

# General Procurement: Doing Business with the ADB





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## **Procurement Framework**

ADF









ADB Core Procurement Principles



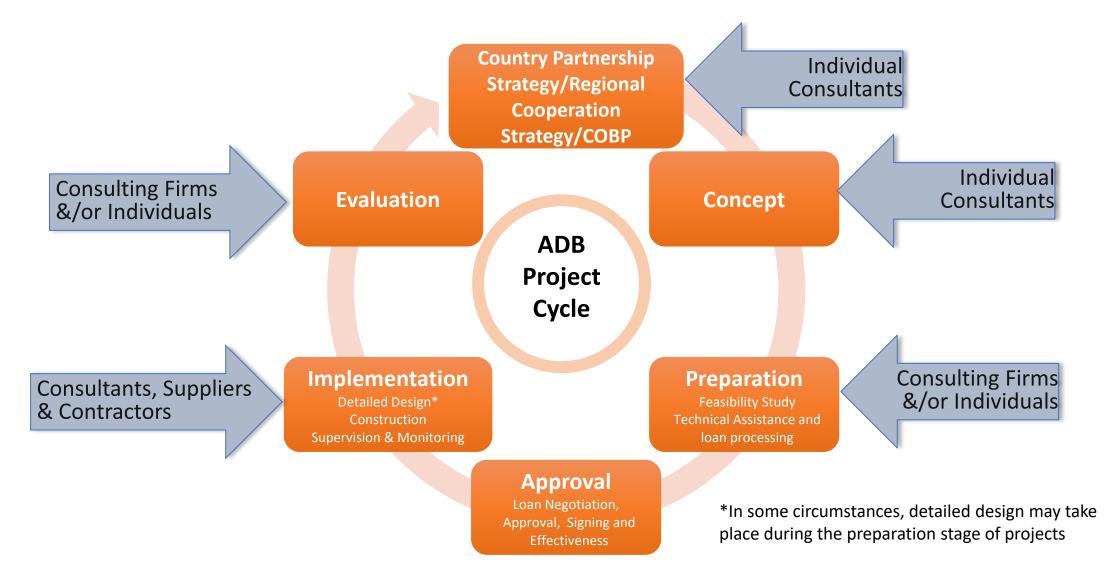


Open Competitive Bidding Advertisement of Opportunities Public Bid Opening Process Oversight by ADB Publication of Results Debriefing and Complaints Mechanism Robust Fraud and Corruption Procedures



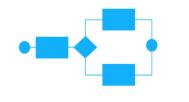


## When is Private Sector engaged in ADB Projects?





## What Are We Looking For?



Understanding of ADB business processes and requirements Strong technical and project management experience

Greater value addition and use of innovative and high-level technology

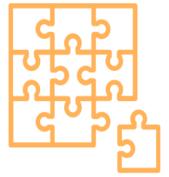


ADB

Stronger cooperation with well qualified and competent national companies and partners



Relevant country and region experience



International good practice and local solution

## Eligibility

Generally, a consultant must be from ADB member (incorporation/ citizenship/ right to work).

- Can be certain <u>exceptions</u>, depending on funding source which can expand or restrict eligibility.
- Experts employed by eligible consulting firm under a consulting firm contract will be considered eligible, regardless of their nationality
- Refer to CSRN/ RFP

### Specific rules apply for

- Conflict of interest
- Government Organizations and Civil Servants, including State-Owned Universities

Consultants currently engaged by ADB or the EA

former ADB staff and ADB spouse

Must not be

subject to an ADB

debarment or temporary suspension (ADB's

- Anticorruption Policy/
- Integrity Principles and Guidelines)
- suspended by ADB for poor performance





