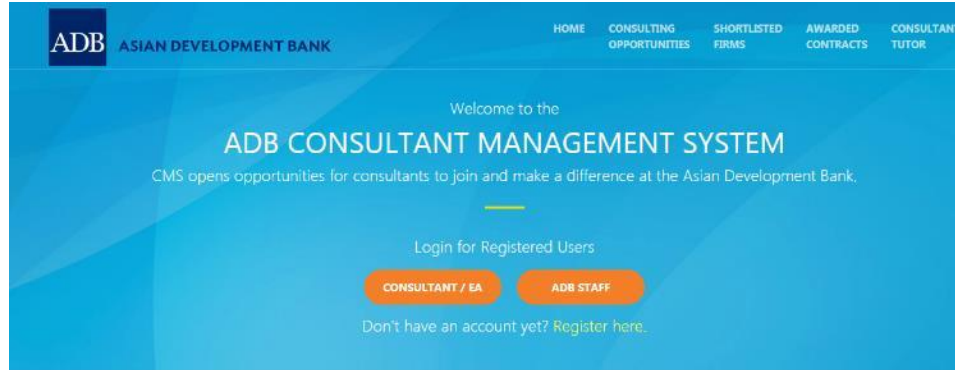
Primary	Agency	Country	Agency Role	Contact Person	View Details
<input checked="" type="checkbox"/>	Asian Development Bank	Regional	Executing Agency		

## Publishing History

Type	Publication Date	Published By	Duration of Advertisement	Deadline	View Remarks
------	------------------	--------------	---------------------------	----------	--------------



# Register for alerts



### Search Consulting Opportunities

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



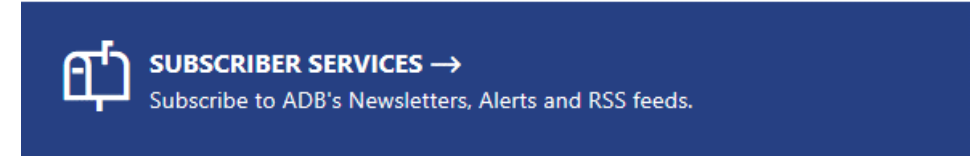
### View Shortlisted Firms

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.



**Alerts**  
Links to content posted on ADB.org delivered to your inbox daily or weekly.  Daily  Weekly  Off

**Events**  On  Off

**News Releases and News from Country Offices**  On  Off

**Procurement Notices (Goods and Works)**  
Note: Weekly notifications on consulting opportunities available for registered users of the [Consultant Management System \(CMS\)](#).  On  Off

**Project Information and Documents**  On  Off

**Publications**  On  Off

**Safeguard Documents**  On  Off

ADB's CMS System: <http://cms.adb.org>

Goods & Works Notices: <https://alerts.adb.org>



# Where to Find Information



Solving Complex Challenges Together

## 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.

# Where to Find Information

Solving Complex Challenges Together

## 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](#)



# Where to Find Information

Solving Complex Challenges Together



Solving Complex Challenges Together

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

Search ADB.org



## Projects & Tenders

Projects

Documents

Tenders

### Filter results

CLEAR ALL

#### Country/Economy

- Regional
- Armenia
- Azerbaijan
- Bangladesh
- Bhutan
- Cambodia
- China, People's Republic of

#### Sectors

- Agriculture, natural resources and rural development
- Education
- Energy
- Finance
- Health
- Industry and trade
- Information and communication

#### Type

- Advance Notice
- Contracts Awarded
- General Procurement Notice
- Individual - Consulting
- Invitation for Bids
- Invitation for prequalification

Procurement of goods, works, and consulting services

Search tenders



Results 1-20 of 12224

RSS

Sort by

Goods, Works, a... X

#### L4627/L4628/G1035/TA10595-BAN: Khulna Water Supply Project (Phase 2) [W-04]

Status:

Active

Deadline:

30 Apr 2026

57188-001; Bangladesh: Water and other urban infrastructure and services; Posting date: 19 Mar 2026

Notice Type: Invitation for Bids

Approval Number: Loans 4627 4628, Grant 1035, TA10595

#### Loan 4567-PAK: Power Distribution Strengthening Project (PDSP)

Status:

Active

Deadline:

05 May 2026

57259-001; Pakistan: Energy; Posting date: 17 Mar 2026

Notice Type: Invitation for Bids

Approval Number: 4567

#### 4588-VIE: Climate Resilient Inclusive Infrastructure for Ethnic Minorities Project II [QT-CWo8]

Status:

Active

Deadline:

06 Apr 2026

49026-005; Viet Nam: Transport; Posting date: 16 Mar 2026

Notice Type: Invitation for Bids

Approval Number: 4588

#### Loan 4434-INO: Citywide Inclusive Sanitation Project (CISP) [CWIS-04]

Status:

