2020 ANNUAL PROCUREMENT REPORT

APRIL 2021

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Foreword

The Asian Development Bank (ADB) is committed to achieving a prosperous, inclusive, resilient, and sustainable Asia and the Pacific, while sustaining its efforts to eradicate extreme poverty. Established in 1966, it is owned by 68 members—49 from the region. ADB assists its members, and partners, by providing loans, technical assistance, grants, and equity investments to promote social and economic development.

Public procurement plays a critical role in a developing member's public expenditure. As a multilateral institution, from 2016 to 2020, ADB financed on average \$8.2 billion of investment project procurement transactions and \$712 million of consulting services. Central to this are the bank's core principles of fairness, economy, efficiency, transparency, quality, and value for money. Sound procurement principles and practices are essential to ensure that ADB financing is used for its intended purpose and delivers successful development outcomes.

ADB is pleased to share the first edition of its Annual Procurement Report. The report analyzes the procurement financed by ADB in the year 2020. Selected areas of focus include procurement statistics, an update on 2017 Procurement Framework implementation, progress on Borrowers application of e-procurement systems, an overview of procurement complaints, business outreach activities, and capacity development and knowledge work that is always critical to augment the capabilities of ADB staff and its borrowers.

The report has been prepared by ADB's Procurement, Portfolio, and Financial Management Department (PPFD) which monitors, oversees, and reports on procurement performance across sovereign operations. The department is primarily responsible for maintaining effective procurement oversight and works closely with both internal and external clients. It ensures that projects are designed to deliver high-quality outputs and effective outcomes, while also seeking to increase value for money and quality for ADB and its Borrowers through the procurement process.

Despite the difficult times the world faced this past year, ADB remained committed to timely project implementation and provided full procurement support as appropriate. Progress has been maintained on the implementation of the 2017 Procurement Framework. ADB remains committed to invest in technology and drive innovation and will roll out a Procurement Dashboard in 2021 for transparency and accountability to its shareholders. In the year ahead, ADB's procurement team will step up once again to meet future challenges.

Bruce Gosper

Vice-President for Administration and Corporate Management
Asian Development Bank

Abbreviations

ADB	Asian Development Bank
APA	Alternative Procurement Arrangement
BOS	Business Opportunity Seminars
DMC	developing member country
e-GP	Electronic Government Procurement
FIDIC	International Federation of Consulting Engineers
MBD	multilateral development bank
OCB	Open Competitive Bidding
PASS	Procurement Accreditation Skills Scheme
PBL	policy-based lending
PPFD	Procurement, Portfolio, and Financial Management Department
RBL	results-based lending
SDCC	Sustainable Development and Climate Change Department
SPP	Strategic Procurement Planning
TA	technical assistance
VBOS	Virtual Business Opportunities Seminar
VFM	value for money

Executive Summary

The report analyzes the procurement financed by the Asian Development Bank (ADB) in the year 2020 and builds on ADB's procurement databases. It provides a strategic overview of ADB's procurement statistics, an update on 2017 Procurement Framework implementation, progress on Borrowers application of e-procurement systems, an update on the procurement complaints system, business outreach activities, and capacity development and knowledge work.

The pandemic outbreak in 2020 has presented enormous challenges to the global community and borrowers have been stretched to their limits. Governments prioritized the health and well-being of their citizens and minimized disruptions to public service delivery. Travel restrictions, lockdowns, and quarantines under the “new normal” further exacerbated the challenges and put global supply chains at risk.

The need for social and physical infrastructure became more pressing to ensure the health and safety of the global community. Maintaining sound infrastructure and ensuring continuity of public services were prioritized and procurement activities continued despite the challenges. ADB acted immediately and was well placed to respond to the pandemic given its regional expertise, partnership with ADB members, and strong experience in responding to disasters and crises.

Flexible, agile, and universal procurement was immediately adopted by ADB after the outbreak. The pandemic allowed ADB's Procurement Policy to be applied flexibly in response to health emergencies. Universal procurement was adopted to support the procurement of goods and services more broadly, and to permit procurement to be directed through the United Nations and other international agencies. Central to the flexible response was allowing direct contracting when justified. Outposted and strategically placed procurement specialists were embedded in One ADB teams and provided constant and consistent advice and support to Borrowers on procurement issues. In collaboration with other ADB departments, the Procurement, Portfolio, and Financial Management Department (PPFD) introduced special arrangements to accelerate the procurement of urgently needed health-related equipment to address the needs of its developing member countries (DMCs) and those of ADB.

ADB financed sovereign investment project procurement reached \$10.3 billion in 2020, a 12% increase from 2019. This increase was driven by the coronavirus disease (COVID-19) related response packages covering pandemic response measures and investments in traditional infrastructure projects. Transport, energy, and water/urban projects led the way with 72% of total procurement. From a regional perspective, South Asia's share was \$4.0 billion followed by Southeast Asia with \$3.2 billion, Central and West Asia with \$1.8 billion, whereas East Asia and the Pacific were a distant \$1.0 billion and \$0.2 billion, respectively.

The 2017 procurement framework implementation entered its fourth year. The focus in 2020 centered on achieving value for money by mainstreaming procurement reforms in ADB operations at an early stage during project processing through the strategic procurement planning process. Actions were also taken to address COVID-19 in procurement due diligence, increase the involvement of procurement specialists in ADB operations through early engagement, and continue to build capacity and raise awareness. By year-end 2020, about 90% of investment projects approved used the 2017 procurement framework. A third alternative procurement arrangement to enhance efficiency on cofinanced projects was in advanced stage as of year-end for signature for formalization in early 2021.

E-procurement, a powerful tool, is a key feature of the 2017 Procurement Framework. It promotes value for money by decreasing transaction costs, maintains audit trails and provides ease of access to a larger pool of potential bidders. With physical contact minimized, governments leveraged the benefits of e-procurement where possible with \$7.4 billion of projects using digital platforms.

The first COVID-19 relief supplies are received by airfreight in Kabul, Afghanistan. In 2020, PPFD procured and delivered more than 3,000 cubic meters of PPE on behalf of its DMCs—an amount equivalent to nearly 80 shipping containers.

The procurement complaints tracking system encourages fairness and transparency. ADB's system, which saw its first full year of deployment, functioned well in 2020 with a total of 138 complaints received in 2020, of which 119 complaints were closed.

Business opportunities outreach and capacity building did not stop. Thirty-three country-level seminars and a large Business Opportunities Outreach event were delivered virtually drawing nearly 4,000 participants. Enhancing the capacity of local contractors and national consultants to overcome travel restrictions was prioritized, and training and institutional strengthening of frontliners managing procurement transactions covered more than 2,700 persons.

Procurement will continue to play a critical role in the post-pandemic phase. The duration of the pandemic remains an unknown and the progress of vaccination campaigns is highly uneven across the DMCs. ADB's Procurement Policy will need to provide guidance and tools to support the recovery of its DMCs and continue sharing best practices emerging from the pandemic and proposing new approaches while employing the flexibility built into the Policy. The deepening of procurement reforms will continue and efforts scaled-up to improve efficiency, quality, and delivery. Operational efficiency will be enhanced, and capacity building activities will continue to support current and future initiatives and reforms to help borrowers adapt to an ever-changing procurement world. Improving procurement quality remains high on ADB's agenda and further expansion of e-procurement across DMCs will be pursued.

Procurement Specialists were embedded as part of a One ADB approach to streamline the processing of loans and grants.

In Yunnan, People's Republic of China, a four-lane expressway—half of it bridges and tunnels—running through one of the most biodiverse regions in the world is facilitating trade and raising incomes for farmers while also protecting wildlife.

CHAPTER 1

BANK-WIDE PROCUREMENT AND CONSULTING STATISTICS

Introduction

Overall Procurement in 2020

2020 Procurement, by Region

2020 Procurement, by Sector

2020 Procurement, by Contractor's Nationality

2020 Procurement, by Origin of Goods,
Works, and Related Services

Procurement of Goods in 2020

Procurement of Works in 2020

Procurement of Consulting Services in 2020

Other Related Services in 2020

Procurement for PBLs and RBLs

Domestic Contractors' Participation in
ADB Procurement in 2020

Truck passing by the Bantay bridge in Abra River, Ilocos Sur, Philippines.

A photograph of a red truck, likely a semi-truck, driving on a bridge. The truck is positioned on the left side of the frame, moving towards the right. The bridge has a metal railing with vertical bars. The background shows a clear blue sky and a body of water in the distance. The entire image is overlaid with a semi-transparent blue filter.

Introduction

This section presents the value of goods, works, and services contracts (referred to here as procurement) awarded for projects financed by the Asian Development Bank (ADB). The bank-wide procurement data shown here are classified according to procurement threshold, nature, or type (goods, works, or consulting or other related services); sector; borrowing member; region; contractor's nationality; and origin of the goods, works, and services. It covers all contracts for both coronavirus disease (COVID-19) and non-COVID-19 operations.

In this report, procurement value is stated in terms of the amount financed by ADB.

Overall Procurement in 2020

In 2020, a total of 6,931 contracts amounting to \$10.3 billion was awarded for ADB investment projects (Figure 1; also refer to the statistical table in Appendix 1), a 12% increase compared with \$9.2 billion in 2019¹ (Figure 2). Of the total amount of contracts awarded, 67% was for works, 13% for goods, 13% for other related services and 7% for consulting services. Over the last 5 years, the value of procurement increased by 30%, from \$7.9 billion in 2016 to \$10.3 billion in 2020 (Figure 2). Similarly, average contract size in terms of ADB financing increased, from \$0.8 million to \$1.5 million (Table 1). The increase in average contract size was driven largely by the increase in the size of works contracts from an average of \$1.3 million in 2016 to \$4.8 million in 2020. Goods contracts also increased in average size from \$0.7 million in 2016 to \$1.6 million in 2020. Average size of consulting contracts remained the same. The pandemic did not impact the overall year-end results because of ongoing projects under implementation.

The amount of project procurement supported for COVID-19 response was \$564 million. This is in addition to ADB's support of \$9.0 billion for pandemic response through policy-based lending (PBLs) and results-based lending (RBLs).

Figure 1: Overall Procurement in 2020
(\$ million)

COVID-19 = coronavirus disease.
Source: Asian Development Bank.

¹ In addition, there was an estimated procurement of \$13,226 million under PBLs and RBLs in 2020. Please see Appendix 3 for the methodology used in accounting for procurement under budgetary support or policy-based support.

Figure 2: Annual Procurement Statistics, 2016–2020
(\$ billion)

Source: Asian Development Bank.

Table 1: Average Contract Size by Nature of Procurement, 2016–2020
(\$ million)

Items	2016	2017	2018	2019	2020
Goods	0.7	1.3	1.0	1.7	1.6
Works	1.3	3.1	3.2	3.8	4.8
Consulting Services	0.2	0.2	0.2	0.2	0.2
Overall Average	0.8	1.1	1.1	1.2	1.5

Source: Asian Development Bank.

2020 Procurement, by Region

From a regional perspective, South Asia's share was largest at \$4.0 billion followed by Southeast Asia at \$3.2 billion. Central and West Asia's procurement amounted to \$1.8 billion whereas East Asia and the Pacific were a distant \$1.0 billion and \$0.2 billion, respectively. Figure 3 breaks down the totals for each region into COVID-19 and Non-COVID-19 response.

Figure 3: Total Procurement by Region, 2020
(\$ billion)

2020 Procurement, by Sector

In 2020, ADB procurement for transport was the highest in value among the sectors—at \$4 billion, or 40% of total. Next highest was procurement for energy (19%) and water and other urban infrastructure and services (13%) sectors. Contracts awarded for these three sectors amounted to a combined percentage of 72% of total investment contracts.

The sectoral distribution of the 2020 procurement across the various regions is shown in Figure 5. Except in East Asia, the highest contract awards were made for the transport sector. In Southeast Asia, the transport sector was awarded a total of 51% (\$1,622 million) of total procurement in the region. In South Asia, the transport sector got 41% (\$1,646 million); in the Pacific, 34% (\$65 million); and in Central Asia, 30% (\$548 million). For East Asia, contract awards were more distributed among agriculture, natural resources, and rural development (29%), water and other urban infrastructure and services (23%), transport (19%), and energy (11%), but were highest in agriculture amounting to \$289 million.

Figure 4: Procurement by Sector, 2020
(% of total procurement)

Source: Asian Development Bank.

Figure 5. Sectoral Procurement by Region, 2020
(\$ million)

ANR = Agriculture, Natural Resources and Rural Development; EDU = Education; ENE = Energy; FIN = Finance; HLT = Health; IND = Industry and Trade; ICT = Information and Communication Technology; MUL = Multisector; PSM = Public Sector Management; TRA = Transport; WUS = Water and Other Urban Infrastructure and Services.
Source: Asian Development Bank.

2020 Procurement, by Contractor's Nationality

More than half (56.1%) of all contracts for investment projects in 2020 were awarded to contractors and suppliers from India, the People's Republic of China (PRC), and the Philippines. Of the total amount awarded, \$564 billion was for COVID-19-related contracts. Contract awards to the top-10 nationalities (Figure 6) comprised 82% of the total for the year, which can be broken down between COVID-19-related contracts (4%) and non-COVID-19-related contracts (78%).

Since the start of ADB operations over 5 decades ago, the largest proportion of investment contract awards by value have been made to contractors and suppliers from the PRC, India, Indonesia, and the Republic of Korea (Figure 7). PRC contractors and suppliers have been awarded contracts totaling \$36.2 billion—23% of ADB's total investment contracts since 1968—while India has obtained contracts worth a total of \$27.3 billion, or 17% reflecting both the strengths of their domestic market and the historical scale of ADB's operations in these countries.

Figure 6: Top 10 Nationalities of Contractors, Suppliers, and Consultants, 2020
(\$ billion)

BAN = Bangladesh, CAM = Cambodia, COVID-19 = coronavirus disease, IND = India, KOR = Republic of Korea, PAK = Pakistan, PHI = Philippines, PRC = People's Republic of China, SRI = Sri Lanka, THA = Thailand, VIE = Viet Nam.

Note: The percentage figures correspond to the share of the contractors, suppliers and consultants in total ADB procurement in 2020.

Source: Asian Development Bank.

Figure 7: Top 10 Nationalities of Contractors, Suppliers, and Consultants, 1968–2020
(\$ billion)

BAN = Bangladesh, IND = India, INO = Indonesia, KOR = Republic of Korea, JPN = Japan, PAK = Pakistan, PHI = Philippines, PRC = People's Republic of China, SRI = Sri Lanka, VIE = Viet Nam.

Note: The percentage figures correspond to the share of the contractors, suppliers, and consultants in total ADB procurement in 1968–2020.

Source: Asian Development Bank.

2020 Procurement, by Origin of Goods, Works, and Related Services

Breaking down by origin of goods, works, and other related services in 2020, the PRC and India had the largest share with 44% of the ADB financed contracts.² Procurement contracts of the top 10 by origin in Figure 8 had a combined value of about 81% of the total.

Summing up all goods, works, and related services supplied by the PRC and India since the start of ADB operations, the proportion to total procurement resembled 2020 proportions. The PRC supplied 23% while India supplied 18%. The combined value of contracts of the top 10 originating countries during the same period (Figure 9) was 74% of total ADB procurement.

Figure 8: Top 10 Origin of Goods, Works, and Services, 2020
(\$ billion)

BAN = Bangladesh, IND = India, INO = Indonesia, KOR = Republic of Korea, PAK = Pakistan, PHI = Philippines, PRC = People's Republic of China, SRI = Sri Lanka, THA = Thailand, VIE = Viet Nam.

Note: The percentage figures correspond to the share to total ADB procurement of the member country as origin of goods, works and services in 2020.

Source: Asian Development Bank.

Figure 9: Top 10 Origin of Goods, Works, and Services, 1968–2020
(\$ billion)

BAN = Bangladesh, IND = India, INO = Indonesia, JPN = Japan, KOR = Republic of Korea, PAK = Pakistan, PHI = Philippines, PRC = People's Republic of China, SRI = Sri Lanka, VIE = Viet Nam.

Note: The percentage figures correspond to the share to total ADB procurement of the member country as origin of goods, works, and services for the period 1968–2020.

Source: Asian Development Bank.

² The origin of goods is the place where they were mined, grown, cultivated, produced, manufactured, or processed (or where manufacture, processing, or assembly resulted in a commercially recognized article, substantially different in its basic characteristics from its imported components). See Appendix 2 (Glossary of Terms) for a more detailed definition.

Procurement of Goods in 2020

Procurement of goods in 2020 amounted to \$1.4 billion (13% of total procurement), \$79 million of which was for COVID-19 supplies such as personal protective equipment, disinfectants, medical equipment, and other related supplies (Figure 10). The \$79 million does not include supplies purchased directly by DMCs with ADB support to reduce the adverse social and economic impact of COVID-19 under PBLs.

Goods contracts were largest in the energy sector, which accounted for 54% of the total amount of goods contracts, followed by the transport sector, at 19%. Goods contracts averaged \$2 million in value. Two sectors with the highest average value per contract were energy (\$10 million) and transport (\$4 million). Meanwhile, contracts in the health; education; and agriculture, natural resources, and rural development sectors made up almost 60% of all goods contracts by number in 2020 but less than 20% of the total value of the contracts, indicating smaller package sizes.

The top 10 borrowing members accounted for 95% of procurement of goods in 2020, while the top 10 contractor nationalities supplied 90% of goods in terms of value (Figure 11).

Figure 10: Procurement of Goods, 2020

ANR = Agriculture, Natural Resources and Rural Development; COVID-19 = coronavirus disease; EDU = Education; ENE = Energy; FIN = Finance; HLT = Health; IND = Industry and Trade; ICT = Information and Communication Technology; MUL = Multisector; PSM = Public Sector Management; TRA = Transport; WUS = Water and Other Urban Infrastructure and Services.
Source: Asian Development Bank.

Figure 11: Top 10 Economies for Goods Contracts in 2020 and Contract Thresholds
(\$ million)

AFG = Afghanistan; BAN = Bangladesh; CAM = Cambodia; GER = Germany; HKG = Hong Kong, China; IND = India; INO = Indonesia; MON = Mongolia; PHI = Philippines; PNG = Papua New Guinea; PRC = People's Republic of China; SPA = Spain; SWE = Sweden; TKM = Turkmenistan; TUR = Turkey; USA = United States; UZB = Uzbekistan; VIE = Viet Nam.
Source: Asian Development Bank.

Procurement of Works in 2020

The procurement of works in 2020 amounted to \$6.9 billion (67% of total procurement), of which \$9 million was for COVID-19 health facilities (Figure 12). The transport sector accounted for 52% of works contracts in terms of amount, a major component of this being the Malolos–Clark railway in the Philippines, followed by the energy sector (17%). In terms of number of contracts, the agriculture, natural resources, and rural development sector obtained the largest number of contracts (37% of the total), 94% of which were valued at less than \$5 million. This reflects the inherently local and disaggregated nature of projects in this sector.

Large-value works contracts were concentrated in the transport, energy, water and other urban infrastructure and services, and industry sectors. Contracts in public sector management, finance, and information and communication technology (ICT) were all valued below \$5 million.

Eighty-seven percent of works contracts, in terms of value, were awarded to the top 10 borrowing members, including 46% to India and the Philippines (Figure 13). The top 10 nationalities obtained 88% of the total value of works contracts.