## **Types of business opportunities**

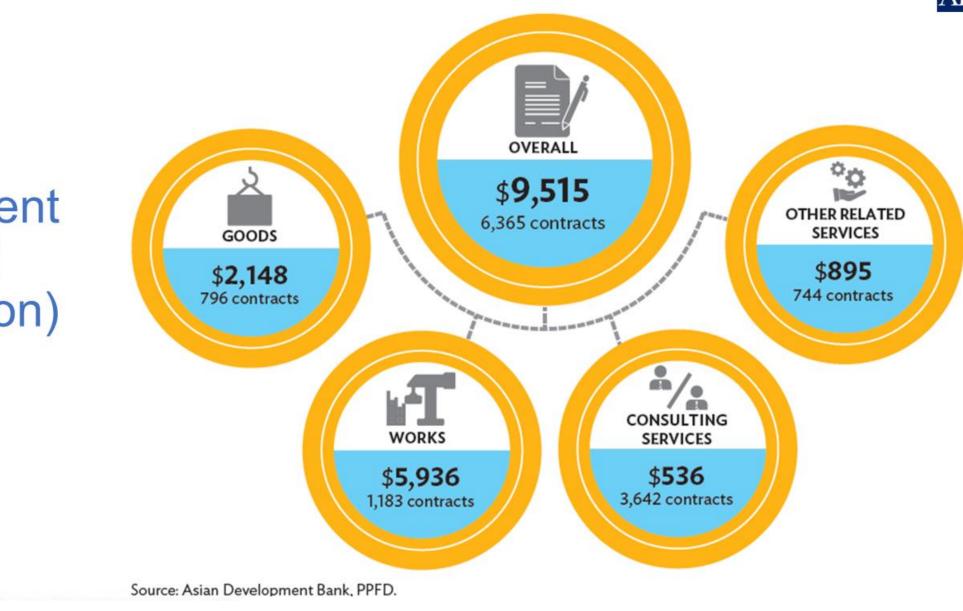
- Supply of goods
  - Machinery, equipment, ICT, furniture
- Civil works
  - Roads, railways, bridges, irrigation canals, airports, schools, etc.
  - Power plants, pump stations, water treatment plants, heating plants

### Consulting services

- Project preparation & implementation, site supervision (PMC), detailed design, knowledge products, policy/advisory, staff consultants
- Non-consulting services
  - Surveys, training, translation, event management







## Procurement in 2022 (US\$ million)

## **Sovereign Projects - Financing Types**



## Loans and Grants

Provided to and managed by Governments

Procurement of Works, Goods and Services

Government undertakes procurement (ADB oversight)

Contracts signed by Government

## **Technical Assistance**

Provided to governments, but contracts managed by ADB

Mostly procurement of Consulting Services

ADB undertakes procurement

Contracts signed by ADB



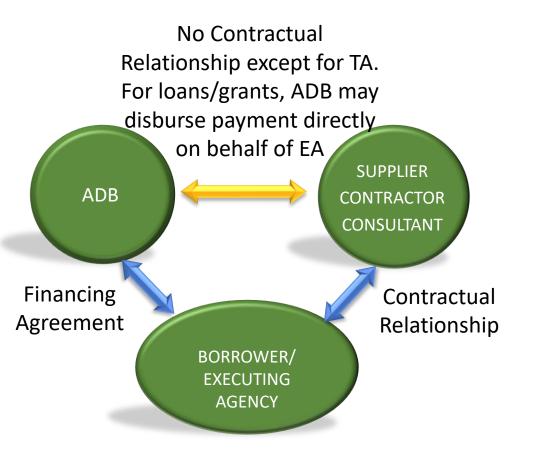


### **Relationship, Roles and Responsibilities in Procurement**

Borrower (Executing Agency) is responsible for procurement of goods, works and services

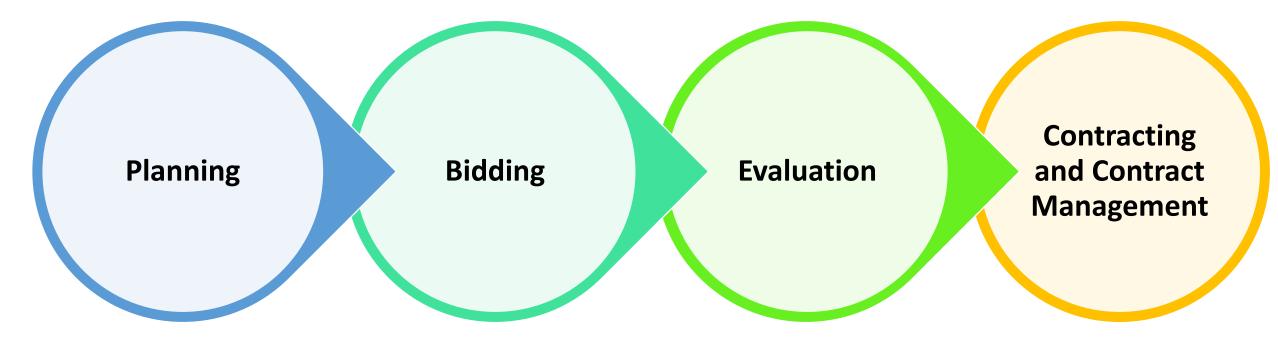
ADB (*under TAs*) or Borrower select and recruit Consultants

ADB reviews the procurement activities of EAs to ensure that proceeds of its financing are used in accordance with the Bank's rules