Active

Deadline:

24 Apr 2026

54428-001; Indonesia: Water and other urban infrastructure and services; Posting date: 13 Mar 2026

Notice Type: Invitation for Bids

Approval Number: 4434

### Key Documents

Procurement Plans

Procurement Policy

Procurement Regulations

### Shortlisted Firms - Consulting Services

See the list →

### Archive: Contracts Awarded - Goods, Works, and Services

See the list →

### Business Center

All you need to work with us in one place. →

### Advisory: Beware of business scams using ADB's name

Read more →

# Where to Find Information

Solving Complex Challenges Together



Solving Complex Challenges Together

[News and Events](#) [ADB Institute](#) [Contact](#) [English](#)

[WHO WE ARE](#) [WHAT WE DO](#) [WHERE WE WORK](#) [WORK WITH US](#)



## Projects & Tenders

[Projects](#)

[Documents](#)

[Tenders](#)

### Filter results

[CLEAR ALL](#)

#### Country/Economy

- Regional
- Armenia
- Azerbaijan
- Bangladesh
- Bhutan
- Cambodia
- China, People's Republic of
- Costa Rica

#### Type (1) [CLEAR]

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

#### Language

- English

#### Year

[Apply](#)

Procurement plans, reports, safeguards, etc.



Results 1-20 of 1606

[RSS](#) [Sort by](#)

Procurement Pla... X

**Maharashtra Tertiary Care and Medical Education Sector Development Program: Procurement Plan** Document Date: 20 Mar 2026  
56343-001; India; Type: Procurement Plans

**Integrated Aged Care Project: Procurement Plan** Document Date: 17 Mar 2026  
55254-001; Tonga; Type: Procurement Plans

**Integrated Services and Livelihood for Displaced People from Myanmar and Host Communities Improvement Project: Procurement Plan** Document Date: 16 Mar 2026  
58075-001; Bangladesh; Type: Procurement Plans

**Greater Mekong Subregion Health Security Project: Cambodia Procurement Plan** Document Date: 16 Mar 2026  
48118-002; Regional, Cambodia; Type: Procurement Plans

**Improving Computer and Software Engineering Tertiary Education Project: Procurement Plan** Document Date: 13 Mar 2026  
50140-002; Bangladesh; Type: Procurement Plans

**Himachal Pradesh Subtropical Horticulture, Irrigation, and Value Addition: Procurement Plan** Document Date: 13 Mar 2026  
53189-002; India; Type: Procurement Plans

**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. →

# Submitting Complaints

Solving Complex Challenges Together



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Challenges Together

[WHO WE ARE](#)

[WHAT WE DO](#)

[WHERE WE WORK](#)

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[English](#) ▾

Search ADB.org



## Submit a Procurement or Consulting Complaint

**Please note that this complaint submission form is intended for ADB operations procurement-related complaints only.**

- For concerns regarding fraud or corruption, please contact ADB's Office of Anticorruption and Integrity.

- For concerns regarding compliance with ADB's operational policies and procedures, and solving problems of project-affected people, please refer to ADB's Accountability Mechanism.

*Fields marked with \* are required.*

*You may also view the Quick Reference Guide on submitting a procurement or consulting complaint.*

### Type of complaint:

- Procurement (Complaint related to procurement of goods, works or non-consulting services)
- Consulting (Complaint related to consulting services)

### Complaint details

#### Project/Reference number

Please provide the project or reference number

#### Contract package number

Provide the contract package number

#### Project type

Select the project type \*

#### Country of project/assignment

Select the country \*

#### Agency, client, or employer

Executing Agency / Implementing Agency / Client / Employer

#### Complaint description



# Bidding Strategies

ADB BUSINESS  
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SEMINAR SERIES 2026  
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ADB

Solving Complex  
Challenges Together

# Tips for winning ADB-financed assignments

Solving Complex Challenges Together

- Collect relevant business intelligence – network!
- Focus on performance and reputation for successful work
- Express interest
- Understand the country, project, and client requirements
- Position yourself to your competitive advantage
- Study the bidding documents and understand the selection method and evaluation criteria
- Engage partnership with firms likely to be shortlisted
- Prepare a responsive and strong technical proposal
- Seek clarifications in writing
- Be ready for possible bid extensions or amendments

# What Not To Do

Solving Complex Challenges Together

- Failure to disclose conflict of interest (e.g., employees from EA included in a proposal)
- Firm or JV partners not from an ADB member country
- Submitting proposal late
- Failure to respond to client requirements
- Conditional bids
- Incomplete/noncompliant bids, e.g., missing bid security, letter of bid not signed, JV agreement missing, bid envelopes not properly marked, etc.
- Integrity violations in the bidding process

