



亚太廉洁合规论坛  
ASIA-PACIFIC INTEGRITY  
AND COMPLIANCE FORUM

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# Doing Business with AIIB 亚投行项目的商业机会

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# Global interest in AIIB 亚投行全球利益

## Credit Strength 信用优势

- USD100 billion capital 1000亿美元注册资本
- AAA rating from top 3 ratings agencies 3大评级机构AAA评级
- USD36 billion lending volume 360亿美元的贷款规模

## Global Membership 全球成员

- 110 members (53 regional, 57 non-regional) 已批准110个成员 (53域内, 57域外)
- International collaboration to address global challenges 参与国际协作应对全球挑战
- Bridge building to provide global public goods 搭建提供全球公共产品的桥梁

## Multilateral Governance and Oversight 多边治理与监督

- Non-resident Board 非常驻董事会
- Accountability Framework 问责框架
- Oversight Mechanism 监督机制



# AIIB Strategic and Operation Priorities 亚投行的战略和运营重点

## GREEN INFRASTRUCTURE 加强绿色基础设施建设投资

AIIB will align with the goals of the Paris Agreement. **By 2025**, We aim for climate finance to represent **50 percent** of all financing approvals. “AIIB将于与《巴黎协定》的目标保持一致。到2025年，我们的目标是气候融资占所有批准融资的50% We currently estimate our cumulative climate finance approvals to be USD50 billion by 2030我们目前估计到2030年累计的气候融资批准金额将达到500亿美元

## PRIVATE CAPITAL MOBILIZATION 调动私人资本

AIIB plans to play a catalytic role in increasing private investors in emerging market infrastructure. AIIB计划在增加新兴市场基础设施的私人投资者方面发挥催化作用 AIIB aims to reach by 2030 a 50-percent share of private sector financing in approved financing. AIIB的目标是到2030年，在批准的融资中私人部门融资占比达到50%

## CONNECTIVITY AND REGIONAL COOPERATION 促进互联互通与区域合作

AIIB prioritizes cross-border infrastructure connectivity in enhancing **regional trade, investment, digital and financial integration** across Asian economies. AIIB在增强亚洲经济体之间的区域贸易、投资、数字和金融一体化方面，优先考虑跨境基础设施互联互通。 AIIB aims to reach by **2030 a 25- to 30-percent** share for cross-border connectivity projects. **AIIB的目标是到2030年，在跨境互联互通项目中占比达到25%至30%**

## TECHNOLOGY-ENABLED INFRASTRUCTURE 增加技术驱动型基础设施建设投资

AIIB will support projects **where the application of technology** delivers better value, quality, productivity, efficiency, resilience, sustainability, inclusion, transparency or better governance along the full project life cycle. AIIB将支持在整个项目生命周期通过技术应用以提供更好的价值、质量、生产力、效率、韧性、可持续性、包容性、透明度或更好的治理



# FINANCING INSTRUMENTS 融资工具

## Sovereign-backed financing

### 主权贷款

- Sovereign-backed loans will have an average maturity of up to 20 years and a final maturity limit of up to 35 years. 主权贷款的平均期限为 20 到 35 年
- AIIB will continue to co-finance projects with other lenders in addition to expanding its standalone portfolio. 除了扩大亚投行独立的投资业务外，亚投行也将继续与其他贷方联合融资投资项目
- Appraisal of sovereign loans will take into account a full assessment of the project's benefits, risks and borrower implementation capacity. 主权贷款项目将全面评估项目收益、风险和借款人的实施能力

## Non-sovereign-backed financing

### 非主权贷款

- The Bank is taking a progressive approach to building its book of non-sovereign-backed financing. This approach is based on sound banking practice. 亚投行正逐步增加非主权贷款的融资。这种方法是建立在良好的银行实践基础上的
- Borrowers could range from sub sovereign public entities to private enterprises. 借款人涵盖范围可从次主权公共机构到私营企业
- The terms and conditions will be set on a commercial basis and reflect the expected risk to the Bank and market conditions. 借款条款和条件是建立在商业基础上制定的，并反映银行的预期风险和市场状况



# Procurement Framework 采购框架

## Policy 政策

- AIB's Procurement Policy (June 2016)
- 亚投行采购政策 (2024.6)

## Directives 指令

- Directive: Procurement Instructions for Recipients (2024.7)
- 借款人采购规则 (2024.7)
- Directive on the Procurement Policy (2023.10)
- 采购政策指令 (2023.10, 银行员工使用)