Figure 12: Procurement of Works, 2020

ANR = Agriculture, Natural Resources and Rural Development; COVID-19 = coronavirus disease; EDU = Education; ENE = Energy; FIN = Finance; HLT = Health; IND = Industry and Trade; ICT = Information and Communication Technology; MUL = Multisector; PSM = Public Sector Management; TRA = Transport; WUS = Water and Other Urban Infrastructure and Services.
Source: Asian Development Bank.

Figure 13: Top 10 Economies for Works Contracts in 2020 and Contract Thresholds
(\$ million)

AFG = Afghanistan; BAN = Bangladesh; CAM = Cambodia; GER = Germany; HKG = Hong Kong, China; IND = India; INO = Indonesia; MON = Mongolia; PHI = Philippines; PNG = Papua New Guinea; PRC = People's Republic of China; SPA = Spain; SWE = Sweden; TKM = Turkmenistan; TUR = Turkey; USA = United States; UZB = Uzbekistan; VIE = Viet Nam.
Source: Asian Development Bank.

Procurement of Consulting Services in 2020

A total of 3,738 consulting services contracts, valued at \$732 million, or 7% of total procurement during the year, were awarded in 2020; \$11 million of this total was for the COVID-19 response (Figure 14).

ADB-administered consulting services contracts reached \$208 million in total, making up over 28% of the total value of consulting services contracts. Firm consultants were awarded a total of \$117 million for 239 contracts while individuals were awarded \$91 million for 2,549 contracts (Figures 16A).

Four sectors accounted for more than 57% of the total number of ADB-administered consulting services. These are public sector management (21%), transport (13%), energy (12%) and finance (12%) sectors (Figure 14A). These sectors have a combined value of consulting services contracts amounting to 52%. Over the last 10 years, these sectors had the largest value of ADB-administered consulting services contracts.

Figure 14: Consulting Services, by Sector, 2020

ANR = Agriculture, Natural Resources and Rural Development; COVID-19 = coronavirus disease; EDU = Education; ENE = Energy; FIN = Finance; HLT = Health; IND = Industry and Trade; ICT = Information and Communication Technology; MUL = Multisector; PSM = Public Sector Management; TRA = Transport; WUS = Water and Other Urban Infrastructure and Services.
Source: Asian Development Bank.

Almost half of ADB-administered consulting services in both amount and number were awarded to India, the United Kingdom, the United States (US), the Philippines, and Australia (Figure 17).

On the other hand, executing agency (EA)-administered consulting services contracts funded under loans and grant projects made up 72% of the total value of all consulting services contracts at \$524 million—with firm consultants being awarded \$489 million and individual consultants \$35 million. In terms of number of contracts, EA-administered totaled to 950 contracts—362 were firms and 588 were individuals (Figure 16B).

The transport sector and the water and other urban infrastructure and services sector accounted for 68% of the total amount of EA-administered contracts. In terms of number, water and other urban infrastructure and services; transport; and agriculture, natural resources and rural development accounted for almost 55% of contracts (Figure 14A). A relatively large number of EA-administered firm consulting services contracts was valued above \$1 million (Figure 15).

Figure 15: Number of Firm Consulting Services Contracts, by Threshold and by Type of Administration 2020

ADB = Asian Development Bank, K = thousand, M = million.
Source: Asian Development Bank.

Figure 16: Distribution of Consulting Contracts, by Type of Administration, 2020

(a) Administered by Executing Agencies

(b) Administered by ADB

ADB = Asian Development Bank.
Source: Asian Development Bank.

Both the US and the Republic of Korea were awarded the largest value of EA-administered consulting services for loan and grant projects. Their combined value totaled to \$127.9 million or 25% of total EA-administered consulting services (Figure 18).

Figure 17. Top 10 Nationality of ADB-Administered Consultants, 2020

AUS = Australia, FRA = France, GER = Germany, IND = India, INO = Indonesia, NZL = New Zealand, PHI = Philippines, SIN = Singapore, UKG = United Kingdom, USA = United States.

Note: The bars in the figure represent the number of ADB-administered contracts in 2020 for the various consultant nationalities shown. Source: Asian Development Bank.

Figure 18. Top 10 Nationality of EA-Administered Consultants, 2020

AUS = Australia, FRA = France, IND = India, INO = Indonesia, JPN = Japan, KOR = Republic of Korea, PNG = Papua New Guinea, TUR = Turkey, USA = United States, VIE = Viet Nam.

Note: The bars in the figure represent the number of executing agency-administered contracts in 2020 for the various consultant nationalities shown.

Source: Asian Development Bank.

Other Related Services in 2020

Other related services comprising \$1.3 billion or 9% pertains to small value expenditures other than consulting services such as transportation, insurance, installation, commissioning, training, and initial maintenance (drilling, mapping, and similar operations).

For the small value expenditures, the largest origin was the Philippines with 39%, followed by Pakistan with 23% (Figure 19).

Figure 19 : Top 10 Origin of Other Related Services, 2020
(\$ million)

AFG = Afghanistan, BAN = Bangladesh, COVID-19 = coronavirus disease, IND = India, INO = Indonesia, JPN = Japan, MON = Mongolia, PAK = Pakistan, PHI = Philippines, PRC = People's Republic of China, USA = United States.
Source: Asian Development Bank.

Figure 20: Procurement of Top 10 Borrowing Members
(\$ million)

AFG = Afghanistan, BAN = Bangladesh, CAM = Cambodia, IND = India, LAO = Lao People's Democratic Republic, MON = Mongolia, PAK = Pakistan, PHI = Philippines, SRI = Sri Lanka, VIE = Viet Nam.

Note: The bars in the figure represent the value of the procurement of the top 10 borrowing members.
Source: Asian Development Bank.

Procurement for PBLs and RBLs

In practice, ADB does not collect data on the origin of goods and services for PBLs and RBLs from its borrowing members, but it needs to estimate their contribution to procurement statistics to determine how a borrower could have allocated the proceeds to ADB members. In total, \$13.2 billion accounted for the estimated procurement from PBLs and RBLs. This amount included the \$9.5 billion in budgetary support for COVID-19-affected ADB members. Appendix 3 explains how procurement is estimated for PBL and RBL.

The Philippines received the largest amount of budgetary support at \$3.3 billion with almost half spent for COVID-19 response. It is followed by Indonesia and India at \$1.8 billion and \$1.6 billion (Figure 21). Based on estimated procurement, the People's Republic of China with 81%, followed by the United States, with 23%, stood as the largest sources or suppliers of procurement for ADB members (Figure 22).

Figure 21 : Estimated Procurement for PBLs and RBLs by Top 10 Borrowing Members, 2020
(\$ million)

BAN = Bangladesh, CAM = Cambodia, COVID-19 = coronavirus disease, IND = India, INO = Indonesia, KAZ = Kazakhstan, NEP = Nepal, PAK = Pakistan, PBL = policy-based lending, PHI = Philippines, PNG = Papua New Guinea, RBL = results-based lending, UZB = Uzbekistan.
Source: Asian Development Bank.

Figure 22 : Top 10 Origin of Estimated Procurement for PBLs and RBLs, 2020
(\$ million)

AUS = Australia, GER = Germany, IND = India, INO = Indonesia, JPN = Japan, KOR = Republic of Korea, PBL = policy-based lending, PRC = People's Republic of China, RBL = results-based lending, SIN = Singapore, THA = Thailand, USA = United States.
Source: Asian Development Bank.

Domestic Contractors' Participation in ADB Procurement in 2020

In 2020, a total of 3,557 firm contracts with a value of \$10.1 billion were awarded under ADB-financed investment loan and grant projects in 2020. Domestic contractors were awarded 3,237 contracts (91%), valued at \$6.9 billion (69% of the total amount) (Figure 23). The share of contracts awarded to domestic firms in 2020 was higher by 5 percentage points (from 86% to 91%) in terms of number, and by 4 percentage points (from 65% to 69%) in terms of value compared to the average over time (1968–2020). The average contract value in 2020 exceeded the 5-year average between 2016–2020 by 58% with a year-end average of \$1.9 million.

A comparison of the share in 2020 with that in more recent time periods (2016–2020) shows that relative to 2016–2020, the share in the number of contract awards was maintained at 91% and the share in the value of awards increased by 4.3 percentage points from 64.5% to 68.8%.

For goods contracts, the share of domestic firm contractors in the number of contracts was higher by 22 percentage points in 2020 compared to the average of the period 1968–2020 (91% vs. 69%) (Figure 24). Average contract size has increased over time from \$0.4 million in 1968–2020 to \$1.0 million in 2020. This increasing trend in the average contract size demonstrates an increasing capacity of domestic markets to supply large-value goods contracts for ADB projects.

For works contracts, the share in contract amount is rising, as shown by the increasing trend in contract size. The increasing trend in their share of the contract amount and the average contract size indicates that domestic contractors for works have increased capacity to handle large-value contracts.

For consulting services, the share of domestic firm contractors seems to be declining in both the number and amount of contracts. Contract size, however, has increased, from \$0.3 million to \$0.6 million.

Figure 23: Share of Domestic Firm Contractors in the Procurement of Goods, Works and Consulting Services, 2020, 2016–2020, 1968–2020

M = million.

Source: Asian Development Bank.

Figure 24: Share of Domestic Firm Contractors, by Nature of Procurement, 2020, 2016–2020, 1968–2020

	Period	Share in No. of Contracts	Share in Amount of Contracts	Size of Contracts (\$ million)
GOODS	2020	91.0%	54.1%	\$1.0
	2016–2020	89.5%	66.4%	\$0.9
	1968–2020	68.8%	60.8%	\$0.4
WORKS	2020	93.9%	68.8%	\$3.5
	2016–2020	93.9%	62.0%	\$1.8
	1968–2020	97.5%	66.1%	\$0.7
CONSULTING SERVICES	2020	61.0%	26.3%	\$0.6
	2016–2020	62.9%	27.7%	\$0.6
	1968–2020	66.2%	28.0%	\$0.3

Source: Asian Development Bank.

CHAPTER 2

THE 2017 PROCUREMENT FRAMEWORK

Introduction

Implementation Activities

2020 Highlights: Mainstreaming the
2017 Procurement Framework

Measurement of the 2017 Procurement
Framework Implementation Progress in 2020

Moving Forward

Introduction

In April 2017, the ADB Board of Directors approved the 2017 Procurement Framework (2017 PF), which introduced a set of reforms anchored on achieving optimal value for money (VFM) for DMCs in project design and implementation. The 2017 PF established a new principles-based procurement policy and included two new core procurement principles—quality and VFM—in addition to economy, efficiency, fairness, and transparency. These two new principles provide flexibility to use customized, fit-for-purpose procurement methods to better support procurement of high-level technologies.

The 2017 PF is aimed at improving procurement systems, processes, and governance. It directs efforts to improve procurement efficiency, quality, and delivery systems while ensuring fiduciary, governance, and anticorruption requirements are fulfilled.

The framework has four key drivers: (i) increased lending operations, (ii) evolving needs of DMCs, (iii) harmonization with multilateral development banks (MDBs), and (iv) improvement of procurement delivery systems.

Implementation has been phased, flexible, and proactive. The 2017 PF applies to all projects with concept notes approved on or after 1 July 2017. To avoid disruption of ongoing projects that were either under processing or implementation before the framework took effect, there was no obligation to retroactively apply the 2017 PF. However, regional departments, in consultation with PPFD, have the option to review any requests by borrowers to use the framework retroactively.

Implementation Activities

Following ADB Board approval in 2017, implementation activities began to ensure the 2017 PF was deployed into ADB operations. Key aspects of these activities have included, but have not been limited to:

- a. **Operational Guiding Documents:** 4 staff instructions, 8 standard bidding documents, 9 user guides, and 24 guidance notes were deployed in 2018; these documents underpin how the 2017 PF is implemented.
- b. **Capacity Building:** to prepare ADB staff and DMC counterparts, extensive capacity building through procurement strategy clinics, procurement masterclasses, and “train the trainer” classes have been conducted and are ongoing.
- c. **Communication and Outreach:** conducted through a series of activities to introduce the 2017 PF including presentations, newsletters, informational videos on each 2017 PF guidance note, and enhancements to the Procurement Complaints Tracking System (PCTS—covered in detail in section 4 of this report).
- d. **ADB Procurement Webpage:** the [ADB Procurement Webpage](#) was launched to provide a single place in the public domain for essential 2017 PF information: operational procurement, business opportunities, and links to resources such as ADB Procurement Policy and Regulations, Guidance Notes, Staff instructions, Standard Bidding Documents and User’s Guides, Standard Request for Proposals and User’s Guides, 2017 PF eLearning Modules, and instructional/informational videos.
- e. **Decentralization and Delegation of Authority:** in 2019, PPFD began decentralizing and delegating procurement approval authority. To provide end-to-end procurement support to project teams and EAs, about 65% of procurement specialists, or 10, were outposted to resident missions and 12 were strategically placed in sector divisions and front offices of the five RDs.

- f. **Alternative Procurement Arrangements (APA):** By using a single framework for an entire project, APAs establish mutual reliance in cofinanced projects, for more efficient implementation, and most importantly, reduces transactional costs for ADB's clients. ADB currently has three APAs³ in place with development partners.
- g. **Performance Monitoring Measurements and Indicators:** PPFD introduced a set of performance measures and indicators in March 2019 to monitor the procurement reforms implementation performance. Data has been regularly captured to measure progress based on based on impact, outcome, outputs, and activities.

2020 Highlights: Mainstreaming the 2017 Procurement Framework

After 2019, the first full year of operationalizing the 2017 PF, mainstreaming of procurement reforms in ADB operations was intensified in 2020, mainly during project processing and through the Strategic Procurement Planning (SPP)⁴ process to achieve VFM. Actions were also taken to address the COVID-19 situation in procurement due diligence, enhanced involvement of procurement specialists in ADB operations, and improvement of capacity building and awareness raising.

Strategic Procurement Planning for VFM. The Procurement Policy defines VFM as the principle that enables the borrower to obtain optimal benefits through "effective, efficient, and economic use of resources by applying, as appropriate, the core procurement principles and related considerations, which may include life cycle costs, development objectives, and borrower's socioeconomic and environmental context. Price alone may not sufficiently represent VFM."

In project processing, achievement of VFM is considered and planned during the SPP process, which considers project concept, operating environment, market analysis, risk management, options analysis, and procurement strategy. It is a mandatory precursor to assess the prevailing risks and develop a fit-for-purpose procurement plan to help achieve VFM. Box 1 provides an example of VFM in a project from 2020.

Quantity and quality of SPP documents. An important measure for full 2017 PF implementation has been completing SPPs for all sovereign investment projects at the processing stage. Key measures undertaken in 2020 included SPPs completed for 100% of all sovereign investment projects under the 2017 PF (excluding emergency loans) and their quality assessed. The total number of completed SPP documents as of 31 December 2020 was 66 comprising 16 completed in 2019 and 50 completed in 2020. Thirty-nine SPP

The Procurement Policy defines VFM as the principle that enables the borrower to obtain optimal benefits through effective, efficient, and economic use of resources by applying, as appropriate, the core procurement principles and related considerations... Price alone may not sufficiently represent VFM.

³ APAs signed with i) World Bank in 2018 and ii) European Bank for Reconstruction and Development in 2019. A third APA was signed with the European Infrastructure Bank (EIB) in early 2021.

⁴ Refer to SPP guidance note at <https://www.adb.org/sites/default/files/procurement-planning.pdf>.

documents were completed (7 completed in 2019 and 32 completed in 2020) for projects approved in 2020. Additionally, there are 18 SPP documents for projects to be approved in 2021.

The target SPP indicators were achieved according to the SPP criteria: (i) 100% SPP completed for approved investment projects during the year, and (ii) 31 reviewed SPP documents rated 3 and above.⁵ See Tables 2 and 3 for the indicators and rating methodology.

Box: Strategic Procurement Planning for the Nuku'alofa Port Upgrade Project, Tonga Achieving VFM through SPP Process and 2017 Procurement Framework Features

On 3 December 2020, the Asian Development Bank (ADB) Board of Directors approved an Asian Development Fund (ADF) Grant of \$45 million for Tonga to upgrade the Nuku'alofa Port by rehabilitating and expanding the existing infrastructure and improve its management and operations. The strategic procurement planning (SPP) for the project was initiated in March 2020 with its focus on fit-for-purpose procurement to achieve ADB's core procurement principles of value for money (VFM) and Quality. As part of the SPP, a comprehensive procurement risk, capacity assessments, and supply market analysis were undertaken, and all procurement options were carefully analyzed with regard to contract packaging, procurement methods, bidding procedures, contracting modality, prequalification, and consultant selection method.

The optimal procurement arrangements were confirmed at the final SPP workshop in May 2020 with participation of the executing agency, ADB, and the project implementation consultant. These arrangements were focused on achieving better VFM using an e-procurement system to lower transaction costs, enhance transparency, and address coronavirus disease (COVID-19) travel restrictions; and using open competitive bidding and merit points evaluation criteria to ensure the delivery of quality outputs. The lessons learned are: (i) every project is unique in its complexity, risks, and value of its contracts, and these factors will drive the level of research and analysis; (ii) SPP requires adequate time and effort for collecting and analyzing data; and (iii) close coordination between the ADB project team, the executing agency, and the consultant is essential when preparing and implementing a fit-for-purpose procurement strategy.

Source: PPFD.

Container handling activities at Nuku'alofa Port. As the main entry point for cargo into Tonga, the ADB-funded upgrade project is expected to significantly improve cargo capacity and operations.

Table 2: Performance of SPP Indicators

Indicator	Target	Achievement against Target
SPP completed for 100% of sovereign investment projects (excluding emergency loans) that have their fact-finding mission in a given year	100%	100%
Quality of SPPs rated 3 (rating from 1-5) based on the likelihood to achieve the outcome, with 75% of all SPPs rated 3 or above under PPFD rating system	75%	82%

PPFD = Procurement, Portfolio, and Financial Management Department, SPP = Strategic Procurement Planning.
Source: PPFD.

⁵ Rated based upon an internal PPFD assessment system that considers the quality and acceptability of each SPP.

The drivers of the framework are increased lending operations, evolving needs of developing member countries, harmonization with multilateral development banks, and the need to improve procurement delivery systems. The expected benefits are reduced procurement time, improved quality and delivery systems, faster implementation of ADB-financed projects, greater engagement with developing member countries, lower transaction costs in cofinancing, and fiduciary comfort throughout the project cycle.

PROCUREMENT SUPPORT MISSIONS

62

Project
Processing

25

Capacity
Building

38

Project
Implementation

125

Total
Missions

PPFD CUSTOMER SUPPORT

PPFD international procurement specialists are outposted to the following DMCs:

Bangladesh, People's Republic of China, India, Indonesia, Mongolia, Nepal, Pakistan, Papua New Guinea, Philippines, Uzbekistan

Daily operations at the 15-megawatt Sersang Khushig Khundii Solar plant in Khushig valley, Tuv *aimag*, which is located 40 kilometers (km) from Mongolia's capital, Ulaanbaatar, and 17 km from the new international airport. The private sector project involves the operation and maintenance of the solar plant. In addition it will also include the construction of a 110/10 kilovolts (kV) substation, a 14 km long 110kV double circuit overhead electricity transmission line, as well as the extension of the 110/10kV Khushig substation owned by the National Power Transmission Grid State Owned Joint Stock Company (SOJSC).