## **Procurement Process**



Project

### Individual Packages

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## **Common Mistakes**



Bids not signed, or unclear authorization to sign

## Ownership structures and JV arrangements

No compliant Bid Security / Bid Securing Declaration

Failure to meet Qualification Criteria

### Poor Supporting Documents

Incomplete Bids / Partial Bids Inclusion of financial offer with technical offer where bid conditions require them to be separated





## **Types of Consultant**



### Firms

Private Sector CSO/NGO Universities

International Organizations



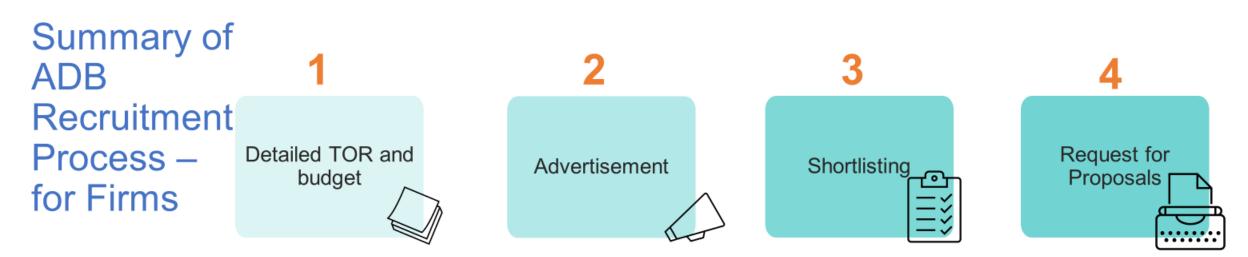
### Individuals

Private Individual Individual through firm

(Resource Person)



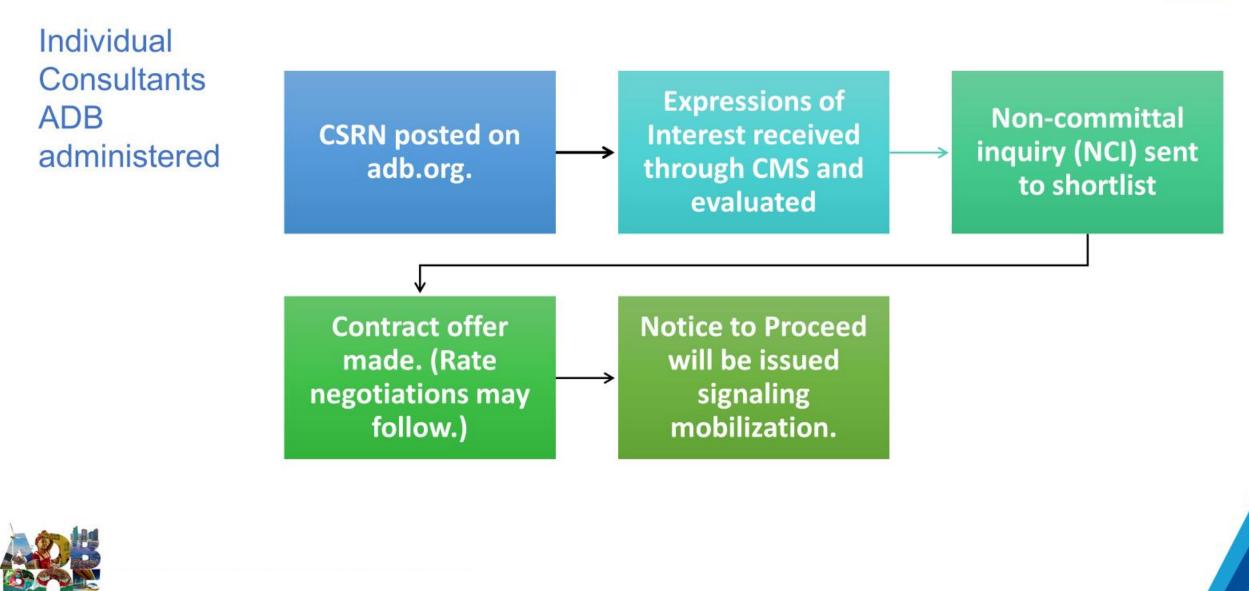












## **General Points to approach ADB Consulting Contracts**

- Know your client and their expectations
- Understand context and background to the assignment
- Leverage experience with similar institutions
- Identify partners who will add value
- Understand costs of doing business (e.g., taxes)
- Consider if external specialists will strengthen your team





## Advice when approaching Opportunities

Plan ahead: Identify a pipeline of projects of interest. Understand project background, local context & partnership needs

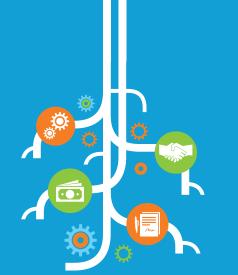
Respond clearly to qualification and evaluation criteria Be aware of borrower systems for advertising and submission of Bids

Build local partnerships (JV or association) Carefully read & understand submission requirements; no conditional bids Understand legal & regulatory systems (business registration, tax, customs etc.)