## Administrative Guidance 管理指南

- For Bank internal use
- (银行员工使用的指导文件)

Supported by Standard Procurement Documents (SPDs), including: 标准采购文件

- Standard Procurement Documents for Consulting Services 咨询服务标准招标文件
- Standard Procurement Documents for Goods 货物标准招标文件
- Standard Procurement Documents for Large Works I 大型土建工程标准招标文件
- Standard Procurement Documents for Large Works II 大型土建工程标准招标文件

## Scope of application 适用范围

The Procurement Policy applies to all stages of the procurement cycle for a Project. It applies to:

- all contracts for goods, works and services financed in whole or in part by the Bank;
- both sovereign and non-sovereign financing;
- The Procurement Policy also applies to funds provided by other financiers and administered by the Bank where the procurement is carried out by the Recipient and the agreement establishing such funds stipulates the use of the Bank's Procurement Policy;
- For funds used by the Bank to finance its own activities, the Corporate Procurement Policy of the Bank applies.
- Procurement Instructions for Recipients (PIR) stipulates the requirements for the procurement by public entities and by private entities.
- Procurement Policy does not apply to Climate Policy-based Programs (CPBP)

采购政策适用于项目采购周期的所有阶段。它适用于：

- 由银行全部或部分出资的所有货物、工程和服务合同；
- 主权担保和非主权融资；
- 采购政策也适用于由亚投行作为牵头方的联合融资项目，并在联合融资协议中规定。采购由借款人实施；
- 对于银行用于其自身活动的资金，适用银行的机构采购政策；
- 借款人采购规则 (PIR) 规定了公共部门和私营企业的采购具体规定
- 采购政策不适用于气候变化政策规划项目

# AIIB FIDUCIARY ASSURANCE 亚投行信托保证体系



# DOCUMENTS GOVERNING PROJECT PROCUREMENT

## 项目采购法律文件

- AIIB Procurement Policy 亚投行采购政策(June 26, 2024)
- AIIB Interim Operational Directive on Procurement Instructions for Recipients (July 26, 2024) 亚投行借款人采购规则
- Project Document/Loan Agreement/Project Agreement 项目文件/贷款协定/项目协议
- Project Delivery Strategy/Project Procurement Plan 项目交付战略/采购计划
- AIIB Standard Procurement Documents, MDB Harmonized Standard Bidding Documents for use subject to adjustment by incorporation of particular requirements of AIIB  
国际竞争性采购：亚投行标准采购文件，或其它多边发展银行标准招标文件
- National Competitive Tendering: The Recipient's own tender document accepted to AIIB may be used, but reflect AIIB special policy requirements.  
国内竞争性采购：亚投行可以接受的借款人采购程序和文件，并反映亚投行政策的特殊要求



# AIIB PROJECT PROCUREMENT POLICY FRAMEWORK

## 亚投行项目采购政策框架

### Procurement Instructions for Recipients (updated July 26, 2024) 《借款人采购规则》

- Section 1 Purpose, Contents and Definitions 第1章 目的，目录和定义
- Section 2 Procurement by Public Entities 第2章 公共部门的采购
  - A. General Considerations 一般规定
  - B. Specific Provisions for Goods, Works and Non-consulting Services 货物与工程的具体规定
  - C. Specific Provision for Consulting Services 咨询服务的具体规定
  - D. Specific Provisions for Result Based Projects 基于结果导向项目的具体规定
- Section 3 Procurement by Private Entities 第3章 私营部门的采购
- Section 4 Financial Intermediaries (FIs) 第4章 金融中介
- Section 5 Public Private Partnership 第5章 公共与私营部门伙伴关系
- Section 6 Procurement under Bank Guarantees 第6章 银行担保下的采购
- Section 7 Prohibited Practices and Integrity 第7章 禁止行为与诚信
- Appendixes 附件: Annex I to IX 附件 1 - 9

# Procurement by Public Entities 公共部门采购

## CORE PROCUREMENT PRINCIPLES

### 核心采购原则

- ❖ Economy 经济
- ❖ Efficiency 高效率
- ❖ Effectiveness 有效
- ❖ Fairness: Good Governance 公平、良好治理
- ❖ Value-for-Money 物有所值
- ❖ Fit-for-Purpose 适合用途
- ❖ Transparency 透明