Table 3: Assessment of the Quality of SPP Documents

Criteria	Rating	Assessment of SPPs Completed in 2019 and 2020	
		No.	%
Good, analysis is comprehensive and relevant and informs the procurement strategy and clear links from analysis to VFM statement	4–4.9	9	24
Acceptable, meets the minimum requirements with minor deficiencies and informs the procurement strategy. Some linkage between analysis, procurement strategy and VFM statement	3–3.9	22	58
Analysis is insufficient and/or lacking relevance. Analysis is only partly used for procurement strategy and VFM statement	2–2.9	6	16
SPP not carried out or analysis is significant flawed, no relation between analysis, strategy and VFM statement	1–1.9	1	3
Total		38	100

SPP = strategic procurement planning, VFM = value for money.
Source: Asian Development Bank.

Framework agreements. ADB delivered increased VFM in consulting services. In 2020, 36 framework agreements for consulting services were set up in commonly required areas of expertise across the bank. These framework agreements empaneled 174 experts, with 129 experts engaged through call-offs that significantly reduced the transaction and staff time required to meet ADB's operational needs.

Merit points system. This was introduced under the 2017 PF to assess cost and quality according to the needs of the borrower as well as the project's development objectives.⁶ The merit points system was applied in the evaluation of the technical aspects of bids under the Philippines Malolos–Clark Railway Project.⁷ This resulted in the award of six contracts amounting to \$2.5 billion. Several other contracts under preparation will also be using the merit points system.

Life cycle costs. The evaluation criteria for life cycle costs are applied when the quality standards of the technical requirements can be established and measured easily by referring to technical specifications or well-established industry standards. Life cycle costs include costs of operation and maintenance, licensing, additional features, consumables, and disposal. The contract will be awarded to the bidder that offers the lowest evaluated cost for goods, works, and services and meets the technical requirements.

Procurement risk assessment. Conducting Procurement Risk Assessments to help facilitate better procurement strategies and improve project outcomes is a key aspect of the 2017 PF. In 2020, PPFD supported MAPS (Methodology for Assessing Procurement Systems)⁸ in the Philippines and Indonesia in close partnership with the

⁶ The merit point system is normally used when (i) quality needs to be compared across bidders based on their qualifications, experience, and performance; (ii) complex solutions are required; or (iii) procurements involving high-level technology that improves the quality of the goods and works.

⁷ <https://www.adb.org/projects/52083-001/main>.

⁸ <https://www.oecd.org/gov/ethics/benchmarking-assessment-methodology-public-procurement-systems.htm>.

procurement agencies in the two countries and the World Bank. PPFID also mobilized funding⁹ in 2020 for technical assistance to (i) further strengthen diagnostic work on fiduciary assessment, (ii) strengthen country procurement systems, and (iii) develop and disseminate knowledge related work to undertake assessments in the coming years.

Involvement of procurement specialists in ADB operations. In 2020, procurement specialists participated in 125 missions of which 62 for project processing, 25 for capacity building, and 38 for project implementation. The active involvement of the procurement specialists resulted in an increase in completed SPP documents and the inclusion of VFM statement and other procurement framework features in project documents.

Measurement of the 2017 Procurement Framework Implementation Progress in 2020

The measurement of progress in 2020 focuses on the impact and outcome of the implementation of procurement reform in ADB operations.

Impact and outcome. Early indications are showing positive signs on the impact generated by the implementation of the 2017 PF. From 2016 to 2020, the impact indicators measured under the 2017 PF (Table 4) were showing signs of improvement with some minor fluctuations. The slight downward trend of 2020 reflects the impact of COVID-19 but is not worrying. Lockdowns, a shift to work from home, border closures, quarantine of infected persons, and a general slowdown in economic activity were leading causes. Once the external shocks of the pandemic begin to subside and a sense of normality prevails, performance indicators are expected to improve.

Outcome indicators were generally met, particularly in the number of projects adopting the 2017 PF and SPPs completed. The progress of some leading indicators is elaborated below.

Table 4: Performance of Impact Indicators

Impact Indicators	Baseline Year	Baseline Value	Target/Monitor	2020 Result
End to end procurement time for transactions \$10 million and above (prior review contracts), days	2016	300	Monitor	285
Number of cancelled bids/re-bids for transactions \$10 million and above	2016	3	Monitor	17
Time for approval of evaluation report for transactions \$10 million and above (ADB review time), days	2016	45	Target < 40	50
% of evaluation report reviews with one review round or less for transactions \$10 million and above	2016	90	Monitor	64
Loan consultant services recruitment for contracts \$5 million and above using QCBS/FTP (ADB review time), days	2016	22.3	Monitor	19.6
TA consultant services recruitment using QCBS (total cycle time), days	2016	212	Monitor	185

ADB = Asian Development Bank, FTP = full technical proposal, QCBS = quality and cost-based selection, TA = technical assistance
Source: PPFID

⁹ ADB. 2020. Integrated Fiduciary Risk Assessments and Strengthening Country Systems: Technical Assistance Report. Manila. <https://www.adb.org/projects/documents/reg-54162-001-tar>.

(i) Application of the 2017 Procurement Framework

In 2020, 86 approved projects adopted the 2017 PF, an increase of 121% from the 39 projects adopting 2017 PF in 2018 (Table 5).

Ninety percent of the approved investment projects in 2020 adopted the 2017 PF compared with 39% in 2018 and 79% in 2019 (Table 6).

Table 5: Project Approvals (2018–2020)

	2018		2019		2020 ^a	
	No. of Projects	%	No. of Projects	%	No. of Projects	%
Using 2017 PF	39	34%	69	61%	86	50%
Using 2015 guidelines	61	53%	25	22%	8	5%
Not applicable	16	14%	20	18%	77	45%
Total	116	100%	114	100%	171	100%

COVID-19 = coronavirus disease, PF = procurement framework.

^a Due to the COVID-19 pandemic in 2020, many projects that were approved neither used the 2017 PF nor the old guidelines under COVID-19 Pandemic Response Option modality.

Not applicable implies neither using the 2017 PF nor the 2015 guidelines.

Source: Project documents (Report and Recommendation to the President, Project Administration Manual and Procurement Plan).

Table 6: Investment Project Approvals (2018–2020)

	2018		2019		2020	
	No. of Projects	%	No. of Projects	%	No. of Projects	%
Using 2017 PF	39	39%	69	73%	75 ^a	90%
Using 2015 guidelines	61	61%	25	27%	8	10%
Total	100	100%	94	100%	83	100%

PF = procurement framework, PBL = policy-based lending, RBL = results-based lending, SDP = sector development program.

^a Excluding 11 projects not classified as investment projects (5 PBL, 1 RBL and 5 SDP Program).

Source: Project documents (Report and Recommendation to the President, Project Administration Manual and Procurement Plan).

Figure 25: Approved Projects under 2015 Guidelines vs. 2017 Procurement Framework

PF = Procurement Framework.

Source: Asian Development Bank (Procurement, Portfolio and Financial Management Department).

Figure 26: Contracts Awarded under the 2017 Procurement Framework

PF = Procurement Framework.

Source: Asian Development Bank (Procurement, Portfolio and Financial Management Department).

(ii) Alternative Procurement Arrangements

ADB completed negotiations with European Investment Bank (EIB) and signed the third APA with them in January 2021. As of 31 December 2020, 5 projects for \$940 million (ADB = \$617 million, World Bank = \$58 million, and EBRD = \$265 million) have been approved under the APA (Table 7).

Table 7: List of Projects Approved under Alternative Procurement Arrangements

Project Name	ADB (\$ million)	World Bank (\$ million)	EBRD (\$ million)	Total (\$ million)	Status
UZB: Power Generation Efficiency Improvement (L3621)	450.00		240.00	690.00	<ul style="list-style-type: none"> • ADB lead • Project Implementation Agreement signed with EBRD on 3 July 2019.
KIR: South Tarawa Water Supply Project (G0652/G0653)	13.00	12.96		25.96	<ul style="list-style-type: none"> • ADB lead • Project APA was signed by OCO in February 2019.
SOL: Urban Water Supply and Sanitation Sector (L3826/G0663/G0663)	37.00	15.00		52.00	<ul style="list-style-type: none"> • ADB lead • Project Implementation Agreement signed with WB on 30 January 2020.
KIR: Outer Island Transport Infrastructure Investment Project(G0713-KIR)	12.00	30.00		42.00	<ul style="list-style-type: none"> • WB lead • Project Implementation Agreement signed with WB on 15 September 2020.
TAJ: Power Sector Development Program (G0777/G0778)	105.20		25.00	130.20	<ul style="list-style-type: none"> • Project Implementation Agreement signed on 11 Dec 2020.
TOTAL	617.20	57.96	265.00	940.16	

ADB = Asian Development Bank, EBRD = European Bank for Reconstruction and Development, KIR = Kiribati, SOL = Solomon Islands, TAJ = Tajikistan, UZB = Uzbekistan.

Source: Asian Development Bank, PPFD.

Moving Forward

Overall

The first 3 years of implementation of the 2017 PF are showing progress toward achieving quality procurement outcomes. Early strategic procurement planning in the procurement cycle is helping borrowers overcome perennial challenges of project implementation. Sound contract management is helping mitigate potential project related risks. Achieving VFM and assessing life-cycle costs are central to ensuring project sustainability. Alternative procurement arrangements are paying dividends by dramatically reducing transaction costs to borrowers.

The 2017 PF's fit for purpose approach provided much needed flexibility to ADB to respond quickly and effectively to evolving needs during the pandemic. Streamlined procedures to fast track the procurement of emergency equipment helped borrowers address urgent requirements. Fiduciary oversight was not compromised and transaction cost to the borrower did not increase. The flexible approach to addressing the emergency is expected to continue into 2021.

Initial implementation of the reform is showing positive results, these include (i) SPP mainstreamed with focus on achieving VFM, (ii) outposted/strategically placed procurement specialists with more systematic involvement in project processing, and (iii) enhanced capacity of PPFD staff.

Future Direction

Further deepening of the reforms will continue. To further improve efficiency, quality, and delivery, focus will be on expanding the adoption of VFM standards in procurement contracts and promoting the use of country systems.

Operational efficiency to be further enhanced. More specifically, operational efficiency will be pursued by (i) further delegation of procurement approval authority within and outside PPFD, (ii) further streamlining business processes and workflows, (iii) further simplifying templates, (iv) providing greater flexibilities to address country-specific situations, and (v) increasing use of call-offs under framework agreements in consulting services. Capacity building activities will support current and future initiatives and reforms to help borrowers better adapt to an ever-changing procurement world.

Procurement quality to be further improved. This will be pursued by (i) providing procurement support in projects implemented in countries on fragile and conflict-affected situations (FCAS); and (ii) supporting measures such as life-cycle costs, point-scoring, sustainability or socioeconomic targets in the evaluation criteria. More effort will be given to further improve country procurement systems through: (i) implementing TA programs that seek to strengthen country procurement systems, (ii) conducting assessments of country procurement systems, (iii) promoting APA for agencies with accredited procurement systems, and (iv) further expanding e-Government Procurement (e-GP) across DMCs.

CHAPTER 3

ELECTRONIC GOVERNMENT PROCUREMENT (e-GP)

Introduction

Recent ADB Initiatives

e-GP in 2021 and Beyond

Introduction

Electronic Government Procurement (e-GP) systems offers multiple benefits to government agencies. When fully deployed, these systems promote competition by providing wider access to procurement opportunities, increased transparency in procurement, reduce transaction costs because to its scalable nature, speed up transactions through automation and can help achieve value for money through efficiency gains. E-GP is also considered an international best practice and something that has been embraced within both the public and private sectors in recent decades.

This section presents e-GP data for 2017 to 2020. It examines e-publication (the advertising of procurement opportunities in online platforms or web pages, allowing bidders to download bidding documents) and e-bidding (full procurement process, from e-publication to online bid opening and award).

The development of the ADB e-GP agenda was originally driven by the ADB Strategy to support the use of e-Procurement. E-GP also formed part of the PPF response to the Midterm Review of Strategy 2020 Action Plan. It is incorporated in ADB Strategy 2030, and the 2017 Procurement Framework (2017 PF). These documents support and encourage the use of electronic systems. Strategy 2030 describes the strengthening and use of country systems and the introduction of high-level digital technologies as part of its drive for stronger, better, and faster delivery.

Among DMCs, there are several e-GP systems which range widely in development and sophistication, from simple functionality that use websites to advertise opportunities to more complex platforms integrated into human resources, financial, and payment systems managing the full procure-to-pay cycle (see map in Figure 28).

South Asia, specifically India, has developed advanced electronic systems that are in broad use locally. These systems are assessed and used incrementally in ADB-financed operations, depending on their compliance with ADB requirements and guidelines. In Southeast Asia and Central and West Asia, there is a mix of systems, ranging from none to advanced systems used in ADB-financed operations to less mature systems now emerging into e-publication. The development and use of e-GP systems in the Pacific has not kept pace with other regions. But while ADB Pacific DMCs have been delayed in developing their own systems, they have nonetheless used third-party portals.

Trends:

Overall, the use of e-GP, both in a national context and in ADB-financed operations, has significantly increased in recent years, according to the data gathered. National e-procurement systems were used in 40 ADB projects in over 17 countries in 2020, totaling \$7.43 billion—almost twice the \$4.37 billion total in 2017 (Figure 27). Of the total amount, \$4.177 billion was processed through full e-bidding.

ADB has tracked and monitored this evolving use with data distinguishing between the basic function of e-publication

Figure 27: Value in Billion USD vs. Number of Projects using e-GP, 2017–2020

e-GP = electronic government procurement, USD = United States dollar.
Source: Asian Development Bank.

An aerial photograph of a paved road winding through a dry, hilly landscape in Timor-Leste. A green truck is driving away from the viewer, carrying a load of blue water tanks on its flatbed. The terrain is characterized by reddish-brown soil and sparse, dry vegetation. In the background, a power line tower is visible against a clear blue sky. A large, semi-transparent white box containing text is positioned in the upper left quadrant of the image.

e-Procurement is the collaborative use of information and communication technologies in conducting public procurement activities for the acquisition of goods, works, and services, and management of contracts ensuring fit-for-purpose solutions, good governance, and value for money.

A vehicle is seen along the road to Manatuto, east of Dili, the capital of Timor-Leste. The Dili to Baucau Highway Project will upgrade and climate-proof the national road between the capital and the second-largest town, Baucau.

Figure 28: Countries Using e-GP in ADB-Funded Projects, 2017–2020

ADB = Asian Development Bank, e-GP = electronic government procurement.

Note: The following countries utilized the ADB provided cloud-based Software as a Service (SaaS) provider as part of their eGP approach in 2020 for either ePublication, eBidding, or both: the Federated States of Micronesia, Fiji, the Marshall Islands, Myanmar, Nauru, Samoa, Solomon Islands, Tajikistan, Tuvalu, and Uzbekistan.

Source: Asian Development Bank.

and advanced e-bidding. Consistent with the increased use of e-bidding was the decreased use of e-publication as a stand-alone e-procurement system. Systems that stopped relying solely on e-publication in e-GP have transitioned into full e-bidding, with e-publication as the starting module. DMC systems are clearly evolving over time and adding functionality from the starting point of e-publication, leading to a more complete online procurement process.

The data indicates the use of e-GP systems in the transport, energy, and water sectors is increasing, and ADB expects e-GP use to grow as well in the health and social sectors in the next 5 years. The benefits of e-GP use in the latter sectors are even greater; these include higher numbers of low-value, repeatable transactions than in the hard infrastructure sectors with their bias toward fewer transactions in large infrastructure procurement.

Recent ADB Initiatives

Bank Financed Procurement Portal

The impact of COVID-19 on procurement in ADB DMCs was recognized early in the pandemic. Manual systems were constrained by lockdowns and supply chains were affected by border closures and logistical constraints. Procuring emergency medical equipment, personal protective equipment (PPE), and other health and safety equipment became a critical need. Ongoing procurement was also significantly affected. The restrictions on physical activity and gatherings meant that there could be no paper-based procurement requiring physical presence for pre-bid meetings, bid submission, and bid evaluation. The entire procurement process, and hence essential investments in several countries, was delayed.

Consequently, advancing or developing e-procurement solutions became imperative. To support DMCs without e-GP systems, ADB provided them with a cloud-based procurement platform Software as a Service (SaaS) to meet the higher procurement workload brought about by COVID-19, both for health equipment and for medicine, and to convert paper-based procurement processes that could not be done remotely to online ones that could.

There are already early indications that the provision of this platform has acted as catalyst for executing agencies to start developing their own electronic procurement systems. Since April 2020, a total of 32 executing agencies in eight ADB DMCs have used this system to procure goods and works valued at \$1.96 billion. This total procured using the platform¹⁰ accounted for about 25% of the total value of ADB projects using e-GP in 2020.

Advancing or developing e-Procurement solutions became an imperative with COVID-19; ADB has provided this support to all of its DMCs.

¹⁰ \$7.43 billion. See Figure 27.

Figure 29: Timeline Showing the Start of e-GP Implementation in 24 Countries (2020 Survey)

AFG = Afghanistan, ARM = Armenia, BAN = Bangladesh, BHU = Bhutan, COO = Cook Islands, e-GP = electronic government procurement, FIJ = Fiji, GEO = Georgia, IND = India, INO = Indonesia, KAZ = Kazakhstan, KGZ = Kyrgyz Republic, MAL = Malaysia, MON = Mongolia, NAU = Nauru, NEP = Nepal, PHI = Philippines, PRC = People's Republic of China, SAM = Samoa, SRI = Sri Lanka, TAJ = Tajikistan, THA = Thailand, VAN = Vanuatu, VIE = Viet Nam.
Source: Asian Development Bank.

Survey

To expand its knowledge base of e-GP implementation in Asia and the Pacific, as well as the knowledge base of its clients, ADB conducts surveys that provide a regional view of e-GP implementation, and insights into the different approaches used by the DMCs and the lessons they have learned. The fourth survey was done in 2020,¹¹ with 37 DMCs participating. Among other information gathered, the survey captures historical data relating to the establishment of e-GP systems and their evolution over time.

The 2020 survey identified key trends in the development of the different systems (see the timeline for the start of e-GP implementation in 24 DMCs in Figure 29):

- About 50% of the existing e-GP systems in the Asia and Pacific region have increased e-GP functional coverage and system use since 2017. Close to 50% of those that started with just e-publication modules have new modules including e-bidding, e-payment, and contract management, and a limited number also have e-marketplace, e-reverse auction, and knowledge management module. This expanded functional coverage effectively provides for a more complete procurement process online.
- Close to 50% of the e-GP systems have started to be integrated with external information technology systems. Business registration, banking, and tax have emerged as the top-three external systems integrated with e-GP systems. Integration with financial management information system (FMIS) is in its early stages of development, with only four countries (Kazakhstan, Tajikistan, Thailand, and Sri Lanka) so far having fully integrated the FMIS modules with their e-GP systems.
- Over 50% of the e-GP systems are backed by a developed and published system malfunction policy which allows the systems to maintain the level of security in case of any system failure or malfunction.
- Adoption of contract management functionality has slowly been growing over the last five years with eight e-GP systems having been fully rolled out.
- Change management and unstandardized procurement workflows and policies remain the top-two implementation challenges subsequent to tendering.