## **Finding information to do business** 12 April 2024







## **Finding Business Opportunities**

## Long-term planning

### Country

• Country Partnership Strategy (CPS)

### • Sectors

- Projects/ Tenders
- Procurement Plans

## Short-term planning

- Specific Procurement Notices
  - Invitation for Prequalification
  - Invitation for Bids
- Hop-on Opportunities
  - Prequalified Contractors
  - Contracts Awarded

### **Country Operations Business Plans**

ADB discontinued country operations business plans (COBPs) in July 2021. For proposed projects, please go to the Projects and Tenders page at /projects.

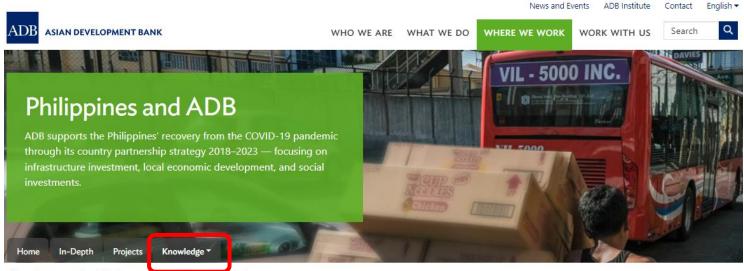
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**OPPORTUNITIES** 

### How to find Information on ADB Website https://www.adb.org/where-we-work/philippines/knowledge



\* > Where We Work > Philippines and ADB > Philippines; Knowledge

#### Jump to: Perspectives 📀 Project Results 😒 News and Multimedia 😒

## Latest Country Strategies and Business Plans

The country partnership strategy (CPS) is ADB's primary platform for designing operations to deliver development results at the country level. ADB works with each developing member country to map out a medium-term development strategy and a 3-year country operations business plan (COBP) to implement it.

I All Country Planning Documents



COUNTRY PLANNING DOCUMENTS | 31 AUG 2018 Philippines: Country Partnership Strategy (2018-2023)

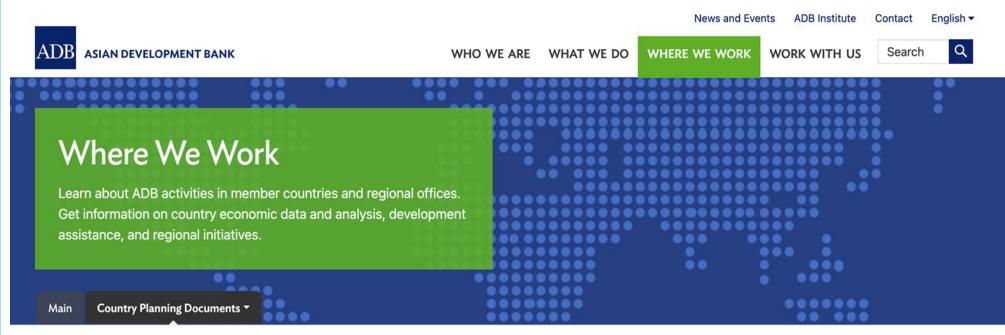


COUNTRY PLANNING DOCUMENTS | 11 DEC 2020 Philippines: Country Operations Business Plan (2021–2023)

Management and staff. It may be shared outside ADB with appropriate permission.



## **Country-specific Information** https://www.adb.org/where-we-work/documents



爺 > Where We Work > Country Planning Documents



### **Country Planning Documents**

Strategies and Operations Business Plans

#### Country Partnership Strategies (CPS)

ADB's primary platform for designing operations to deliver

**Country Operations Business Plans** 

ADB works with each developing member country to map

All Country Planning Documents

Regional Cooperation Strategy and Programs (RCS)

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## **Country Partnership Strategies**

#### https://www.adb.org/documents/series/country-partnership-strategies

← C 🗈 https://www.adb.org/documents/series/country-partnership-strategies



Publications > Country Partnership Strategies

#### **Country Partnership Strategies**

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	Browse by Topic	>
	Browse by Region/Country	>
ich in	Browse by Type	``

The country partnership strategy (CPS) is ADB's primary platform for designing operations to deliver development results at the country level.