***When in doubt, always seek written clarification***

# Debriefing and Complaints

Solving Complex Challenges Together

## 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](http://www.adb.org/site/integrity/how-to-report-fraud)

**For more: [adb.org](https://adb.org)**



**To join the community of ADB Consultants and Suppliers:**

**1) ADB Consultants Network:**

**<https://www.linkedin.com/groups/3796524/>**

**2) ADB Suppliers Network:**

**<https://www.linkedin.com/groups/3796532/>**

**Also follow “ADB Business Center”:**

**<https://www.linkedin.com/showcase/adb-business-center/>**

# Where to Find Information



- [Tenders | Asian Development Bank](#)
- [Project Documents | Asian Development Bank](#)
- [Submit a Procurement or Consulting Complaint | Asian Development Bank](#)



# COFINANCING

ADB BUSINESS  
**OPPORTUNITIES**  
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ADB

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# COFINANCING

Solving Complex Challenges Together

**OFFICIAL** - multilateral and bilateral development agencies funded by sovereign states. It mobilizes funding for grants, loans, and technical assistance in ADB developing member countries. WB, AIIB, Bilateral agencies: AFD etc.

**COMMERCIAL** - Facilitates investment, trade, and capital flows into developing member countries. Both private and public institutions provide this type of cofinancing. It is usually sourced from financial markets and priced at commercial terms.

**PRIVATE SECTOR** - Partnerships with socially responsible companies, foundations, and philanthropic institutions are also important.

# OFFICIAL COFINANCING

Solving Complex Challenges Together

Multilateral partners including global funds committed about 50% or \$3.1 billion to 45 projects in 2024. The [World Bank](#) committed \$960 million to 5 projects. [Asian Infrastructure Investment Bank](#) supported 5 projects amounting to \$947.2 million.

**multilateral  
and global funds**

**\$3.1 billion**  
45 projects

***Procurement policies agreed per project.  
Policy of the lead MDB is used.***

Bilateral partners in 2024 committed about \$2.9 billion across 35 projects. The [Republic of Korea](#) committed \$1.1 billion to 4 projects. [France](#) provided \$1 billion for 8 projects. [Australia](#) supported the most number of projects (12).

**bilateral**  
**\$2.9 billion**  
35 projects

**trust funds**  
**\$188.8 million**  
113 projects

# COFINANCING 2020-2024

Solving Complex Challenges Together

## ADB OPERATIONAL HIGHLIGHTS

### Commitments, 2020-2024 (\$ million)

Item	2020	2021	2022	2023	2024
<b>C. Cofinancing including Trust Funds</b>					
Sovereign	11,123	4,967	4,330	9,528	6,178
Trust Funds Administered by ADB	288	116	92	129	189
Bilateral	4,348	2,051	1,830	3,110	2,906
Multilateral	6,281	2,680	2,340	6,137	3,083
Others <sup>f</sup>	207	120	69	152	-
Nonsovereign	5,210	7,543	6,999	6,423	6,612
Trust Funds Administered by ADB	263 <sup>g</sup>	103	81	261	234 <sup>h</sup>
Bilateral	- <sup>g</sup>	2	-	-	2
Multilateral	10	5	25	-	45
Commercial <sup>i</sup>	1,664	1,643	1,554	3,015	3,110
Trade and Supply Chain Finance Program and Microfinance Program <sup>c</sup>	3,272	5,790	5,340	3,146	3,221
Long term (maturity of 365 days or more)	171	218	218	418	612
Short term (maturity of less than 365 days)	3,101	5,572	5,122	2,729	2,609
Transaction Advisory Services	76	397	60	443 <sup>j</sup>	2,075
<b>TOTAL COFINANCING</b>	<b>16,409</b>	<b>12,907</b>	<b>11,390</b>	<b>16,394</b>	<b>14,865</b>

# Essential Links

Solving Complex Challenges Together

Procurement Main Page -

<https://www.adb.org/business/project-procurement>

Procurement Directive - [Procurement Directive for ADB Borrowers](#)

**Guidance Notes** [bid evaluation](#), [early market engagement](#), [local participation](#), and [merit point criteria](#)

**Procurement Snapshots** covering [early market engagement](#), [local participation](#), and [merit point criteria](#)

# ADB Business Opportunities Seminar EUROPEAN ROADSHOW

25 MARCH 2026  
9:00AM-6:00PM  
LISBON

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ADB BUSINESS OPPORTUNITIES SEMINAR SERIES 2026  
PEOPLE. PARTNERSHIPS. POSSIBILITIES.

## ADB's BOS in Portugal Post-Event Survey

Start now

# Survey BOS in Lisbon, Portugal, 25<sup>th</sup> March 2026

<https://forms.office.com/r/F7w8x5N81J>





# THANK YOU

Sharlene Shillingford-McKlmon-

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