¹¹ To date, four e-GP surveys have been conducted—2011, 2014, 2017, and 2020.

Multilateral Development Bank e-GP Working Group

The Multilateral Development Bank (MDB) e-GP working group developed an e-GP toolkit and hosts a series of biannual e-GP conferences. The work of the group is ongoing and ADB remains an active participant in the pursuit of establishing agreed minimum standards and quality, and the harmonizing the required documentation. The benefits include reducing the administrative burden on borrowing countries, as well as producing efficiency and cost saving for the MDBs. There are eight other MDBs participating in the working group.¹²

Assessments

When ADB receives a request from a DMC to use its e-GP systems for procurement in ADB-financed operations, ADB assesses the system. This assessment process is outlined in an ADB's guidance note and is based on guidelines agreed on among the MDBs. The World Bank and ADB follow the same procedure for assessing and approving e-GP systems. In addition, ADB has developed a data sheet to capture details of the assessed e-GP systems in a standardized format.

In 2017–2020, ADB assessed (or reassessed) 51 e-GP systems and approved 43 of these for use in ADB-financed procurement. Twelve of these systems were approved in 2020. To meet the steady rise in demand for assessments, ADB continuously reviews and adopts new strategies to respond to new requirements. In 2019, ADB worked with the Government eProcurement System of the National Informatics Centre (GePNIC) of India to create an ADB organization module that met ADB's policy requirements, allowing the use of GePNIC installations in ADB-financed operations in several executing agencies without the need for a full assessment or any modification in system workflows.

Figure 30 presents a breakdown of e-GP assessments for every assessment type. Light assessments adopt the findings and recommendations of an earlier assessment, whether by ADB or by another MDB, without requiring a complete (or full) assessment of the system. A full assessment of any system is based on the MDB Guidelines and follows the MDB assessment framework. In 2017–2020, ADB conducted 29 full assessments and 22 light assessments, for a 57%–43% split between these types of assessment.

Figure 30: e-GP Systems Assessed, per Assessment Type, 2017–2020

Figure 31: e-GP Systems Assessed per Procurement Method, 2017–2020

Note: The category “Other” stands for PRC assessments. In 2018, ADB assessed several systems using the shopping method. In 2019, ADB assessment of PRC e-GP systems used the Methodology for Assessing Procurement Systems (MAPS). This was a general assessment, not made for the purpose of approval, as each individual system requires assessment.

Source: Asian Development Bank.

¹² The MDB e-GP working group consists of the Asian Development Bank (ADB), the African Development Bank (AfDB), the Development Bank of Latin America (CAF), the Caribbean Development Bank (CDB), the European Bank for Reconstruction and Development (EBRD), the Inter-American Development Bank (IADB), the Islamic Development Bank (ISDB), the New Development Bank (NDB), and the World Bank (WB).

In 2020, ADB assessed 31 systems and approved their use in international procurement through open competitive bidding (OCB) (Figure 31). Eighteen assessments were made for OCB national procurement, and two others were ongoing as of the time this report was prepared. Figure 31 shows that OCB is growing internationally; this growth will lead to the processing of higher values of procurement through the e-GP systems. This is a positive trend because it indicates that more e-GP systems are gaining in sophistication and alignment with international best practice and are being approved for use at the highest level.

Use of Electronic Systems

Growth in the value of ADB financed contracts processed through electronic systems and in the number of e-GP systems approved and used in ADB financed operations mirrored this rising trend e-GP development and implementation. ADB- financed operations using e-GP systems increased from \$4.4 billion in 2017 to \$7.4 billion in 2020, and the number of projects, from about 30 in 2017 to 40 in 2020 (see Figure 27). Projects in the transport; energy; and agriculture, natural resources, and rural development sectors dominated in the use of national e-GP systems and accounted for over 80% of e-GP use in 2017–2020 (see Figure 34). Fifteen of the 40 projects using e-GP were in South Asia, 15 others were in Central and West Asia, 7 in Southeast Asia, and 3 in Pacific island countries.

Figure 32 indicates significant progress in e-GP use in ADB operations over time. Projects using e-bidding—the full procurement process—nearly quadrupled from 2017–2020, increasing from \$1.255 billion to \$4.177 billion. Systems using e-publication also showed a positive trend of continued growth, as more and more countries began to adopt e-procurement.

In 2020, ADB had 40 projects in 17 countries using national e-procurement systems. This number was only 10 projects higher than the 2017 figure, as shown in Figure 33. However, there was a surge in the number of projects using full e-bidding during the period. In 2017, only 5 out of 30 projects used full e-bidding. In contrast, full e-bidding was used in 29 out of 40 projects in 2020. In 2017–2020, the transport, energy, and water sectors dominated the use of e-GP in ADB-financed operations, reflecting the emphasis ADB places on these sectors in its lending (Figure 34). The social sectors (health and education) are expected to increase their e-GP use in the coming years; however, given ADB's lending focus, transport, energy, and water are likely to stay in the lead.

Figure 32: Value of Projects, by E-GP Type, 2017–2020
(\$ billion)

Figure 33: Number of Projects, by E-GP Type, 2017–2020

E-GP = electronic government procurement; e-Publication = includes only electronic advertisement activities for procurement transactions; e-Bidding = includes electronic advertisement, along with more advance features of e-GP such as online bid submittal, bid opening, bid evaluation, etc.

Source: Asian Development Bank.

The number of countries using e-GP more than doubled from the original 12 countries identified in the ADB survey in 2014, to over 27 in the 2020 survey.

Aerial view of the 290-meter L-shaped quay and onshore facilities built under the ADF funded Domestic Maritime Transport Project significantly increased efficiency and reduced congestion at Malé's domestic harbor (Malé North Harbor), the main hub for the distribution of goods in Maldives.

Figure 34: ADB-Funded Projects Using E-GP, by Sector, 2017–2020

ANR = Agriculture, Natural Resources, and Rural Development, EDU = Education, HLT = Health, IND = Industry and Trade, TRA = Transport, WUS = Water and Other Urban Infrastructure and Services.

Data sources:

1. This report uses data from procurement notices, procurement plans in ADB's procurement review system (PRS), pre-assessment questionnaires, assessment reports, assessment data sheets, and survey reports.
2. This report features the use of Electronic Government Procurement (e-GP) systems by ADB's developing member countries (DMCs) in ADB-financed operations, and demonstrates the progressive adoption of such systems, from stand-alone e-publication to full e-bidding. This information is presented by project, country, sector, and region.

e-GP in 2021 and Beyond

The pace of development of e-GP systems varies, with some systems maturing and succeeding far more quickly than others. This varied development has affected the use of national e-GP systems in ADB-financed operations. As new technologies are introduced, national systems continue to advance at an incremental pace. Some countries choose to build and configure their own systems, while others adopt off-the-shelf solutions. Both these choices are valid, and both lead to increased use of e-GP, but they clearly differ in pace of implementation and in the degree of support they require from ADB.

The pandemic has emphasized the need for more widespread and comprehensive, and more highly developed, use of e-GP. ADB has provided a temporary, off-the-shelf solution for DMCs to undertake ADB-financed procurement. With the growing demand for, and use of, such systems among its DMCs, ADB foresees the need for permanent e-GP solutions, through developed or enhanced national systems.

ADB will continue to advocate and promote the use of e-GP systems in ADB-financed operations. To reach this goal, it will encourage and support the assessment and strengthening of initiatives for the e-GP systems of its DMCs. In line with its commitments stated in Strategy 2030, ADB will continue its efforts at stronger, better, and faster delivery by promoting and implementing digital transformation.

ADB is a founding member of the Multilateral Development Bank Electronic Government Procurement (MDB e-GP) working group, that coordinates conferences, workshops, research, and support of e-GP initiatives.

CHAPTER 4

PROCUREMENT-RELATED COMPLAINTS

Introduction

Procurement Complaints Tracking System (PCTS)

Overview of Complaints Filed in 2020

Complaints Related to Procurement of Goods, Works, and Nonconsulting Services

Introduction

The handling of procurement-related complaints in an objective, time-sensitive manner underpins a fair and transparent public procurement system. It is essential that participants in procurement have the right tools and process through which procurement decisions can be challenged. A robust and well managed complaints management system is key in ensuring a level playing field, encouraging competition while simultaneously providing an important governance mechanism in procurement. While the borrower is still responsible for addressing and responding to complaints under ADB-financed projects, ADB maintains oversight of this process, to ensure that the fundamental principles of its Procurement Policy are followed at all times.

In general, procurement-related complaints are of three main types:

- complaints that allege fraud, corruption, or any other practice prohibited under ADB's Anticorruption Policy and Integrity Principles and Guidelines 2015;
- complaints arising out of, or relating to, a bidding process subject to an Alternative Procurement Arrangement (APA), which may allege fraud, corruption, or some other irregularity or omission related to the bidding process; and
- complaints that allege misapplication, or omissions in the application, of ADB's Procurement Policy or Procurement Regulations during the bidding process.

Because of the nature of the projects financed by ADB and the breadth of ADB's activities, a certain number of complaints is to be expected each year. The important thing to consider is whether these complaints were addressed in a timely manner and in accordance with ADB's Procurement Policy.

Procurement Complaints Tracking System (PCTS)

To ensure the efficient tracking and management of procurement-related complaints, PPFD, along with ADB's Information Technology Department (ITD), developed the Procurement Complaints Tracking System (PCTS¹³) in 2019. Through the PCTS, complainants now have an open internet forum for filing a complaint, and can provide feedback, by means of a survey, on their experience with the system. For ADB, PCTS provides an automated and electronic platform for tracking, receiving, assigning, and handling complaints, as well as a database enabling robust reporting and analytics (through Power BI), to help identify any recurring causes of complaints. This interface for the management of complaints and the consolidation of data marked a significant milestone in ADB's procurement complaints management process.

Overview of Complaints Filed in 2020

A total of 138 procurement complaints were received and processed by the PCTS in 2020 (Figure 35). Of this total, 119 (86.2%) were closed by the end of 2020. The average complaint handling period was 30 days. A further breakdown of these complaints can be found in this section.

Figure 35: Consulting Services Related Complaints (2020)

Source: Asian Development Bank.

¹³ Complainants can register their complaints at <https://www.adb.org/forms/complaints>.

One-third of complaints related to system and procedural difficulties accessing the Consultant Management System (CMS) and consulting services recruitment notices (CSRNs). These complaints were referred to ITD for technical resolution. As a result of these complaints PPFD has introduced changes to improve CMS usability.

The next-highest number of complaints (27% of the total) regarded short-listing of consultants. PPFD reviewed these to ensure that short-listing conformed with ADB's Procurement Policy. As ADB does not provide debriefings to firms not short-listed (not all qualified firms are included in the final short list) specific responses to the issues raised were not provided.

All twelve complaints related to the preparation and issuance of requests for proposals (RFPs) and proposal evaluation were addressed. Cases of alleged violations of integrity standards were referred by PPFD to the Office of Anticorruption and Integrity (OAI). OAI publishes its own annual report on complaints of this nature and is available for review on their webpage.¹⁵

Seven complaints relating to contract administration issues, including delayed payments to sub-consultants, were referred for monitoring by regional departments or resident missions as appropriate. In some cases, complainants were counseled to seek legal advice as provided in their individual contracts.

Complaints from prospective consultants based in South Asia made up the majority of complaints related to consulting services procurement in 2020, followed by complaints from other regions (Figure 36). No complaints were received from the Pacific region. Figure 37 gives a breakdown of the complaints by sector.

Figure 36: Consulting Services—Complaints by Country

AFG = Afghanistan, BAN = Bangladesh, BHU = Bhutan, IND = India, INO = Indonesia, KGZ = Kyrgyz Republic, MON = Mongolia, MYA = Myanmar, PAK = Pakistan, PAL = Palau, PHI = Philippines, PRC = People's Republic of China, REG = Regional, SRI = Sri Lanka, TAJ = Tajikistan, UZB = Uzbekistan.

Source: Asian Development Bank.

¹⁴ As categorized by complainants when submitting their complaints. Complainants may indicate several categories to the same complaint.

¹⁵ <https://www.adb.org/documents/series/office-anticorruption-and-integrity-annual-report>.

Figure 37: Consulting Services—Complaints by Sector

Source: Asian Development Bank.

Complaints Related to Procurement of Goods, Works, and Nonconsulting Services

Most of these complaints pertained to the evaluation of bids—technical bids in particular. Complainants tended to dispute the rejection of their technical bids, or the responsiveness of the technical bids of competitors, especially if those appeared to have won in the price bidding.

In many cases, the complaints indicated that the complainants had misunderstood the qualification requirements or the bidding procedures. For example, some complainants insisted that the executing agency could not compel them to clarify issues that had led to their rejection, even though the bidding documents clearly stated that the executing agency could ask for clarification to substantiate information in bids submitted at its discretion.

In the vast majority of cases, the review of the complaints led to the conclusion that ADB's Procurement Policy had been complied with and the executing agency's original decision was supported by ADB.

Figure 38: Procurement of Goods, Works, and Nonconsulting Services Related Complaints (2020)

Source: Asian Development Bank.

Top Complaint Categories

- 1) Bid evaluation (48)
- 2) Bidding procedure compliance (21)
- 3) Contract award (17)
- 4) Bid preparation and submission (11)
- 5) Prequalification (9)
- 6) Anticorruption and procurement integrity issues (8)
- 7) Access to invitation for bid / bidding documents (2)

Figure 39: Procurement—Complaints by Country

AFG = Afghanistan, ARM = Armenia, BAN = Bangladesh, IND = India, INO = Indonesia, KGZ = Kyrgyz Republic, LAO = Lao People's Democratic Republic, MAL = Malaysia, MON = Mongolia, NEP = Nepal, PAK = Pakistan, PRC = People's Republic of China, SRI = Sri Lanka, TAJ = Tajikistan, TON = Tonga, UZB = Uzbekistan, VIE = Viet Nam.
Source: Asian Development Bank.

Figure 40: Procurement—Complaints by Sector

Source: Asian Development Bank.

The background of the slide features a photograph of a renewable energy site. In the foreground, there are rows of solar panels. In the background, several wind turbines are visible on a grassy hill under a clear blue sky. A large, semi-transparent blue circle is overlaid on the right side of the image, partially covering the wind turbines and the sky.

The handling of procurement-related complaints in an objective, time-sensitive manner underpins a fair and transparent public procurement system. ADB's PCTS provides complainants a user-friendly system to help parties efficiently manage the complaints process.

Solar panels gathering sun power and turbines harvesting wind power at the Burgos Wind and Solar Farm in Burgos, Ilocos Norte in the Philippines.

CHAPTER 5

BUSINESS OUTREACH ACTIVITIES

Background on ADB Business Opportunities Outreach Activities

Adapting to COVID-19

Virtual Business Opportunities Seminar (VBOS)

Virtual Business Opportunities Fair (VBOF)

Business Outreach Statistics

Business Outreach in 2021 and Beyond

Background on ADB Business Opportunities Outreach Activities

ADB's business opportunities outreach activities aim to build the interest and capacity of consultants, contractors, nongovernment organizations, and civil society organizations in pursuing ADB business opportunities. These outreach activities benefit ADB-financed projects in its DMCs by enhancing competition, thus promoting higher-quality market offers that can deliver value for money. These events are an opportunity to share updates on the implementation of the 2017 Procurement Framework, outline the ADB procurement process, explain associated principles and concepts for external parties, increase interest in participating in ADB-funded business opportunities, which ultimately leads to improved procurement outcomes.

ADB's business opportunities outreach activities include

- a regular Business Opportunities Fair (BOF);
- periodic Regional Business Opportunities Seminars (RBOS); and
- an ongoing series of Business Opportunities Seminars (BOS) which are normally focused on a particular thematic area, industry, and/or country location.

ADB's support to these activities is funded predominantly through dedicated technical assistance.

BOS requests originate from interested host organizations such as chambers of commerce, consulting or contractor associations, industry federations, and ministries of trade or foreign affairs, and are generally routed to ADB through the respective constituency office of the ADB Board of Directors.

Adapting to COVID-19

In 2020, the COVID-19 outbreak prompted ADB to adopt alternative digital options to continue business outreach activities uninterrupted. It was decided that all events will be delivered virtually starting from August 2020 since the decision was made to conduct all events virtually, PPFD delivered 34 business outreach events in 2020.

To ease communication and deliver on ADB's commitment to engage industry, a team was established within PPFD to actively support host organizations to (i) explain the new virtual event format; (ii) plan and deliver engaging virtual events using host or, when required, ADB videoconferencing platform(s); and (iii) provide experienced speakers to deliver high-quality content to keep the virtual audience engaged.

Virtual Business Opportunities Seminar (VBOS)

Virtual BOS seminars were one to two hours, virtually hosted by a national organization (e.g., chamber of commerce), and delivered by ADB staff. The audience was unrestricted and comprised of suppliers of goods, works, and services; consultants; nongovernment organizations; project sponsors; prospective co-financiers; and others with an interest in ADB activities.

The program format is flexible and agreed on in advance with the local host organization. This format was generally followed in 2020:

- Sustainable Development and Climate Change Department (SDCC) experts delivered sector- focused presentations (each BOS event covered two or three sectors) to explain sector activities and their links to the ADB Strategy 2030, and to present upcoming business opportunities.
- These presentations were followed by a PPFD deep dive into the 2017 Procurement Framework and practical advice for identifying business opportunities and preparing successful bids.
- A question-and-answer session was held and closing remarks were delivered by host-country representatives. All questions were answered live or addressed in writing within days after the event.

A satisfaction survey form—a means of quality control and continuous improvement—was sent to all VBOS participants.

Finally, presentation materials were made available online on the enhanced [business opportunities outreach page](#).

Virtual Business Opportunities Fair (VBOF)

Before 2020, ADB's annual BOF was held in Manila and generated significant interest from private sector consultants, contractors, nongovernment organizations, and other partners in the public and private sectors. These face-to-face events were simply not possible in 2020, so a virtual BOF event was held on 29 October, with the participation of a high-level panel drawn from external organizations, sector leads across departments in ADB, and ADB Management.

This Business Opportunities Outreach Virtual Launch event was focused on providing strong support to business partners in delivering practical development results and intensifying collaboration to respond quickly and effectively to the dual health and economic crises facing ADB DMCs because of COVID-19. Key messages and practical project examples were delivered to keep suppliers and contractors focused on providing high-quality and value-for-money goods, works, and services by leveraging advanced technologies and innovation. The launch was a well-attended event with more than 900 participants.

Business Outreach Statistics

Globally, the switch to virtual events in 2020 was managed very successfully, with the following key results:

- A total of 34 events were held in 2020, with 3,834 participants—over 100 more than the number of participants in 2019 (Figure 41, Table 8).
- Thirty-four procurement-focused sessions and 100 sector-focused sessions (Figure 42) were delivered in 2020. Virtual BOS and BOF events were positioned as key channels for sharing the ADB Strategy 2030 with the public.
- According to the post-event surveys done by ADB, the average participant satisfaction rates were as follows: excellent 36%, good 40%, and satisfactory 23% (Figure 44).