COUNTRY PLANNING DOCUMENTS | 08 JUN 2023 Kyrgyz Republic: Country Partnership Strategy (2023-2027)

This Country, Destance in Strategy (ODS) for Known Desublic defines ADDIs starts in

This Country Partnership Strategy (CPS) for Kyrgyz Republic defines ADB's strategic approach in the country for 2023-2027.

## **Project & Tenders** https://www.adb/work-with-us

← → C ⋒ 😄 adb.org/work-with-us

🜀 New Tab 🕒 Banks 🧫 Spark. | Harvard Ma... 🤗 Harvard Business Pu... 🤕 Air (Air) :: air by Imp... 📋 remotehq.adb.org 🛛 r ES Distance Learning 🧕 Home

Latest Vacancie	es			View Al	Vacancie
Title / Reference Number	Position Level	Department	Location	Posting Date	Closing Date
Senior Climate Change Officer / 240239	NS 4	Climate Change and Sustainable Development Department	Pacific Liaison and Coordination Office in Sydney	20 Mar 2024	03 Apr 2024
Senior Markets Development Advisory Officer / 240191	NS 3	Office of Markets Development and Public-Private Partnership	India Resident Mission	05 Mar 2024	04 Apr 2024
Principal Treasury Specialist / 240215	IS 6	Treasury Department	Asian Development Bank Headquarters	12 Mar 2024	04 Apr 2024
(Senior) Water Resources Specialist / 240162	IS 4/5	Sectors Group	Asian Development Bank Headquarters	12 Mar 2024	04 Apr 2024
Human Resource Specialist / 240235	IS 3	Budget, People, and Management Systems Department	Asian Development Bank Headquarters	19 Mar 2024	04 Apr 2024

News and Events ADB Institute Contact English -



#### ADB Career and Employment System

Applications for vacancies are received through the ADB Career and Employment System (ACES). ACES facilitates the submission of applications, and enables applicants to check the status of their applications on ADB's website. You will need to create an account before making any submissions.



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#### With employees from to create an inclusive v We embrace Diversity sexual orientation phy

counts. You can help u

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At ADB, our professior for inclusive economic Join us to find fulfillme achieving a prosperou

Respectful Worl

Contractors and suppliers

Governments

ADB for...

Consultants

Executing and implementing agencies

More information on working with

Development institutions

Private sector partners

Civil society/NGOs



**Operational Procurement** 

ADB extends loans and provides technical assistance to its developing member countries for a broad range of development projects and programs involving the procurement of goods, works, and services.



Institutional Procurement

ADB procures goods, works, and services necessary for institutional use in its headquarters and field offices to support its operations.



Projects & Tenders

See the list of ongoing and future procurement of goods, works, nonconsulting, and consulting services.

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All Bookmarks

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# ADB

OPPORTUNITIES

## Business Center - Project & Tenders Opportunities https://www.adb.org/projects/tenders

Projects & Tenders	Pro	jects Documents	Tenders		
Filter results	Procurement of goods, works, and consulting	g services			KauDaaumanta
	Search tenders			Q	Key Documents
Country/Economy	<ul> <li>Results 1-20 of 37519</li> </ul>		RSS	Sort by -	Procurement Plans
Regional			833	Sort by •	Des surges et Delleu
Afghanistan	Research Associate		Status: D	eadline:	Procurement Policy
🗆 Armenia	53344-004; Regional; Public sector ma			9 Apr 2024	Procurement Regulations
🗌 Azerbaijan	2024				
Bangladesh	Notice Type: Individual	- Consulting			
Bhutan					Shortlisted Firms -
Brunei Darussalam	Marine Debris Program Coordir		Status: D	eadline:	Consulting Services
	56186-001; Regional; Finance; Posting	date: 03 Apr 2024	Active 0	9 Apr 2024	See the list $\rightarrow$
Sectors 🗸		- Consulting			
Agriculture, natural resources	National Project Manager 1 (Civ			eadline:	Archive: Contracts
and rural development	48444-005; Papua New Guinea; Transp		Active 1	0 Apr 2024	Awarded - Goods,
Education	Notice Type: Individual	- Consulting			Works, and Services
Energy					See the list →
Finance	National Industry Partnership C			eadline:	See the list of
Health	53083-001; Papua New Guinea; Educa		Active 0	9 Apr 2024	
Industry and trade	Notice Type: Individual	- Consulting			Business Center
					All you need to work with us in on
Туре 🗸	TIM: Dili SWM Project Perform 49407-005; Regional; Multisector; Post			eadline: 7 Apr 2024	place. $\rightarrow$
Advance Notice	Notice Type: Firm - Con:		Active	7 Api 2024	
Contracts Awarded		2010.19			
Firm - Consulting	National Environmental Safegu	ards Expert 1	Status: D	eadline:	Advisory: Beware of busi
General Procurement Notice	48444-005; Papua New Guinea; Transp			0 Apr 2024	scams using ADB's name
Individual - Consulting		- Consulting			Read more →
Invitation for Bids					