Table 8: BOS Events in 2020

Economy/Constituency	No. of Events
Australia	3
Austria	1
Bangladesh	1
Belgium	1
Denmark	1
Finland	1
France	1
Germany	2
Ireland	1
Italy	1
Nepal	1
Netherlands	2
Portugal	1
Solomon Islands	1
Spain	1
Sweden	1
Taipei,China	1
Turkey	2
United Kingdom	3
United States	6
Uzbekistan	1
Virtual BOF (Business Opportunities Outreach Virtual Launch)	1
TOTAL	34

BOF = Business Opportunities Fair, BOS = Business Opportunities Seminars.
Source: Asian Development Bank.

Figure 41: Total Number of BOS Events and Participants, 2019–2020

BOS = Business Opportunities Seminars.
Source: Asian Development Bank.

Figure 42: Summary of ADB Sectors and Themes Requested for BOS 2020

Figure 43: ADB Sectors and Themes Requested for BOS 2020

* Others - one for each of the following: (i) waste-to-energy, ocean cleanup, and solid waste management; (ii) regional cooperation and integration (RCI); (iii) public-private partnership (PPP); and (iv) digital financial services.
Source: Asian Development Bank.

Figure 44: Satisfaction Survey Results Virtual BOS/BOF 2020 (%)

BEL = Belgium, BOF = Business Opportunities Fair, BOS = Business Opportunities Seminars, DEN = Denmark, FIN = Finland, FRA = France, GER = Germany, IRE = Ireland, POR = Portugal, SWE = Sweden, TUR = Turkey.

Note: Other countries/constititencies did not respond to the survey and/or used a different survey.

Source: Asian Development Bank.

Business Outreach in 2021 and Beyond

To promote continuous improvement, a specific action plan for 2021 and beyond is being developed to further increase host organizers' and participants' satisfaction and develop additional innovations needed for the digital switch that began in 2020. Plan preparation involves the following:

- Formalization of pre-event deadlines with partners to improve event preparation. This will keep the various stakeholders engaged and aligned, and ensure that they fully understand their responsibilities.
- Stronger technical support to further improve the quality of BOS and BOF events, especially preparation, testing, and communication with speakers.
- Stronger digital presence to develop business opportunities-related social media engagement (including COVID-19 opportunities) and develop a digital marketing campaign to increase participation.
- Besides developing the existing suite of country-led VBOS events, events focused on specialized topics such as a CMS clinic, COVID-19-related opportunities, understanding value for money, navigating the ADB website, and other topics are being considered.

One of the last in-person Business Opportunity Seminars hosted by ADB. In response to the pandemic, all business outreach activities were conducted virtually in 2020.

CHAPTER 6

CAPACITY BUILDING AND KNOWLEDGE WORK

Introduction

Overall Procurement Capacity-Building and Knowledge Work from 2020 Onward

Procurement Capacity Building in 2020: Program Features

Technical Assistance Support to Strengthen Country Procurement Systems

Procurement Accreditation Skills Scheme (PASS) Program

Introduction

Delivering targeted training and capacity building, along with deploying fit-for-purpose tools, is fundamental to building resiliency within the procurement systems of ADB borrowers. This section provides an overview of PPFD's procurement capacity-building and knowledge work in 2020, and covers activities conducted in both recurrent topics and strategic focus areas aimed at better project implementation. Key observations from 2020 include continued learning demand for regular procurement topics for operational efficiency, and consistent 2017 Performance Framework training needs as the framework reaches full implementation across ADB-funded projects. In support of areas affected by COVID-19, PPFD expedited a series of knowledge products to guide borrowers during these exceptional times. This area needs continued review and provision of timely support through various capacity-building instruments.

Overall Procurement Capacity-Building and Knowledge Work from 2020 Onward

ADB's Strategy 2030 identifies capacity building as a key pillar of the development agenda. Capacity-building and knowledge products are an essential ADB tool for strengthening the governance and institutional capacity of its DMCs. PPFD proactively promotes knowledge sharing and collaboration among its diverse partners and stakeholders, including ADB's operational and nonoperational departments, government agencies, the private sector, and development partners, with the aim of strengthening the procurement capacity and capability of its DMCs. PPFD's capacity-building and knowledge-sharing activities in 2020 included the training and certification of ADB staff, and the training of government staff and consultants in the application of the 2017 Procurement Framework and strategic procurement planning to support governments in improving country procurement systems and finally addressing and mitigating the procurement risks caused by COVID-19.

The pandemic required a paradigm shift in the focus and modality of PPFD's capacity-building and knowledge-sharing programs in 2020. The programs had a twofold focus: deepening understanding of the 2017 Procurement Framework, especially SPP; and guiding borrowers in responding to COVID-19-related issues during project implementation. Regular programs, such as general procurement training for DMCs and the Procurement Accreditation Skills Scheme (PASS),¹⁶ continued, at a slower pace than in previous years but with a considerable increase in the number of programs and participants (Figure 45).

Figure 45: Total Number of Training Programs and Participants, 2016–2020

Source: Asian Development Bank.

Capacity building and knowledge products are key for ADB to deliver on its mandate of strengthening governance and institutional capacity of DMCs.

¹⁶ The Procurement Accreditation Skills Scheme (PASS) is ADB's sole accreditation program for ADB staff in procurement transaction planning and oversight. More details about this program can be found in this section.

Face-to-face workshops and training were discontinued in March 2020 and online delivery became the norm (Figure 46). This new delivery model proved more effective, with the improved accessibility significantly increasing the levels of participation in the programs.

In 2020, PPFD issued several knowledge products to support operations. These included a new user guide for design-build-operate contracts and a contract management manual. COVID-19 naturally became the focus for new knowledge products and several guidance materials were issued to assist both ADB staff and DMCs in navigating markets that were severely stressed and to address contract implementation issues arising from the pandemic.

Building internal capacity within ADB to better support its clients' projects remained a high priority. PPFD held 206 events ranging from information and knowledge-sharing sessions to training in ADB's Procurement Review System and loan consulting processes, PPFD Masterclasses,¹⁷ and FIDIC (the International Federation of Consulting Engineers) training (Table 9).¹⁸

Figure 46: Program Delivery Modalities, 2020

Source: Asian Development Bank.

Table 9: Training Programs for ADB Staff and Developing Member Countries in 2020

Program Type	No. of Programs ^a
Briefing and Information Session	18
FIDIC	4
Knowledge-sharing Session	11
2017 Procurement Framework (including e-learning)	69
PASS	9
PPFD Masterclass	4
Procurement and Contract Administration and Management	47
Procurement Review System	5
Training (general)	39
Total	206

ADB = Asian Development Bank; FIDIC = International Federation of Consulting Engineers; PASS = Procurement Accreditation Skills Scheme; PPFD = Procurement, Portfolio and Financial Management Department.

^a Including programs organized by PPFD and programs with procurement specialists as resource persons.

Source: Asian Development Bank.

¹⁷ Short, focused sessions led by PPFD providing ADB staff with detailed knowledge about a specific discipline or subject matter.

¹⁸ FIDIC offers international recognized contracting templates that can be used by employers and contractors for a wide range of project types and modalities.

Procurement Capacity Building in 2020: Program Features

Procurement capacity-building programs for ADB staff and DMCs cover a wide range of subjects. A general or standard program introduces foundational knowledge, skills, and abilities to support core operations. Specialized programs, such as the 2017 PF and SPP, introduce key reforms. Despite the challenges of the pandemic, the 206 procurement capacity-building programs delivered in 2020 marked an increase of 37% over the 2019 total. These included programs organized by PPFD and those where PPFD provided resource persons to other ADB departments.

ADB Procurement Workshop (September 2020)

Outline: The program covered the main components involved in preparing bidding documents, undertaking the bidding process, and conducting evaluations in a manner acceptable to ADB and in accordance with ADB policy and regulations.

Audience: The Philippine Department of Transportation and the Procurement Service, Department of Budget and Management. Number of participants: 75.

Feedback: The general level of satisfaction with this workshop led to a request for a second workshop on 19 October 2020, which had a broader audience and covered a more general discussion of the procurement process in accordance with ADB Procurement Policy. Major feedback: *“Excellent presented ADB procurement workshop. Gained so much value from it and expect a similar session in the future.”*

FIDIC (International Federation of Consulting Engineers) Training (four programs, March–May 2020)

Outline: The FIDIC training mainly covered learning from the Pink Book¹⁹ with a combination of lecture, case study discussions, and question-and-answer (Q&A) sessions. The program was well received by participants and demand continues to be mostly from the regional departments of ADB.

Audience: ADB staff. Number of participants: 113.

Feedback: Despite an intensive program (3 hours a day, over 5 days), participants remained fully engaged during the online sessions. A FIDIC-certified ADB staff member, as training resource person, provided the training. Participants found the course relevant and useful to those in operations.

Major feedback: *“All case studies were well prepared and very helpful in understanding the relevant clauses”; “The content was very relevant to my current role, especially the case studies, which gave examples showing how the FIDIC system works”; “Overall understanding of contract linkages improved”; “Interaction and case-based discussion was found to be of utmost use.”*

Contract Services Clinic (standard training) (39 programs, July–November 2020)

Outline: The clinics, held for staff in regional and non-regional departments alike, directly link to daily operations in administrative procedures of loan consulting, individual consultant selection, contract

¹⁹ FIDIC Pink Book is a harmonized version of the FIDIC Red Book prepared for Multilateral Development Bank (MDB) projects and is a primary contracting form for construction projects where the employer is responsible for the design.

variations, etc. Participants highly valued the instructive and “walk-through/step-by-step” learning approaches adopted to deepen understanding of key administrative activities.

Audience: ADB staff. Number of participants: 2,709.

Feedback: The clinic was well received by ADB staff members. Their questions were answered in interactive sessions, which provided guidance in dealing with challenges. Major feedback: *“It is good to still tackle basic and general information as a reminder and an opportunity for further clarification”; “Information based on the nature of the job very much served our purpose”; “The COVID-19-related Q&A was helpful. We should know and understand these matters when managing individual consultant contracts.”*

6th Conference of the Asia Pacific Public Electronic Procurement Network (Virtual e-Government Procurement Conference 2020 / 6th APPePN) (3–5 November 2020)

Outline: The conference facilitates knowledge exchange and collaboration within the Asia Pacific Public Electronic Procurement Network. By focusing on the rapid digitization of public procurement induced by the global pandemic, public procurement agency practitioners could learn best practices in implementing e-GP as a wider public reform initiative.

COVID-19 Health and Safety Guidelines

In response to COVID-19, PPFD benchmarked emerging global best practices and worked with Sustainable Development and Climate Change (SDCC) and Office of the General Counsel (OGC) to prepare a joint advisory note on health and safety of workers and communities in ADB-financed projects. It provides guidance on mobilization and remobilization of contractors and consultants and also describes COVID-19 mitigation reflecting country specific requirements as well as project specific conditions and risks. To support the implementation of these measures, revised standard bidding documents with additional COVID-19 health and safety management plans were issued. To promote awareness and to disseminate good practices, five internal briefings attended by more than 600 staff, were delivered to operations departments.

Building upon the above, ADB continues to benchmark itself amongst other peer organizations on environmental, health, and safety. Considerable progress has been made with SDCC and OGC on highlighting the importance of these considerations in ADB project implementation through incorporation of environmental, health and safety related provisions in procurement and contract documents. As part of this initiative, ADB standard bidding documents will be further strengthened in Q1 2021.

Recognizing that contract conditions are only the first step in good procurement practices, contract management guidance was also strengthened. PPFD updated the Contract Management Guidance Note and prepared a new template for Contract Management Plans in 2020. The Contract Management Plan now includes specific requirements on health and safety activities and related key statistics. We envisage this will strengthen both ADB and the DMC’s information base on health and safety compliance monitoring and reporting, to enable strategic interventions and decision-making through robust data analysis and trend identification.

Audience: Public procurement agency practitioners from ADB member countries. Number of participants: 420.

Observation: The forum provides e-GP experts and sector managers with an important information platform for connecting and sharing experiences in developing and implementing e-GP systems. The 2020 forum was well organized, and the useful content sustained high participation throughout the sessions.

Technical Assistance Support to Strengthen Country Procurement Systems

An operational priority of ADB's Strategy 2030 is strengthening the institutional capacity and governance of DMCs. In support of this priority objective, PPFD had two active technical assistance (TA) projects in 2020. Strengthening the Asia Pacific Public Electronic Procurement Network (TA 9680) is expected to have the following output: (i) support for the preparation, rollout, and enhancement of e-GP in selected DMCs, prioritizing the use of e-GP systems in ADB-funded procurement; (ii) organization of targeted annual e-GP conferences to help develop a solid understanding of international e-GP good practices and improve the skills of government staff in various sectors to implement e-GP successfully; and (iii) expansion of the delivery of demand-based knowledge working papers on e-procurement.

The second active TA project, Conducting Procurement Risk Assessment for Improved Procurement Outcomes (TA 9033) is focused on carrying out procurement risk assessments in DMCs to inform appropriate risk mitigation in ADB projects and develop recommendations for improvements in country procurement systems. Under the TA, ADB and the World Bank are supporting MAPS²⁰ (Methodology for Assessing Procurement Systems) assessments in Indonesia and the Philippines in partnership with the national procurement authorities. The assessments are ongoing and are expected to be completed in 2021, and will provide a basis for both governments to further deepen public procurement reforms.

The strengthening of country procurement systems is also supported by TA projects administered by the regional departments. Examples of these projects are support for procurement legislative reforms in Mongolia and Myanmar, and the development of procurement regulations and procurement capacity building in Papua New Guinea.

Procurement Accreditation Skills Scheme (PASS) Program

The PASS Program, the only accreditation program in ADB, is jointly managed by PPFD and the Budget, People, and Management Systems Department (BPMSD). PASS is essential for ADB staff members who review, process, and approve project-related documents and requirements. PASS was launched in 2012 with two tracks: consultant recruitment and procurement. It is a blended learning program, consisting of online modules (level 1), face-to-face workshops and online final examinations (level 2), and validation of transactional experience (level 3). Full accreditation is granted after the successful completion of the three levels.

²⁰ Methodology for Assessment of Procurement Systems – MAPS is an Organisation for Economic Co-operation and Development (OECD) tool jointly developed by OECD, MDBs and partner countries to have an internationally accepted tool to assess strength and weaknesses of public procurement systems (<http://www.mapsinitiative.org/>).

In 2020, newly accredited staff members totaled 40 (21 for consultant recruitment and 19 for procurement), 49% less than in 2019, but on average, 95% of all staff members enrolled for the validation experience meeting (level 3) were accredited (Figures 47 and 48). Staff members whose accreditation was renewed²¹ numbered 21 (11 for consultant recruitment, 10 for procurement), 56% below the 2019 total; however, 100% of all enrolled staff members were successfully reaccruited. The major reason for the decline, according to feedback from the participants, was the need to take the PASS program offline for conducting a thorough review of the online module contents and the final exam.

Figure 47: Newly Accredited Staff, 2013–2020

Source: Asian Development Bank.

Figure 48: Newly Accredited Staff, by Region, 2019 and 2020

PPFD = Procurement, Portfolio and Financial Management Department.
Source: Asian Development Bank.

²¹ PASS accreditation is granted for a maximum period of 3 years.

Workers at the Beijing Natong Technology Group working at the assembly line for medical masks. The production capacity of masks and protective suits will be increased by 130 million pieces/day and 700,000 sets/day respectively in the People's Republic of China. 27 February 2020.

APPENDIXES

Appendix 1: Statistical Tables

**Appendix 2: Source of Procurement Statistics
and Methodology for Estimating Procurement
for Policy-Based Lending and Results-Based Lending**

Appendix 1: Statistical Tables

Table A1.1: Total Procurement by Borrowing Member, 2020

Country	Investment Contracts				Estimated Procurement for PBLs and RBLs		Total Procurement			
	Goods, Works, and Other Related Services		Consulting Services		Amount (\$ million)	% of Total	Amount (\$ million)	% of Total	% COVID-19	Rank
	Amount (\$ million)	% of Total	Amount (\$ million)	% of Total						
Afghanistan	246.6	2.6	20.2	2.8	100.0	0.8	366.8	1.6	33.9	16
Armenia	-	-	1.1	0.1	-	-	1.1	0.0	-	38
Azerbaijan	0.0	0.0	1.0	0.1	-	-	1.0	0.0	-	39
Bangladesh	896.4	9.4	31.9	4.4	693.6	5.2	1,621.9	6.9	31.4	5
Bhutan	7.4	0.1	2.8	0.4	50.0	0.4	60.3	0.3	33.2	24
Cambodia	257.6	2.7	23.9	3.3	270.0	2.0	551.5	2.3	45.4	11
China, People's Republic of	788.6	8.2	25.1	3.4	74.3	0.6	887.9	3.8	-	8
Cook Islands	4.7	0.0	0.5	0.1	31.5	0.2	36.6	0.2	86.0	27
Fiji	2.3	0.0	3.4	0.5	265.0	2.0	270.7	1.2	36.9	19
Georgia	161.0	1.7	16.5	2.3	103.8	0.8	281.3	1.2	36.9	18
India	2,263.9	23.7	27.5	3.8	1,589.4	12.0	3,880.8	16.5	38.7	2
Indonesia	90.7	0.9	79.1	10.8	1,852.8	14.0	2,022.6	8.6	76.3	3
Kazakhstan	132.6	1.4	4.4	0.6	1,112.5	8.4	1,249.5	5.3	89.0	6
Kiribati	0.0	0.0	-	-	-	-	0.0	0.0	-	41
Kyrgyz Republic	50.3	0.5	17.9	2.4	50.4	0.4	118.6	0.5	47.5	22
Lao People's Democratic Republic	58.7	0.6	15.9	2.2	-	-	74.6	0.3	1.4	23
Maldives	4.4	0.0	1.8	0.2	50.0	0.4	56.2	0.2	89.4	25
Marshall Islands	0.2	0.0	1.4	0.2	22.0	0.2	23.6	0.1	93.1	32
Micronesia, Federated States of	0.0	0.0	3.4	0.5	20.0	0.2	23.4	0.1	85.3	33
Mongolia	152.4	1.6	33.1	4.5	160.0	1.2	345.5	1.5	41.5	17
Myanmar	119.0	1.2	15.1	2.1	250.0	1.9	384.1	1.6	65.5	14
Nauru	14.3	0.1	2.5	0.3	5.0	0.0	21.8	0.1	-	34
Nepal	363.4	3.8	20.3	2.8	295.2	2.2	678.9	2.9	36.9	9
Niue	-	-	0.0	0.0	-	-	0.0	0.0	-	40
Pakistan	484.7	5.1	38.4	5.2	1,118.9	8.5	1,642.1	7.0	44.4	4
Palau	0.9	0.0	0.2	0.0	35.0	0.3	36.1	0.2	96.9	28
Papua New Guinea	66.7	0.7	29.0	4.0	500.0	3.8	595.7	2.5	50.4	10
Philippines	2,091.4	21.9	95.4	13.0	3,344.4	25.3	5,531.1	23.5	32.1	1
Samoa	0.1	0.0	1.0	0.1	22.9	0.2	24.0	0.1	95.4	31
Solomon Islands	3.3	0.0	2.9	0.4	29.9	0.2	36.1	0.2	72.1	29
Sri Lanka	358.0	3.7	17.7	2.4	107.7	0.8	483.4	2.1	1.4	12
Tajikistan	44.5	0.5	11.5	1.6	100.0	0.8	156.0	0.7	32.3	20
Thailand	-	-	1.9	0.3	-	-	1.9	0.0	-	36
Timor-Leste	0.3	0.0	1.5	0.2	-	-	1.8	0.0	-	37
Tonga	20.4	0.2	11.4	1.6	18.2	0.1	50.0	0.2	36.4	26
Turkmenistan	367.5	3.8	1.0	0.1	-	-	368.4	1.6	-	15
Tuvalu	13.2	0.1	0.9	0.1	3.0	0.0	17.1	0.1	-	35
Uzbekistan	186.3	1.9	31.3	4.3	834.0	6.3	1,051.6	4.5	49.5	7
Vanuatu	7.2	0.1	2.0	0.3	16.9	0.1	26.1	0.1	64.8	30
Viet Nam	291.6	3.0	21.0	2.9	100.0	0.8	412.7	1.8	-	13
Regional	13.5	0.1	116.4	15.9	-	-	130.0	0.6	5.8	21
Grand Total	9,563.9	100.0	732.1	100.0	13,226.3	100.0	23,522.4	100.0	40.8	

- = nil, 0.0 = less than 0.05, COVID-19 = coronavirus disease, PBL = policy-based lending, RBL = results-based lending.

Note: Numbers may not add up due to rounding.

Source: Asian Development Bank.

Table A1.2: Total Procurement, by Economy, 2020

Economy	Investment Contracts				Estimated Procurement for PBLs and RBLs		Total Procurement			
	Goods, Works, and Other Related Services		Consulting Services		Amount (\$ million)	% of Total	Amount (\$ million)	% of Total	% COVID-19	Rank
	Amount (\$ million)	% of Total	Amount (\$ million)	% of Total						
Afghanistan	101.3	1.1	1.6	0.2	100.0	0.8	202.8	0.9	53.8	19
Armenia	-	-	1.1	0.2	-	-	1.1	0.0	2.1	57
Australia	6.6	0.1	39.9	5.4	-	-	46.5	0.2	2.7	32
Austria	5.2	0.1	9.2	1.3	-	-	14.4	0.1	34.4	47
Azerbaijan	0.0	0.0	0.1	0.0	-	-	0.1	0.0	-	62
Bangladesh	582.3	6.1	16.6	2.3	693.6	5.2	1,292.6	5.5	38.8	6
Belgium	0.7	0.0	0.2	0.0	-	-	0.9	0.0	-	58
Bhutan	7.4	0.1	0.8	0.1	50.0	0.4	58.2	0.2	34.3	29
Cambodia	218.9	2.3	5.0	0.7	270.0	2.0	493.9	2.1	50.7	11
Canada	-	-	4.6	0.6	-	-	4.6	0.0	2.0	54
China, People's Republic of	1,818.0	19.0	14.9	2.0	74.3	0.6	1,907.2	8.1	0.2	4
Cook Islands	-	-	0.3	0.0	10.1	0.1	10.3	0.0	97.3	51
Denmark	8.9	0.1	3.3	0.5	-	-	12.2	0.1	61.4	48
Fiji	0.3	0.0	8.5	1.2	265.0	2.0	273.9	1.2	36.5	17
Finland	-	-	3.3	0.5	-	-	3.3	0.0	-	55
France	57.5	0.6	29.1	4.0	-	-	86.5	0.4	0.1	24
Georgia	0.7	0.0	0.7	0.1	103.8	0.8	105.3	0.4	98.7	21
Germany	74.5	0.8	23.5	3.2	-	-	98.0	0.4	9.1	23
Hong Kong, China	47.9	0.5	16.6	2.3	-	-	64.5	0.3	4.1	27
India	2,560.9	26.8	53.5	7.3	1,589.4	12.0	4,203.9	17.9	35.8	2
Indonesia	167.1	1.7	44.2	6.0	1,852.8	14.0	2,064.1	8.8	74.8	3
Ireland	-	-	5.9	0.8	-	-	5.9	0.0	0.7	52
Italy	-	-	12.2	1.7	-	-	12.2	0.1	0.4	49
Japan	5.6	0.1	28.9	4.0	-	-	34.5	0.1	0.2	36
Kazakhstan	134.8	1.4	2.4	0.3	1,112.5	8.4	1,249.7	5.3	89.0	7
Kiribati	0.0	0.0	0.0	0.0	-	-	0.0	0.0	12.1	64
Korea, Republic of	497.9	5.2	61.3	8.4	-	-	559.2	2.4	0.0	9
Kyrgyz Republic	4.5	0.0	5.4	0.7	50.4	0.4	60.3	0.3	85.0	28
Lao People's Democratic Republic	52.2	0.5	1.6	0.2	-	-	53.8	0.2	1.5	30
Malaysia	13.2	0.1	2.0	0.3	-	-	15.2	0.1	-	46
Maldives	0.3	0.0	0.1	0.0	50.0	0.4	50.4	0.2	99.4	31
Marshall Islands	0.2	0.0	0.6	0.1	22.0	0.2	22.7	0.1	96.8	40
Micronesia, Federated States of	0.0	0.0	0.4	0.1	20.0	0.2	20.4	0.1	98.0	43
Mongolia	122.8	1.3	12.0	1.6	160.0	1.2	294.9	1.3	47.1	15
Myanmar	25.4	0.3	1.3	0.2	250.0	1.9	276.7	1.2	90.9	16
Nauru	-	-	-	-	5.0	0.0	5.0	0.0	-	53
Nepal	110.4	1.2	6.5	0.9	295.2	2.2	412.1	1.8	60.8	12
Netherlands	1.9	0.0	20.3	2.8	-	-	22.2	0.1	0.3	41
New Zealand	28.5	0.3	19.4	2.7	21.4	0.2	69.3	0.3	31.0	26
Norway	-	-	0.6	0.1	-	-	0.6	0.0	-	60
Pakistan	481.4	5.0	18.5	2.5	1,118.9	8.5	1,618.8	6.9	45.0	5
Palau	0.9	0.0	0.0	0.0	35.0	0.3	35.9	0.2	97.4	34
Papua New Guinea	25.0	0.3	16.7	2.3	500.0	3.8	541.7	2.3	55.4	10
Philippines	1,302.8	13.6	28.2	3.8	3,344.4	25.3	4,675.4	19.9	37.8	1
Portugal	-	-	0.0	0.0	-	-	0.0	0.0	-	65
Samoa	0.1	0.0	0.0	0.0	22.9	0.2	23.0	0.1	99.4	39

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Table A1.2 continued

Economy	Investment Contracts				Estimated Procurement for PBLs and RBLs		Total Procurement			
	Goods, Works, and Other Related Services		Consulting Services		Amount (\$ million)	% of Total	Amount (\$ million)	% of Total	% COVID-19	Rank
	Amount (\$ million)	% of Total	Amount (\$ million)	% of Total						
Singapore	3.2	0.0	7.3	1.0	-	-	10.5	0.0	4.5	50
Solomon Islands	0.1	0.0	0.1	0.0	29.9	0.2	30.1	0.1	86.3	37
Spain	10.8	0.1	14.6	2.0	-	-	25.4	0.1	0.3	38
Sri Lanka	250.8	2.6	5.4	0.7	107.7	0.8	363.9	1.5	1.6	14
Sweden	34.9	0.4	0.9	0.1	-	-	35.8	0.2	-	35
Switzerland	8.8	0.1	8.5	1.2	-	-	17.2	0.1	30.1	45
Taipei, China	-	-	0.2	0.0	-	-	0.2	0.0	-	61
Tajikistan	32.8	0.3	1.8	0.2	100.0	0.8	134.6	0.6	37.4	20
Thailand	236.2	2.5	3.3	0.4	-	-	239.4	1.0	-	18
Timor-Leste	0.3	0.0	0.6	0.1	-	-	0.8	0.0	-	59
Tonga	3.2	0.0	0.6	0.1	18.2	0.1	22.0	0.1	82.9	42
Turkey	58.3	0.6	17.2	2.3	-	-	75.4	0.3	0.7	25
Turkmenistan	-	-	0.0	0.0	-	-	0.0	0.0	-	63
Tuvalu	0.1	0.0	0.1	0.0	3.0	0.0	3.2	0.0	0.7	56
United Kingdom	3.2	0.0	38.1	5.2	-	-	41.3	0.2	1.1	33
United States	11.0	0.1	88.4	12.1	-	-	99.4	0.4	11.8	22
Uzbekistan	164.4	1.7	1.2	0.2	834.0	6.3	999.7	4.2	52.1	8
Vanuatu	1.4	0.0	0.2	0.0	16.9	0.1	18.4	0.1	91.8	44
Viet Nam	278.4	2.9	22.2	3.0	100.0	0.8	400.6	1.7	-	13
Grand Total	9,563.9	100.0	732.1	100.0	13,226.3	100.0	23,522.4	100.0	40.8	

- = nil, 0.0 = less than 0.05, COVID-19 = coronavirus disease, PBL = policy-based lending, RBL = results-based lending.

Note: Numbers may not add up due to rounding.

Source: Asian Development Bank.

Table A1.3: Total Procurement, by Economy, 1968–2020

Economy	Investment Contracts				Estimated Procurement for PBLs and RBLs		Total Procurement		
	Goods, Works, and Other Related Services		Consulting Services						
	Amount (\$ million)	% of Total	Amount (\$ million)	% of Total	Amount (\$ million)	% of Total	Amount (\$ million)	% of Total	Rank
Afghanistan	759.8	0.5	51.7	0.4	408.7	0.6	1,220.2	0.5	28
Armenia	295.8	0.2	18.8	0.1	400.2	0.5	714.8	0.3	37
Australia	392.5	0.3	1,396.2	9.9	-	-	1,788.8	0.8	21
Austria	281.8	0.2	28.0	0.2	-	-	309.8	0.1	46
Azerbaijan	1,253.3	0.9	16.3	0.1	1,250.0	1.7	2,519.6	1.1	18
Bangladesh	7,998.8	5.6	309.8	2.2	3,006.1	4.1	11,314.7	4.9	7
Belgium	89.9	0.1	36.1	0.3	-	-	126.0	0.1	51
Bhutan	166.3	0.1	8.1	0.1	200.7	0.3	375.1	0.2	44
Cambodia	1,239.5	0.9	82.8	0.6	828.1	1.1	2,150.4	0.9	19
Canada	172.9	0.1	565.8	4.0	-	-	738.7	0.3	35
China, People's Republic of	35,996.4	25.1	226.3	1.6	590.0	0.8	36,812.7	16.0	1
Cook Islands	8.8	0.0	2.5	0.0	30.9	0.0	42.2	0.0	58
Denmark	266.6	0.2	219.7	1.6	-	-	486.3	0.2	43
Fiji	221.9	0.2	20.8	0.1	300.0	0.4	542.7	0.2	42
Finland	78.2	0.1	76.7	0.5	-	-	154.9	0.1	48
France	1,170.9	0.8	575.7	4.1	-	-	1,746.7	0.8	23
Georgia	409.0	0.3	16.2	0.1	529.6	0.7	954.8	0.4	31
Germany	2,726.0	1.9	571.6	4.0	-	-	3,297.6	1.4	14
Hong Kong, China	848.3	0.6	192.5	1.4	-	-	1,040.8	0.5	29
India	26,296.3	18.4	968.1	6.9	6,325.4	8.6	33,589.8	14.6	2
Indonesia	9,049.1	6.3	854.1	6.0	17,182.4	23.5	27,085.6	11.8	3
International Organizations	-	-	11.7	0.1	-	-	11.7	0.0	65
Ireland	0.0	0.0	30.6	0.2	-	-	30.6	0.0	60
Italy	1,529.0	1.1	235.2	1.7	-	-	1,764.2	0.8	22
Japan	3,538.8	2.5	614.8	4.4	-	-	4,153.6	1.8	10
Kazakhstan	601.4	0.4	19.2	0.1	2,812.5	3.8	3,433.2	1.5	13
Kiribati	2.7	0.0	1.0	0.0	10.5	0.0	14.2	0.0	64
Korea, Republic of	8,888.1	6.2	562.5	4.0	3,700.0	5.1	13,150.6	5.7	6
Kyrgyz Republic	273.6	0.2	37.5	0.3	437.3	0.6	748.3	0.3	34
Lao People's Democratic Republic	852.1	0.6	91.6	0.6	351.2	0.5	1,294.9	0.6	27
Luxembourg	7.9	0.0	14.5	0.1	-	-	22.4	0.0	61
Malaysia	1,349.1	0.9	87.7	0.6	-	-	1,436.8	0.6	26
Maldives	58.2	0.0	4.0	0.0	83.1	0.1	145.3	0.1	49
Marshall Islands	20.2	0.0	3.4	0.0	60.5	0.1	84.2	0.0	53
Micronesia, Federated States of	8.1	0.0	1.4	0.0	41.2	0.1	50.8	0.0	57
Mongolia	524.6	0.4	64.4	0.5	1,040.5	1.4	1,629.6	0.7	24
Myanmar	119.9	0.1	14.0	0.1	785.7	1.1	919.6	0.4	32
Nauru	0.1	0.0	0.1	0.0	15.1	0.0	15.4	0.0	63
Nepal	1,527.8	1.1	198.4	1.4	1,119.9	1.5	2,846.0	1.2	15
Netherlands	300.3	0.2	374.2	2.6	-	-	674.5	0.3	39
New Zealand	294.8	0.2	385.2	2.7	21.4	0.0	701.4	0.3	38
Norway	45.4	0.0	32.1	0.2	-	-	77.6	0.0	54
Others	3.7	0.0	0.6	0.0	-	-	4.3	0.0	68
Pakistan	7,245.5	5.1	352.7	2.5	12,161.4	16.6	19,759.7	8.6	4
Palau	4.9	0.0	0.2	0.0	51.1	0.1	56.2	0.0	55
Papua New Guinea	625.0	0.4	65.3	0.5	868.3	1.2	1,558.6	0.7	25

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Table A1.3 continued

Economy	Investment Contracts				Estimated Procurement for PBLs and RBLs		Total Procurement		
	Goods, Works, and Other Related Services		Consulting Services						
	Amount (\$ million)	% of Total	Amount (\$ million)	% of Total	Amount (\$ million)	% of Total	Amount (\$ million)	% of Total	Rank
Philippines	4,520.0	3.2	543.3	3.8	11,565.1	15.8	16,628.4	7.2	5
Portugal	-	-	9.5	0.1	-	-	9.5	0.0	66
Samoa	61.5	0.0	13.2	0.1	91.3	0.1	166.0	0.1	47
Singapore	683.7	0.5	123.4	0.9	-	-	807.1	0.4	33
Solomon Islands	47.9	0.0	7.3	0.1	86.3	0.1	141.5	0.1	50
Spain	763.9	0.5	201.1	1.4	-	-	964.9	0.4	30
Sri Lanka	3,803.7	2.7	144.0	1.0	1,062.6	1.5	5,010.2	2.2	9
Sweden	523.9	0.4	104.0	0.7	-	-	628.0	0.3	40
Switzerland	398.7	0.3	331.1	2.3	-	-	729.7	0.3	36
Taipei,China	302.7	0.2	56.4	0.4	-	-	359.0	0.2	45
Tajikistan	230.7	0.2	17.9	0.1	330.1	0.5	578.7	0.3	41
Thailand	2,292.6	1.6	94.6	0.7	1,250.0	1.7	3,637.2	1.6	12
Timor-Leste	27.3	0.0	10.5	0.1	-	-	37.8	0.0	59
Tonga	45.3	0.0	5.8	0.0	65.9	0.1	116.9	0.1	52
Turkey	2,702.4	1.9	58.3	0.4	-	-	2,760.7	1.2	16
Turkmenistan	0.1	0.0	2.5	0.0	-	-	2.6	0.0	69
Tuvalu	0.8	0.0	0.9	0.0	18.6	0.0	20.2	0.0	62
United Kingdom	770.6	0.5	1,269.4	9.0	-	-	2,040.0	0.9	20
United States	2,179.9	1.5	1,458.9	10.3	-	-	3,638.9	1.6	11
Uzbekistan	829.9	0.6	30.3	0.2	1,788.9	2.4	2,649.1	1.1	17
Vanuatu	10.4	0.0	8.3	0.1	36.9	0.1	55.6	0.0	56
Viet Nam	5,440.0	3.8	194.0	1.4	2,262.2	3.1	7,896.2	3.4	8
Regional	4.1	0.0	3.2	0.0	-	-	7.4	0.0	67
Grand Total	143,183.6	100.0	14,128.4	100.0	73,169.4	100.0	230,481.3	100.0	

- = nil, 0.0 = less than 0.05, PBL= policy-based lending, RBL = results-based lending.

Note: Numbers may not add up due to rounding.

Source: Asian Development Bank.