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**OPPORTUNITIES** 

### **Procurement Plans**

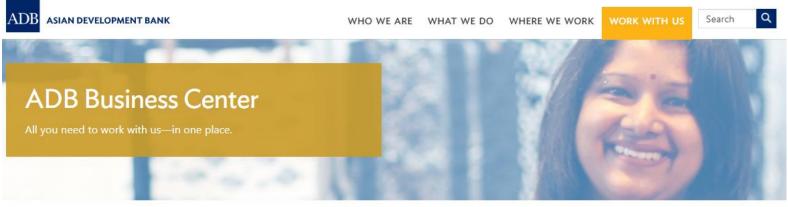
https://www.adb.org/projects/documents/doctype/Procurement%20Plans

		News and	Events ADB Institute Contact English	
ADB ASIAN DEVELOPMENT BA	NK WHO WE ARE WHAT WE DO	WHERE WE WOR	K WORK WITH US Search Q	
Projects & Tenders	Projects Documents Tenders			
Filter results CLEAR ALL	Procurement plans, reports, safeguards, etc.	-	Key Documents	
Country/Economy 🗸	Search projects	Q		
	Results 1-20 of 1392 RS	S Sort by -	Reports and Recommendations of the President	
Regional	Procurement Pl ×			
Azerbaijan			Procurement Plans	
Bangladesh	Second Greater Mekong Subregion Tourism Infrastructure for Inclusive	Document	Safeguard Policy Statement	
Bhutan	Growth Project: Cambodia Procurement Plan	Date: 21 Jul 2023	Access to Information Policy	
🗌 Cambodia	49387-002; Regional, Cambodia; Type: Procurement Plans	21 Jul 2023	Access to mormation Policy	
China, People's Republic of	Balochistan Water Resources Development Sector Project: Procurement Plan	Document Date:	Request for Information	
Type (1) [CLEAR]	48098-002; Pakistan; Type: Procurement Plans	18 Jul 2023	ADB documents and information that you have not been able to find on our	
Additional Financing	Tonle Sap Poverty Reduction and Smallholder Development Project -	Document	website. $\rightarrow$	
(Cofinancing)	Additional Financing: Procurement Plan	Date: 17 Jul 2023		
Agreements	41435-013, 41435-054; Cambodia; Type: Procurement Plans	17 501 2020		
Evaluation Reports	Landslide Risk Management Sector Project: Procurement Plan	Document		
Audited Designt Financial	FOODO OOM Kumme Bassellis Time Bassellis Time Bassellis	Deter		

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## ADB

### ADB Business Center https://www.adb.org/business/main



✤ > Work with Us > Working with ADB

#### Working with ADB

	Information for	How-Tos
	Consultants	Can you provide a guide to all those ADB acronyms? $ ightarrow$
	Contractors and suppliers	How can I become an ADB supplier? (corporate procurement) $\rightarrow$
	Governments	How can NGOs become consultants or contractors? $\rightarrow$
	Executing and implementing	How can we improve our chances of securing an ADB-funded contract? $ ightarrow$
	agencies	How do I register as a payee and receive payment for non-purchase order warranted transactions with ADB? $ ightarrow$
	Development institutions	How does ADB safeguard the integrity of its activities? $\rightarrow$
	Private sector partners	What are ADB's departments and offices? $\rightarrow$
	Civil society/non-government organizations	What are the eligibility requirements for subcontractors working for contractors on ADB-financed projects? $ imes$
	All Audiences	What are the main eligibility requirements for bidding for contracts under ADB-financed projects? $ ightarrow$
Management and staff. I		What bidding procedures are used by ADB-financed projects? $\rightarrow$





## **ADB Consultant Management System (CMS)**

#### https://selfservice.adb.org/OA\_HTML/adb/adbpos/jsp/ADBCMSHomepage.jsp



#### Advisory

Due to scheduled maintenance, CMS will be unavailable on Saturday, 6 April 2024 from 1 p.m. until 4 p.m. (Manila time). For inquiries, please contact cmshelp@adb.org.







Management and Search Consulting Opportunities View Shortlisted Firms



**View Awarded Contracts** 

## ADB

#### ADB<sup>Consultant Management System</sup>

Home Consulting Opportunities Shortlisted Firms Awarded Contracts TA Claims Partner Consultant Tutor

#### Consulting Opportunities

Consulting Services Recruitment Notices (CSRN)

CSRN provides detailed information on the consulting services required for ADB-financed or administered projects, including terms of reference. Filter on specific advertisements of interest by ticking the appropriate checkboxes or by entering keywords to search by expertise.