Table A1.4: Total Procurement, by Originating Economy, 2020

Economy	Investment Contracts				Estimated Procurement for PBLs and RBLs				
	Goods, Works, and Other Related Services		Consulting Services				Total Procurement		
	Amount (\$ million)	% of Total	Amount (\$ million)	% of Total	Amount (\$ million)	% of Total	Amount (\$ million)	% of Total	Rank
Afghanistan	101.5	1.1	1.6	0.2	85.8	0.6	188.9	0.8	27
Armenia	-	-	1.1	0.2	3.6	0.0	4.7	0.0	54
Australia	7.9	0.1	41.3	5.6	572.3	4.3	621.5	2.6	12
Austria	7.8	0.1	9.2	1.3	67.4	0.5	84.4	0.4	37
Azerbaijan	0.0	0.0	0.1	0.0	23.2	0.2	23.3	0.1	45
Bangladesh	629.9	6.6	16.6	2.3	35.9	0.3	682.4	2.9	10
Belgium	4.7	0.0	0.2	0.0	104.9	0.8	109.8	0.5	35
Bhutan	6.9	0.1	0.8	0.1	-	-	7.7	0.0	53
Brunei Darussalam	0.1	0.0	-	-	3.9	0.0	4.1	0.0	56
Cambodia	211.1	2.2	4.5	0.6	1.2	0.0	216.8	0.9	24
Canada	1.4	0.0	4.6	0.6	115.5	0.9	121.5	0.5	33
China, People's Republic of	1,819.7	19.0	15.8	2.2	3,185.6	24.1	5,021.1	21.3	1
Cook Islands	-	-	0.3	0.0	-	-	0.3	0.0	64
Denmark	1.7	0.0	3.3	0.5	15.8	0.1	20.9	0.1	47
Fiji	2.7	0.0	8.5	1.2	4.1	0.0	15.2	0.1	48
Finland	0.5	0.0	3.4	0.5	42.7	0.3	46.6	0.2	41
France	41.1	0.4	27.8	3.8	308.7	2.3	377.5	1.6	16
Georgia	0.6	0.0	0.7	0.1	8.1	0.1	9.4	0.0	50
Germany	103.9	1.1	23.5	3.2	505.2	3.8	632.6	2.7	11
Hong Kong, China	52.0	0.5	5.9	0.8	248.5	1.9	306.4	1.3	19
India	2,610.4	27.3	55.6	7.6	670.8	5.1	3,336.8	14.2	2
Indonesia	177.7	1.9	62.2	8.5	680.7	5.1	920.6	3.9	6
Ireland	1.1	0.0	5.9	0.8	23.5	0.2	30.5	0.1	43
Italy	2.7	0.0	12.2	1.7	174.7	1.3	189.6	0.8	26
Japan	30.4	0.3	29.1	4.0	801.7	6.1	861.2	3.7	9
Kazakhstan	134.8	1.4	2.4	0.3	107.6	0.8	244.8	1.0	23
Kiribati	0.0	0.0	0.0	0.0	89.2	0.7	89.2	0.4	36
Korea, Republic of	519.3	5.4	48.0	6.6	499.9	3.8	1,067.2	4.5	4
Kyrgyz Republic	4.5	0.0	5.4	0.7	47.4	0.4	57.3	0.2	39
Lao People's Democratic Republic	57.0	0.6	5.0	0.7	0.4	0.0	62.3	0.3	38
Luxembourg	-	-	-	-	0.5	0.0	0.5	0.0	63
Malaysia	25.2	0.3	2.5	0.3	453.2	3.4	480.9	2.0	14
Maldives	0.3	0.0	0.1	0.0	0.1	0.0	0.5	0.0	62
Marshall Islands	0.2	0.0	0.6	0.1	-	-	0.7	0.0	61
Micronesia, Federated States of	0.3	0.0	0.4	0.1	-	-	0.8	0.0	60
Mongolia	109.3	1.1	12.2	1.7	1.1	0.0	122.6	0.5	32
Myanmar	24.3	0.3	1.3	0.2	3.0	0.0	28.6	0.1	44
Nepal	118.2	1.2	7.0	1.0	20.6	0.2	145.8	0.6	29
Netherlands	3.5	0.0	21.4	2.9	101.6	0.8	126.5	0.5	31
New Zealand	25.2	0.3	19.1	2.6	157.1	1.2	201.5	0.9	25
Norway	0.2	0.0	0.6	0.1	7.4	0.1	8.2	0.0	52
Pakistan	439.6	4.6	15.4	2.1	38.3	0.3	493.3	2.1	13
Palau	0.9	0.0	0.0	0.0	-	-	0.9	0.0	58
Papua New Guinea	25.5	0.3	15.5	2.1	7.7	0.1	48.8	0.2	40
Philippines	1,096.0	11.5	24.9	3.4	45.0	0.3	1,165.9	5.0	3
Portugal	0.0	0.0	0.0	0.0	21.1	0.2	21.1	0.1	46

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Table A1.4 *continued*

Economy	Investment Contracts				Estimated Procurement for PBLs and RBLs		Total Procurement		
	Goods, Works, and Other Related Services		Consulting Services						
	Amount (\$ million)	% of Total	Amount (\$ million)	% of Total	Amount (\$ million)	% of Total	Amount (\$ million)	% of Total	Rank
Samoa	0.1	0.0	0.0	0.0	-	-	0.1	0.0	66
Singapore	25.3	0.3	7.3	1.0	843.3	6.4	875.8	3.7	8
Solomon Islands	0.1	0.0	0.1	0.0	4.3	0.0	4.6	0.0	55
Spain	20.6	0.2	12.6	1.7	100.7	0.8	133.9	0.6	30
Sri Lanka	236.9	2.5	6.6	0.9	114.1	0.9	357.5	1.5	17
Sweden	45.2	0.5	1.5	0.2	72.4	0.5	119.1	0.5	34
Switzerland	18.7	0.2	8.5	1.2	237.2	1.8	264.4	1.1	21
Taipei,China	18.4	0.2	0.2	0.0	330.1	2.5	348.6	1.5	18
Tajikistan	28.3	0.3	1.8	0.2	15.9	0.1	46.0	0.2	42
Thailand	250.4	2.6	3.3	0.4	623.7	4.7	877.3	3.7	7
Timor-Leste	0.3	0.0	0.6	0.1	-	-	0.8	0.0	59
Tonga	8.1	0.1	0.6	0.1	-	-	8.6	0.0	51
Turkey	60.7	0.6	19.2	2.6	173.3	1.3	253.2	1.1	22
Turkmenistan	-	-	0.0	0.0	10.3	0.1	10.4	0.0	49
Tuvalu	0.1	0.0	0.1	0.0	-	-	0.2	0.0	65
United Kingdom	4.9	0.1	46.9	6.4	135.9	1.0	187.7	0.8	28
United States	45.4	0.5	84.4	11.5	919.9	7.0	1,049.7	4.5	5
Uzbekistan	140.8	1.5	1.2	0.2	159.2	1.2	301.2	1.3	20
Vanuatu	1.3	0.0	0.2	0.0	-	-	1.5	0.0	57
Viet Nam	258.0	2.7	21.2	2.9	201.2	1.5	480.3	2.0	15
Grand Total	9,563.9	100.0	732.1	100.0	13,226.3	100.0	23,522.4	100.0	

- = nil, 0.0 = less than 0.05, PBL= policy-based lending, RBL = results-based lending.

Note: Numbers may not add up due to rounding.

Source: ADB.

Table A1.5: Total Procurement, by Originating Economy, 1968–2020

Economy	Investment Contracts				Estimated Procurement for PBLs and RBLs		Total Procurement		
	Goods, Works, and Other Related Services		Consulting Services		Amount (\$ million)	% of Total	Amount (\$ million)	% of Total	Rank
	Amount (\$ million)	% of Total	Amount (\$ million)	% of Total					
Afghanistan	1,048.4	0.7	35.3	0.2	291.7	0.4	1,375.4	0.6	28
Armenia	185.5	0.1	18.8	0.1	135.8	0.2	340.1	0.1	46
Australia	565.7	0.4	1,312.9	9.3	2,462.3	3.4	4,340.9	1.9	15
Austria	336.9	0.2	28.9	0.2	282.5	0.4	648.2	0.3	39
Azerbaijan	1,162.0	0.8	12.1	0.1	158.1	0.2	1,332.1	0.6	29
Bangladesh	7,760.7	5.4	331.8	2.3	490.8	0.7	8,583.3	3.7	8
Belgium	118.5	0.1	35.0	0.2	647.0	0.9	800.5	0.3	37
Bhutan	176.0	0.1	16.1	0.1	66.3	0.1	258.3	0.1	48
Brunei Darussalam	1.3	0.0	-	-	85.7	0.1	87.0	0.0	57
Cambodia	1,161.3	0.8	90.8	0.6	40.8	0.1	1,293.0	0.6	31
Canada	243.1	0.2	540.9	3.8	816.3	1.1	1,600.3	0.7	24
China, People's Republic of	35,702.2	24.9	236.6	1.7	12,849.1	17.6	48,787.9	21.2	1
Cook Islands	13.5	0.0	2.9	0.0	16.7	0.0	33.1	0.0	63
Denmark	312.5	0.2	198.0	1.4	127.2	0.2	637.8	0.3	40
Fiji	153.6	0.1	20.1	0.1	35.1	0.0	208.9	0.1	49
Finland	125.7	0.1	81.4	0.6	341.1	0.5	548.2	0.2	42
France	1,381.5	1.0	524.0	3.7	1,209.1	1.7	3,114.5	1.4	19
Georgia	312.9	0.2	15.6	0.1	155.1	0.2	483.6	0.2	43
Germany	3,028.4	2.1	582.6	4.1	2,822.0	3.9	6,433.0	2.8	9
Hong Kong, China	395.9	0.3	165.1	1.2	1,323.5	1.8	1,884.6	0.8	22
India	26,593.7	18.6	1,023.7	7.2	3,160.8	4.3	30,778.2	13.4	2
Indonesia	8,062.6	5.6	940.1	6.7	2,936.7	4.0	11,939.4	5.2	4
International Organizations	-	-	11.7	0.1	-	-	11.7	0.0	67
Ireland	7.1	0.0	30.7	0.2	129.8	0.2	167.6	0.1	52
Italy	1,716.0	1.2	222.6	1.6	1,074.1	1.5	3,012.7	1.3	20
Japan	4,217.7	2.9	584.6	4.1	6,955.7	9.5	11,758.0	5.1	5
Kazakhstan	605.0	0.4	19.2	0.1	404.0	0.6	1,028.3	0.4	34
Kiribati	2.7	0.0	1.0	0.0	97.6	0.1	101.2	0.0	53
Korea, Republic of	8,269.3	5.8	515.2	3.6	3,441.2	4.7	12,225.6	5.3	3
Kyrgyz Republic	300.0	0.2	38.8	0.3	105.0	0.1	443.9	0.2	45
Lao People's Democratic Republic	865.0	0.6	112.1	0.8	22.5	0.0	999.5	0.4	35
Luxembourg	9.5	0.0	36.1	0.3	17.1	0.0	62.7	0.0	59
Malaysia	1,390.5	1.0	84.1	0.6	2,781.7	3.8	4,256.3	1.8	16
Maldives	49.1	0.0	4.0	0.0	2.7	0.0	55.8	0.0	60
Marshall Islands	19.3	0.0	3.3	0.0	7.1	0.0	29.7	0.0	65
Micronesia, Federated States of	11.7	0.0	1.4	0.0	3.6	0.0	16.7	0.0	66
Mongolia	501.7	0.4	69.4	0.5	19.7	0.0	590.9	0.3	41
Myanmar	107.2	0.1	14.2	0.1	63.0	0.1	184.4	0.1	51
Nauru	0.1	0.0	3.0	0.0	0.9	0.0	4.0	0.0	70
Nepal	1,857.5	1.3	234.5	1.7	185.2	0.3	2,277.3	1.0	21
Netherlands	403.9	0.3	348.7	2.5	625.1	0.9	1,377.7	0.6	27
New Zealand	313.0	0.2	375.9	2.7	420.2	0.6	1,109.1	0.5	33
Norway	54.9	0.0	35.4	0.3	98.4	0.1	188.7	0.1	50
Others	3.4	0.0	0.6	0.0	468.7	0.6	472.7	0.2	44
Pakistan	7,699.4	5.4	395.3	2.8	1,912.5	2.6	10,007.2	4.3	7

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Table A1.5 continued

Economy	Investment Contracts				Estimated Procurement for PBLs and RBLs		Total Procurement		
	Goods, Works, and Other Related Services		Consulting Services						
	Amount (\$ million)	% of Total	Amount (\$ million)	% of Total	Amount (\$ million)	% of Total	Amount (\$ million)	% of Total	Rank
Palau	4.9	0.0	5.1	0.0	0.7	0.0	10.7	0.0	68
Papua New Guinea	585.2	0.4	60.2	0.4	77.0	0.1	722.3	0.3	38
Philippines	4,103.7	2.9	546.2	3.9	764.4	1.0	5,414.4	2.3	12
Portugal	0.5	0.0	4.9	0.0	34.8	0.0	40.1	0.0	62
Regional	6.0	0.0	8.7	0.1	815.0	1.1	829.6	0.4	36
Samoa	59.3	0.0	13.8	0.1	1.0	0.0	74.2	0.0	58
Singapore	805.1	0.6	112.2	0.8	5,436.1	7.4	6,353.4	2.8	11
Solomon Islands	52.5	0.0	8.1	0.1	28.0	0.0	88.6	0.0	56
Spain	850.8	0.6	190.6	1.3	345.4	0.5	1,386.8	0.6	26
Sri Lanka	3,832.6	2.7	199.8	1.4	654.1	0.9	4,686.5	2.0	14
Sweden	596.3	0.4	105.5	0.7	408.0	0.6	1,109.8	0.5	32
Switzerland	386.9	0.3	300.8	2.1	943.7	1.3	1,631.4	0.7	23
Taipei,China	254.8	0.2	47.9	0.3	1,017.1	1.4	1,319.9	0.6	30
Tajikistan	228.5	0.2	20.8	0.1	49.1	0.1	298.4	0.1	47
Thailand	1,981.6	1.4	102.4	0.7	2,656.0	3.6	4,740.0	2.1	13
Timor-Leste	22.2	0.0	8.7	0.1	0.0	0.0	31.0	0.0	64
Tonga	53.7	0.0	7.6	0.1	29.2	0.0	90.4	0.0	55
Turkey	2,444.1	1.7	65.3	0.5	879.6	1.2	3,389.0	1.5	18
Turkmenistan	0.2	0.0	0.5	0.0	51.1	0.1	51.7	0.0	61
Tuvalu	0.8	0.0	0.8	0.0	4.0	0.0	5.7	0.0	69
United Kingdom	852.1	0.6	1,249.1	8.8	1,379.0	1.9	3,480.1	1.5	17
United States	2,409.0	1.7	1,450.0	10.3	6,944.6	9.5	10,803.6	4.7	6
Uzbekistan	854.1	0.6	32.9	0.2	634.3	0.9	1,521.2	0.7	25
Vanuatu	83.2	0.1	12.7	0.1	2.7	0.0	98.5	0.0	54
Viet Nam	5,469.5	3.8	218.9	1.5	725.5	1.0	6,413.8	2.8	10
Grand Total	143,183.6	100.0	14,128.4	100.0	73,169.4	100.0	230,481.3	100.0	

- = nil, 0.0 = less than 0.05, PBL= policy-based lending, RBL = results-based lending.

Note: Numbers may not add up due to rounding.

Source: ADB.

Table A1.6: Top 10 Contractors for Goods, Works, and Other Related Services, and Top 10 Consulting Firms, by Sector, 2020

AGRICULTURE, NATURAL RESOURCES, AND RURAL DEVELOPMENT SECTOR

A. Contractors in Goods, Works, and Other Related Services			B. Firms in Consulting Services		
Contractor name	Nationality	ADB-financed amount (\$ million)	Consulting Firm name	Nationality	ADB-financed amount (\$ million)
China CAMC Engineering Co. Ltd.	PRC	50.76	Development Design Consultants Ltd.	BAN	8.16
Shaanxi Water Resources and Hydropower Engineering Group	PAK	43.92	PT. INACON Luhur Pertiwi	INO	5.61
RNS Infrastructure Ltd.	IND	36.80	Landell Mills Ltd.	UKG	5.33
Larsen & Toubro Ltd.	IND	30.14	Marché International de Rungis & Overmountain (JV)	FRA	4.31
Stecol Corporation	PRC	18.40	SOFRECO (Société française de réalisation, d'études et de conseil)	FRA	4.11
Yunnan Everbroad Construction Building Co. Ltd.	PRC	15.44	Temelsu Int'l. Engineering Services	KGZ	3.54
China CTEXIC Corporation	PRC	14.73	Center for Development of Community Initiative and Environment	VIE	2.49
Chongqing Construction No.1 Municipal Engineering Co. Ltd.	PRC	13.27	SMEC	AUS, IND	2.47
Ruiyuan Engineering Group Co. Ltd.	PRC	12.32	FCG ANZDEC Ltd.	NZL	2.30
Venco Imtiaz Construction Company	AFG	12.31	Eptisa Servicios de Ingeniería, S.L.	SPA	2.18

EDUCATION SECTOR

A. Contractors in Goods, Works, and Other Related Services			B. Firms in Consulting Services		
Contractor name	Nationality	ADB-financed amount (\$ million)	Consulting Firm name	Nationality	ADB-financed amount (\$ million)
Maga Engineering Pvt. Ltd.	SRI	23.46	International Technology Management Corp.	PHI	3.37
Montecarlo Ltd.	IND	19.01	Training and Technology Transfer (TTT) Ltd.	NZL	2.84
KIM MEX Construction & Investment Co. Ltd.	CAM	16.56	Thanh Cong Construction Investment	VIE	2.64
Khani Nirman Sewa Pvt. Ltd.	NEP	16.46	SOFRECO (Société française de réalisation, d'études et de conseil)	FRA	2.40
KC Construction	NEP	15.69	Cirajasa Engineering & Management Consultant	INO	1.77
Sharma and Company Pvt. Ltd.	NEP	14.62	PT. Widha Consultant	INO	1.76
PT. ADHI KARYA (Persero)	INO	14.46	IERC-ERTech Consultancy	NEP	1.33
China Communications Construction Co. Ltd.	PRC	12.78	Minh Viet Media and Services JSC	VIE	1.26
International Construction Consortium Pvt. Ltd.	SRI	11.08	Naree International Ltd.	HKG	1.24
The Mattewal Co-op L/C Society Ltd.	IND	8.82	Cirajasa Cipta Mandiri	INO	1.20

Table A1.6: Top 10 Contractors for Goods, Works, and Other Related Services, and Top 10 Consulting Firms, by Sector, 2020 (cont.)

ENERGY SECTOR

A. Contractors in Goods, Works, and Other Related Services			B. Firms in Consulting Services		
Contractor name	Nationality	ADB-financed amount (\$ million)	Consulting Firm name	Nationality	ADB-financed amount (\$ million)
Larsen & Toubro Ltd.	BAN, IND	257.67	Korea Electric Engineering & Consulting	KOR	4.44
TBEA Energy India Pvt. Ltd.	IND	215.92	CESI S.P.A.	ITA	4.24
Kalpataru Power Transmission Ltd.	IND	189.71	Battelle Memorial Institute	USA	3.84
Megha Engineering & Infrastructures Ltd.	IND	110.17	Fichtner GmbH & Company KG	GER	3.07
National Electric Grid of Uzbekistan (NEGU)	UZB	100.11	Wapcos Ltd.	BAN, IND	3.00
Shanghai Electric and Reverie (JV)	BAN	81.28	Tractebel Engineering	GER	2.00
PT. Hexing & Pal Mohan (JV)	INO	76.38	PricewaterhouseCoopers	IND	1.75
KEC International Ltd.	IND, SRI	76.01	GHD Pty. Ltd.	NZL	1.65
Transrail Lighting Ltd.	IND	53.91	KPMG	IND, KAZ	1.61
Grid Solutions SAS	FRA	50.91	United Nations Development Programme	USA	1.50

FINANCE SECTOR

A. Contractors in Goods, Works, and Other Related Services			B. Firms in Consulting Services		
Contractor name	Nationality	ADB-financed amount (\$ million)	Consulting Firm name	Nationality	ADB-financed amount (\$ million)
Pakistan Poverty Alleviation Fund	PAK	3.11	Willis Ltd.	UKG	1.81
CMA Small Systems AB	SWE	2.24	Paradigm Applications LLC	USA	1.53
Muslim Aid Pakistan	PAK	1.65	Rebelgroup International B.V.	NET	0.71
IT Zone LLC	MON	1.19	AARC Ltd.	IRE	0.62
UBIVELOX Inc.	KOR	0.66	Habitat for Humanity	USA	0.48
Compass Plus Ltd.	UKG	0.59	IFAAS UK Ltd.	UKG	0.42
Wagner Asia Equipment LLC	MON	0.44	Cogence Labs	IND	0.40
Summit Computer Technology LLC	MON	0.44	KPMG	PRC, SRI	0.26
Mobinet LLC	MON	0.14	NMG Financial Services Consulting Pte. Ltd.	SIN	0.24
Tajfintech LLC	TAJ	0.06	AASA Consulting Pvt. Ltd.	PAK	0.22

Table A1.6: Top 10 Contractors for Goods, Works, and Other Related Services, and Top 10 Consulting Firms, by Sector, 2020 (cont.)