Refine by <u>Clear All</u> COVID-19 Related Assignment	Search by Expertise Go						
						③ Previous 1-2	25 🖌 <u>Next 25</u> 📎
Yes (42) No (211)	Project	Expertise	Consultant Type	Engagement Period (Months)	Published	Deadline (Manila local time)	View CSRN
	LOAN-4146 UZB: Tashkent Province Sewerage Improvement Project - TS-CS-02 Project Management Coordination and Capacity Building (52045-001)	Project Management Coordination and Capacity Building	Firm	48	02-Apr-2024	01-May-2024 11:59 PM	
<u>Consultant Type</u>	LOAN-3759 PRC: Yunnan Lincang Border Economic Cooperation Zone Development Project - CS8 Medical Service and Hospital Operation and Management Improvement (49310-002)	Medical service and management, Hospital operation and management	Firm	12	02-Feb-2024	01-May-2024 11:59 PM	
Firm (50)     Individual (203)		Engineering	Individual	24	04-Apr-2024	30-Apr-2024 11:59 PM	
	LOAN-3845 PAK: Sindh Secondary Education Improvement Project - CS-23, CS-24 & CS-25 Procurement Associate (03 Positions) (51126-002)	Procurement and IT	Individual	24	04-Apr-2024	30-Apr-2024 11:59 PM	1
Open to Member Countries Only (253)	LOAN-3845 PAK: Sindh Secondary Education Improvement Project - CS-22 Quantity Surveyor (51126-002)	Engineering	Individual	24	04-Apr-2024	30-Apr-2024 11:59 PM	
Non-Member Countries Allowed (0)	LOAN-3845 PAK: Sindh Secondary Education Improvement Project - CS-20 & CS-21 Sub Engineer (02 Positions) (51126-002)	Engineering	Individual	24	04-Apr-2024	30-Apr-2024 11:59 PM	
_ Engagement Period	LOAN-4358 PRC: Shanxi Low-Carbon and Inclusive Rural Development Project - PMO-CS10 External Resettlement monitoring Consultants (53078-001)	External Resettlement Monitoring Consultants	Firm	67	29-Mar-2024	27-Apr-2024 11:59 PM	
Less than 3 months (2)	LOAN-4358 PRC: Shanxi Low-Carbon and Inclusive Rural Development Project - PMO-CS9 Third-Party Environmental Monitoring Consultants (EMC) (53078-001)	Third-Party Environmental Monitoring Consultants	Firm	67	29-Mar-2024	27-Apr-2024 11:59 PM	
3 months to 1 year (155)     More than 1 year (96)	LOAN 57262-001 IND: Assam Urban Sector Development Project - AUSDP/CMS/01 Project Management and Supervision Consultants (PMSC)	Project Management and Supervision Consultants (PMSC)	Firm	60	14-Mar-2024	27-Apr-2024 11:59 PM	
	TA-6815 REG: Technical consulting firm for Tender Process (KAZ: Karaganda University Hospital Project) (55299-001)	Health PPPs	Firm	18	03-Feb-2024	26-Apr-2024 04:00 PM	
+ Country	GRANT 54286-001 TAJ: Green Corridor Demonstration Project - CS-01 Construction Supervision Consultant	Engineering	Firm	62	27-Mar-2024	25-Apr-2024 11:59 PM	
+ Sector	TA-6551 REG: Applied Research and Guidance for Onsite Sanitation in the Pacific - Strengthening WASH Practices and Hygiene Behavioral Change in the Pacific (54227-001)	WASH, water, sanitation, and hygiene	Firm	12	06-Mar-2024	25-Apr-2024 11:59 PM	
+ Engagement Type	TA-6890 REG: Technical Assistance for Women s Financing Marketplace - Expansion of the Marketplace (Subproject 4) - Transition Finance Study (54436-005)	Transition Finance, Gender Finance, Sustainable Finance, WSME	Firm	12	03-Apr-2024	24-Apr-2024 04:00 PM	
+ Selection Method	TA-6705 REG: Technical Assistance for the Women s Financing Marketplace - WE DATA - Capacity Building (Subproject 3) - Capacity Building on Gender-responsive Finance: Training Provider (54436-004)	Women Entrepreneur, Gender Finance Regulatory Framework, Capacity Building, Module Development	Firm	24	03-Apr-2024	24-Apr-2024 04:00 PM	
+ Consultant Source	LOAN 54045-001 VAN: Supporting the Delivery of Skills Development Project - CS-01 Project Management Team	Project Management	Firm	60	04-Apr-2024	24-Apr-2024 11:59 PM	
+ Budget Amount	GRANT-0919 SOL: Senior Secondary Education Improvement Project - CS03 Curriculum Development Consultants (55050-002)	Curriculum Development	Firm	42	26-Mar-2024	24-Apr-2024 11:59 PM	
	LOAN-4403 SOL: Senior Secondary Education Improvement Project - CS02 Engineering Design and Construction Supervision (55050-002)	Architectural and Engineering Design; Construction Supervision	Firm	60	26-Mar-2024	24-Apr-2024 11:59 PM	
	LOAN-8432 CAM: Sustainable Coastal and Marine Fisheries Project - SCMFP FIA/CS-06 Fisher Engagement Facilitator (FEF) Service Provider (53261-001)	Fisher Engagement Facilitator (FEF) Service Provider	Firm	60	26-Mar-2024	24-Apr-2024 11:59 PM	
	SC 122199 PHI: SRP Dynamic Asset Allocation Framework Validation Study	Pension Asset Liability Management	Firm	3	02-Apr-2024	23-Apr-2024 04:00 PM	
	TA-9919 REG: Integrated and Innovative Solutions for More Livable Cities - Consultancy Services for the Development of a Masterplan for an Inter-Lake Cycle Track, Pokhara, Nepal (53212-001)	Tourism	Firm	5	19-Mar-2024	23-Apr-2024 04:00 PM	
	LOAN-4437 IND: Promoting Research and Innovation through Development of Fintech Institute at Gujarat International Finance Tec-City Project - CS 03 Selection of Training, Incubation and Research Partner (56039- 001)	Institute Partner, Incubation, Research and Development	Firm	60	16-Mar-2024	20-Apr-2024 11:59 PM	
	I OAN-4437 TND: Promotion Research and Innovation through Development of Eintech Institute at Guiarat	Incubation Partner Accelerator Partner Fintech	Firm	60	17-Mar-2024	19-Δnr-2024 11·59 PM	(m)