HEALTH

A. Contractors in Goods, Works, and Other Related Services			B. Firms in Consulting Services		
Contractor name	Nationality	ADB-financed amount (\$ million)	Consulting Firm name	Nationality	ADB-financed amount (\$ million)
United Nations Children's Fund (UNICEF)	DEN, INO, USA	21.25	VAMED	AUT	6.82
VAMED	AUT, MON	18.49	ABT Associates Pty. Ltd.	AUS	5.20
Diatech SA	UZB	11.80	PNG Remote Sensing Center Ltd.	PNG	4.85
Pacific Development Contractors Ltd.	PNG	11.25	United Nations Children's Fund (UNICEF)	FIJ	4.76
Housing Construction Corporation (HCC)	AFG	8.75	UPNG Remote Sensing Centre	PNG	3.14
Medlogistics GmbH	UZB	8.69	Società Italiana di Monitoraggio (SIM)	ITA	1.90
Setunari LLC	MON	8.65	Lapwing Construction Ltd.	PNG	1.28
Shenzhen Mindray Bio-Medical Electronics Co. Ltd.	PRC	8.26	Cardno Ltd.	PNG	1.20
Siemens	GER	7.91	Haom Builders Ltd.	PNG	1.17
Hebei Construction and Engineering Group Co. Ltd.	PRC	6.97	KPMG	IND	0.99

TRADE AND INDUSTRY

A. Contractors in Goods, Works, and Other Related Services			B. Firms in Consulting Services		
Contractor name	Nationality	ADB-financed amount (\$ million)	Consulting Firm name	Nationality	ADB-financed amount (\$ million)
KLSR - NCC (JV)	IND	56.80	Business and Finance Consulting GmbH	SWI	3.10
Guangxi Chengjian Construction Group Co. Ltd.	PRC	10.23	HJI Group Corp.	USA	2.06
Moncon Construction LLC	MON	5.97	PricewaterhouseCoopers	IND, MON	1.62
Harbin Highway Engineering Co. Ltd.	PRC	5.35	Energy and Environmental Development Research Center	PRC	1.32
Guangxi Construction Engineering Group	PRC	5.21	David Lupton and Associates Ltd.	NZL	1.30
ECC LLC	MON	3.27	IMC Worldwide Ltd.	UKG	1.22
Sain Construction LLC	MON	3.08	SRP Engineer Consulting Mongolia LLC	MON	0.62
Ganzoson Construction LLC & Khomiin Tal (JV)	MON	2.21	MonEnergy Consult LLC	MON	0.60
Medimpex International LLC	MON	2.06	Environmental Resources Management Ltd.	UKG	0.60
Green Resource Construction LLC	MON	1.99	Tatakh Khuch LLC	MON	0.53

Table A1.6: Top 10 Contractors for Goods, Works, and Other Related Services, and Top 10 Consulting Firms, by Sector, 2020 (cont.)

INFORMATION AND TECHNOLOGY

A. Contractors in Goods, Works, and Other Related Services

Contractor name	Nationality	ADB-financed amount (\$ million)
Surangel and Sons Construction	PAL	0.60

B. Firms in Consulting Services

Contractor name	Nationality	ADB-financed amount (\$ million)
McCann Consulting International Pty. Ltd.	AUS	0.49
Tourgee Consulting LLC	USA	0.39
Carwardine Legal Pty. Ltd.	AUS	0.24
IMPS-Resourcery Inc.	USA	0.10

PUBLIC SECTOR MANAGEMENT

A. Contractors in Goods, Works, and Other Related Services

Contractor name	Nationality	ADB-financed amount (\$ million)
Bodi Electronics LLC	MON	3.22
Seak Chheav Leng Enterprise Co. Ltd.	CAM	1.59
IT Zone LLC	MON	0.65
N.B. Salbo Construction	PHI	0.63
Mogul Service and Support LLC	MON	0.60
C. NO Construction and Investment Co. Ltd.	CAM	0.37
Gantesla LLC	MON	0.28
Waia Lus Ltd.	PNG	0.14
Sinus-Dochi LLC	MON	0.14
Nissan Cagayan De Oro Distributors Inc.	PHI	0.10

B. Firms in Consulting Services

Contractor name	Nationality	ADB-financed amount (\$ million)
CTI Engineering International Co. Ltd.	JPN	7.04
United Nations Development Programme	PNG	3.00
Save the Children	PHI	2.85
Palladium Europe B.V.	NET	1.88
Nepal Administrative Staff College	NEP	0.55
Internal Displacement Monitoring Centre	NOR	0.54
Oxford Policy Management Ltd.	UKG	0.52
Vinstar Consulting International	NZL	0.50
Alphabeta Pte. Ltd.	SIN	0.47
Edelman	INO	0.45

TRANSPORT

A. Contractors in Goods, Works, and Other Related Services

Contractor name	Nationality	ADB-financed amount (\$ million)
Acciona Construction Philippines Inc.	PHI	563.46
Hyundai Motor Group	KOR	295.14
Italian-Thai Development Public Co. Ltd.	THA	236.17
Larsen & Toubro Ltd.	IND	202.71
POSCO	KOR	170.17
Guizhou Highway Engineering Group Co. Ltd.	PRC	167.61
BEML Ltd.	IND	150.75
China Railway Group Ltd.	PRC	120.86
China State Construction Engineering Corporation	PRC	113.88
China Railway Construction Co. Ltd.	PRC	106.61

B. Firms in Consulting Services

Contractor name	Nationality	ADB-financed amount (\$ million)
T.Y. Lin International	USA	59.10
AECOM	HKG, IND, INO, SRI	12.15
SMEC	AUS	9.89
Ove Arup & Partners Hong Kong Ltd.	HKG	9.61
EGIS International	FRA	7.03
Visionri Connexion Services Pvt. Ltd.	IND	6.40
UBM Uluslararası Birleşmiş Müşavirler Müşavirlik Hizmetleri A.Ş.	TUR	6.14
Isan Corp.	KOR	6.02
Temelsu International Engineering Services	TUR	5.91
Yachiyo Engineering Co. Ltd.	JPN	5.09

Table A1.6: Top 10 Contractors for Goods, Works, and Other Related Services, and Top 10 Consulting Firms, by Sector, 2020 (cont.)

WATER AND OTHER URBAN INFRASTRUCTURE

A. Contractors in Goods, Works, and Other Related Services			B. Firms in Consulting Services		
Contractor name	Nationality	ADB-financed amount (\$ million)	Contractor name	Nationality	ADB-financed amount (\$ million)
China SHECB-BIDR-SXSY Consortium	PRC	77.76	Euroconsult Mott Macdonald B.V.	NET	12.70
Koya & Company Construction Ltd.	IND	48.68	Eptisa Servicios de Ingeniería, S.L.	SPA	10.66
Larsen & Toubro Ltd.	IND	39.06	PT. Yodya Karya	INO	8.11
China State Construction Engineering Corporation	PRC	33.64	Associated Consulting Engineers (ACE) Pvt. Ltd.	PAK	8.08
Eco Protection Engineers Pvt. Ltd.	IND	32.00	Tractebel Engineering	GER	7.79
Zahir Khan and Brothers	PAK	30.47	Dongbu Engineering Co. Ltd.	KOR	7.69
PT. PP (Persero)	INO	29.34	Hankuk Engineering Consultant	KOR	7.61
VA Tech Wabag Ltd.	IND	27.85	PT. Prismaita Cipta Kreasi	INO	6.13
M.T.A. Construction Co. Ltd.	CAM	25.91	WAPCOS Ltd.	IND	5.30
Ludwig Pfeiffer Hoch- und Tiefbau GmbH & Co. KG	GER	23.85	Sunjin Engineering and Architecture	KOR	5.18

MULTISECTOR

A. Contractors in Goods, Works, and Other Related Services			B. Firms in Consulting Services		
Contractor name	Nationality	ADB-financed amount (\$ million)	Contractor name	Nationality	ADB-financed amount (\$ million)
None			PricewaterhouseCoopers	IND, INO, SIN	2.72
			ENDEC Inc.	PHI	2.67
			White & Case	AUS	0.82
			Gulapa Law Office	PHI	0.60
			Ashurst LLP	UKG	0.57
			COWI A/S	DEN	0.51
			CMS LLP	UKG	0.48
			EMD Enerji Merkezi Dan. İnş. San. Tic. Ltd. Şti.	TUR	0.32
			Sustainable Infrastructure Foundation	SWI	0.24
			PASCO Corporation	JPN	0.22

AFG = Afghanistan; AUS = Australia; AUT = Austria; BAN = Bangladesh; CAM = Cambodia; DEN = Denmark; FIJ = Fiji; FRA = France; GER = Germany; HKG = Hong Kong, China; IND = India; INO = Indonesia; ITA = Italy; JPN = Japan; KAZ = Kazakhstan; KGZ = Kyrgyz Republic; KOR = Republic of Korea; MON = Mongolia; NEP = Nepal; NET = Netherlands; NOR = Norway; NZL = New Zealand; PAK = Pakistan; PHI = Philippines; PNG = Papua New Guinea; PRC = People's Republic of China; SIN = Singapore; SPA = Spain; SRI = Sri Lanka; SWI = Switzerland; THA = Thailand; TUR = Turkey; UKG = United Kingdom; USA = United States; UZB = Uzbekistan; VIE = Viet Nam.

Source: ADB.

Appendix 2: Source of Procurement Statistics and Methodology for Estimating Procurement for Policy-Based Lending and Results-Based Lending

Source of Data: Data on procurement is sourced from the ADB financial systems using a Procurement Contract Summary Sheet (PCSS). A PCSS record contains essential information about a contract, thus the number of contracts is measured in terms of number of PCSS. For purposes of this report, the value of procurement is reported in terms of the amount financed by ADB. Thresholds, however, are computed based on contract amount.

Methodology for estimation of procurement for PBLs and RBLs: In practice, ADB does not collect data on the origin of goods and services for PBLs and RBLs from its borrowing members but it needs to estimate their contribution to procurement statistics to determine how a borrower could have allocated the proceeds to ADB members. Currently, proceeds from PBLs are allocated to ADB members using the borrowing members' import patterns when presenting the statistics by origin. Borrowing member economy is used as the nationality of the contractor. For RBLs, borrowing member economy serves as both the nationality of contractor and origin of goods, works and related services. These estimated procurement are all grouped under other related services.

GLOSSARY OF TERMS

Glossary of Terms

TERM	DEFINITION
ADB financing	Includes financing by loans or grants, TA, or funds from external sources which ADB administers, ADB's administrative budget, and the special capital budget.
ADB-administered consulting services	Consulting services financed by ADB's internal administrative budget, capital budget, technical assistance (TA) grant or other grant projects funded from special funds or trust funds, for which ADB selects and engages the consultants. ADB may also hire consultants funded by advance payment from prospective clients in its non-sovereign operations or following public-private partnership transaction advisory services mandate and similar arrangements.
Alternative Procurement Arrangements (APA)	ADB addresses the usage of alternative procurement arrangements in its mainstream procurement. Effective application of alternative procurement arrangements may increase efficiency and reduce procurement time, ensure quality and manage risk, and deliver value for money.
Borrower	Includes agencies or entities that act for the borrower or grant recipient to carry out the project, including any project executing agency (EA) and implementing agency (IA).
Borrower-administered consulting services	Consulting services provided under projects financed in whole or in part by an ADB investment loan or grant, or by delegated TA, for which the EA selects and engages the consultants.
Cofinancing	Shared financing with a third party on a transaction involving ADB funds, risk tasking, or administration. More on this can be found on the official cofinancing and commercial cofinancing pages.
Consultant Management System (CMS)	Electronic procurement system used by ADB and its borrowers to recruit consultants. For borrowers, the functionality is currently limited to posting consulting services recruitment notices (CSRNs) and collection of expressions of interest (EOIs).
Consulting firm	Any private or public entity with the capacity to provide consulting services. Such entities include international and national consulting firms, engineering firms, construction firms, management firms, procurement agents, inspection agents, auditors, UN agencies and other multilateral organizations, universities, research institutions, government-owned institutions or enterprises, civil society organizations (CSOs), and nongovernment organizations (NGOs), when such entities provide consulting services.
Consulting services	Assignments that are of an intellectual and advisory nature. Examples include policy and governance studies, advice on institutional reforms, engineering designs, construction supervision, legal advice, audits, procurement services, social and environmental studies, and the identification, preparation, and implementation of projects. These are distinguished from nonconsulting services, for which the physical aspects of the activity predominate or that are based on recognized standard offerings.
Consulting Services Recruitment Notice (CSRN)	Automated procurement notice published on ADB's CMS.
Delegated Technical Assistance (TA)	TA in which ADB delegates responsibility to the EA for implementation, including responsibility to select and manage consultants and to sign and administer contracts (including payments). TA project implementation that is fully or partly delegated to the recipient.
Developing Member Country (DMC)	Member countries of the ADB which are eligible to receive ADB funding.
Domestic contractor	In the absence of explicit classification of domestic bidder in the system, a contractor is classified as domestic bidder if the nationality of the contractor is the same as the borrowing economy. Thus, international firms with local counterparts or that are locally incorporated are included in the pool of domestic contractors.
Electronic Government Procurement (e-GP)	Is the use of information and communications technology by government agencies, the bidding community, regulatory and oversight agencies, other supporting service providers, and civil society to assist in conducting the procurement of goods, works, and services, and in the management of contracts.
Executing agency (EA)	Identified in the relevant financing agreement or TA letter as the party responsible for the carrying out of a loan, grant, or TA. The term may be extended to include an IA that the EA designates to implement the project and undertake procurement.
Grant	A sum of money provided to an ADB developing member country that does not need to be paid back and has the overall objective of promoting sustainable social and/or economic development. Information on grant regulations, requirements and guidelines may be found in ADB's Operations Manual, Special Operations Grant Regulations, or the policy paper on Externally Financed Grant Regulations.

TERM	DEFINITION
Nationality of contractor	Nationality of contractor corresponds to the place of incorporation or the location of the head office (center of administration) of the contractor. In the case where the supplier/contractor is a subsidiary of an international corporation, the subsidiary's place of incorporation should be used to determine the nationality. For consulting services, the home office of the consulting firm would serve as the consultant's nationality. In case of a joint venture, the nationality of the lead firm represents the joint venture or associations. In case of an individual, the nationality is as indicated in the passport and the consultant registration.
Nonconsulting Services	<ul style="list-style-type: none"> (i) Services for which the physical aspects of the activity predominate, that are bid and contracted on the basis of performance of a measurable physical output, and for which performance standards can be clearly identified and consistently applied; or (ii) Routine services which, while requiring expert inputs, are based on recognized standard industry offerings that are readily available, and which do not require evaluation of tailored methodologies or techniques.
Origin of Goods and services	Origin is the place where the goods have been mined, grown, cultivated, produced, manufactured, or processed (or through manufacture, processing, or assembly, another commercially recognized article results that differs substantially in its basic characteristics from its imported components). In case of works, consulting and other services, it is the nationality, or the place of incorporation, of the service provider. For policy-based loans and grants, allocation of procurement to members was based on import pattern of each member.
Procurement	ADB procures a variety of goods, works and services in order to carry out projects and programs. A listing of the latest procurement notices can be found on the business opportunities page and or delivered to your email inbox via the ADB e-Alerts system.
Procurement Accreditation Skills Scheme (PASS)	A procurement and consulting services training and accreditation program administered by Procurement, Portfolio, and Financial Management Department.
Procurement complaint	<p>A procurement-related complaint is a communication received either (i) through the procurement-related complaints submission form in ADB website or (ii) in any written form (including mail, email, fax) that indicates concern or dissatisfaction with any of the following matters:</p> <ul style="list-style-type: none"> (i) any matter within the scope of the Procurement Regulations for ADB Borrowers: Goods, Works, Non consulting and Consulting Services (2017, as amended from time to time) ("the Procurement Regulations"), whether the complaint is received directly by ADB from an interested party (also referred to as a "complainant") or indirectly through a borrower or civil society organization; (ii) procurement of goods, works, and non consulting services by ADB under TA; and (iii) recruitment of consultants administered by ADB.
Procurement Complaints Tracking System (PCTS)	A database and management system for logging, tracking, and managing correspondence for complaints submitted to ADB. It also serves as the default centralized portal for ADB to receive complaints. There is no equivalent database(s) for operational procurement complaints monitoring and management. A recipient of a complaint through other modes of communication shall record the complaint into the PCTS.
Procurement plan	A detailed outline and schedule, prepared according ADB's procurement guidelines, of the goods, services and works that will be contracted by the recipient of an ADB loan or grant.
Procurement Review	Prior review and post review—are conducted to ensure that funds for projects are used for purposes for which they were granted.
Procurement Risk Framework	Emphasizes the need to treat and manage risks after identification and highlights risk management as an ongoing activity.
Project	Defined by its unique design and monitoring framework regardless of the number of its financing instruments or sources. It refers to a project or program with a common outcome (one design and monitoring framework) regardless of which financing instrument or source ADB has agreed to provide.
Project Administration Instructions (PAI)	Outline the policies and procedures to be followed by ADB staff involved in the administration of ADB-financed loan and technical assistance (TA) projects.
Project cofinancing	Loans, grants and other financial assistance provided by sources other than ADB. More on this can be found on the official cofinancing, commercial cofinancing, and private sector partnership pages.
Regional Department (RD)	ADB has 5 Regional Departments based upon geographical region in Asia: Central and West Asia Department (CWRD), East Asia Department (EARD), Pacific Department (PARD), South Asia Department (SARD), and Southeast Asia Department (SERD).
Resident Mission (RM)	ADB field offices in Developing Member Countries (DMCs)
Results-based lending (RBL)	Loans in which disbursements are directly linked to specific achievements of program results.
Sovereign projects	Sovereign operations include loans, grants, and technical assistance to the governments of developing countries that are members of ADB. See Public Sector (Sovereign) Financing.

TERM	DEFINITION
<i>Staff Instructions</i>	Outline the policies and procedures to be followed by ADB staff involved in the administration of ADB-financed loan and technical assistance (TA) projects. The Staff Instructions replaced the PAIs in 2017 and guide the principles-based application of the 2017 ADB Procurement Policy and Procurement Regulations for ADB Borrowers.
<i>Strategic Procurement Planning</i>	The complexity, risk, and value of the project and its procurement contracts will drive the level of research and analysis undertaken to ensure the procurement approaches are proportional and relevant.
<i>Technical Assistance (TA)</i>	ADB-financed activities for project preparation, capacity development, research and development, and studies that help developing member countries promote sustainable social and/or economic development. This may include the following:
<i>Value for Money</i>	Is the effective, efficient, and economic use of resources, which requires an evaluation of relevant costs and benefits along with an assessment of risks, nonprice attributes, and/or total cost of ownership as appropriate.

2020 Annual Procurement Report

This report provides an overview of procurement activities supported by the Procurement, Portfolio, and Financial Management Department (PPFD) of the Asian Development Bank (ADB) in 2020. It covers key areas where PPFD provides policy, guidance, and support to ADB developing member countries to create procurement solutions that help deliver value for money and quality outcomes across Asia and the Pacific. The report includes a reflection on achievements, while also presenting a forward-looking perspective on priorities and focus areas for PPFD and ADB's procurement in the years to come.

About the Asian Development Bank

ADB is committed to achieving a prosperous, inclusive, resilient, and sustainable Asia and the Pacific, while sustaining its efforts to eradicate extreme poverty. Established in 1966, it is owned by 68 members—49 from the region. Its main instruments for helping its developing member countries are policy dialogue, loans, equity investments, guarantees, grants, and technical assistance.

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