## **Consultants to Register in CMS**

#### **Consultant Management System** ADB

Overview FAQ

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

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



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

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

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



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



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

To obtain an EA account, email your ADB Project Officer and copy csrn@adb.org with the following details: 1. Email address of the agency representative Name and address of the agency 2. Full name of the agency representative

4. Duration of the recruitment for the project

#### Consulting Services Recruitment Notice (CSRN)



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

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

Click here to view the list of advertisements of consulting opportunities.

#### 🔑 Login

Login using your	registered	d username and password.
Username		
Password		
	Login	Login Assistance

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

#### Registration

New user? Register now!

**Register as Consulting Firm** 

Register as Individual Consultant

#### Need Help?

For inquiries regarding the system, please email cmshelp@adb.org.

#### CMS SYSTEM UPDATE

#### Dear CMS Users,

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

Should you have any inquiries, contact cmshelp@adb.org.

CMS Team



## Receive Automatic Notification https://alerts.adb.org/

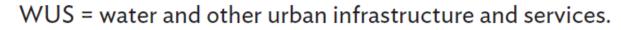
ADB ASIAN DEVELOPMENT BANK	Alerts Links to content posted on ADB.org delivered to your inbox daily or weekly.	Weekly Off	
Receive updates on projects, event	Articles and Videos	On Off	
nail alert or by newsletter. .lerts: You can choose to receive your e-mail ale	Asian Development Blog	On Off	ur
<b>lewsletter:</b> Stay in touch by signing up for our tv ews, blogs, research, multimedia and jobs.	Board Documents	On Off	_
Login to an existing account	Business Center Materials	On Off	B ebi
Create new account	Country Planning Documents	On Off	
ields marked with * are required.	Development Asia Articles	On Off	
Personal Information	Economic Data and Research	On Off	
E-mail*	Evaluation Reports	05 0#	
First name*	Events	On Off	
	Lvents	On Off	
Last name*	News Releases and News from Country Offices	On Off	
Organization	Procurement Notices (Goods and Works) Note: Weekly notifications on consulting opportunities available for registered users of the <u>Consultant</u> <u>Management System (CMS)</u> .	On Off	
Designation	Project Information and Documents	On Off	
Country of residence*	Publications	On Off	





## Top 5 Consultants from Portugal Involved in Consulting Services Contracts under ADB Loan, Grant, and Technical Assistance Projects, 1 January 2018–31 December 2022

Consultant	Sector	Contract Amount (\$ million)
JCF Strategy Consulting, LDA	WUS	1.50
Individual Consultants		1.94
Total		3.44



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# **THANK YOU!**