## PROCUREMENT STANDARDS

### 采购标准

- ❖ Strategic Procurement Planning 战略采购规划
- ❖ International Open Tendering preferred 首选国际公开招标
- ❖ Transparent procurement 采购规范透明化
- ❖ Balance between price and quality 平衡价格与质量
- ❖ Sustainable outcome 可持续性效果
- ❖ Credible recourse and dispute resolution during contract implementation  
合同履行中的可靠资源及争端解决能力
- ❖ Quality assurance through compliance checks and audit  
通过合规审查和审计的质量保证
- ❖ Complaint handling mechanisms 投诉处理机制

## Universal Eligibility/Open Participation 普遍合格性/公开参与

- The Bank permits firms and individuals from all countries to offer goods, works and services for Bank-financed projects regardless of whether a country is a member of the Bank. 亚投行允许来自于任何国家、地区的公司与个人参与投标，不论是否为亚投行的成员
- Any conditions for participation & award are limited to those that are essential to ensure the eligible firm or individual's **capability** to fulfill the contract in question. 参与投标与授标的条件仅限于确保合格投标人履行合同的能力

### Exclusions 除外情况

- [Firms or individuals debarred by AIIB](#) or cross debarred by 5 MDBs under the Agreement for Mutual Enforcement of Debarment Decisions as per AIIB Policy on Prohibited Practices. 被亚投行制裁或5个多边银行联合制裁的公司或个人
- [UN sanctions](#) against a particular country, person or entity. 联合国制裁
- Recipient country prohibits commercial relations from a firm or individual's country, if acceptable to Bank 借款国禁止商业往来
- Participation of Affiliates of a Recipient 借款人关联机构参与投标
- Participation in more than one tender/proposal 参与超过一个投标文件
- State-owned Enterprises 国有企业 (Procurement Instructions for Recipients 2.4.5. Eligibility of State-Owned Enterprises (SOEs), not meeting definition of Private Entity in Procurement Policy to participate in tendering in recipient country)



## AIIB Policy on Prohibited Practices 亚投行禁止行为政策

- Recipients, suppliers, contractors, service providers, consultants, concessionaires and their agents, as well as sub-contractors, sub-consultants, and any personnel thereof, are required to observe **the highest standards of transparency, ethics and integrity** during the procurement, administration and implementation of Bank-financed contracts. 参与亚投行项目的借款人、供应商、承包商、服务提供商、咨询公司、特许商及代理人以及分包商、分包咨询公司以及其任何人员，要求在采购过程中遵守**最高的透明、道德和诚信标准**
- The Policy establishes a regime for reporting, investigating, sanctioning of firms or individuals who engaged in any prohibited practices. 该政策建立了对从事任何禁止行为的公司或个人进行举报、调查和制裁的制度。The **debarment list** is available from the AIIB website at [www.aiib.org/debarment](http://www.aiib.org/debarment) (亚投行制裁名单链接)

## Environment and Social Policy 环境和社会政策

- Relevant environmental and social provisions shall be included in the issued tender documents and conditions of contract to ensure compliance by contractors with the Bank's Environmental and Social Policy.

发出的招标文件和合同条件应包括相关的环境和社会条款，以确保承包商遵守银行的环境和社会政策。

- Examples 举例:

- Qualification Criteria: 资格标准

Declaration: Environmental and Social (ES) past performance 投标人环境与社会过去履约表现的声明

- Technical evaluation and contract provisions: 技术评审与合同条款

- a) Environmental and Social (ES) Requirements 环境和社会要求
- b) Code of Conduct: Environmental, Social, Health and Safety (ESHS) 行为准则：环境，社会，健康与安全
- c) ESHS Management Strategies and Implementation Plans ESHS管理战略与实施计划

# Procurement by Public Entities 公共部门采购

## BANK'S FIDUCIARY OVERSIGHT 银行的受托责任

### ➤ Bank Prior Review

- The Recipient's PDS
- The key steps in the procurement process (draft Tender Documents, notifications, evaluation report, recommendation for contract award)
- Contract and its implementation
- Usually applied for high value/complex contracts with high implementation risk as identified in the PDS

### ➤ Bank Post Review

- Sample of contracts after award and implementation. Review key steps in procurement as above.
- Usually applied to low value low risk contracting as identified in the PDS

### ➤ 事先审查（前审）

- 借款人提交的“项目交付战略”（PDS）和采购计划；
- 采购过程中的主要步骤（标招文件草稿、招标公告、评标报告、合同授予的建议）；
- 合同及其执行；
- 前审通常适用于在PDS中的发现的高额、复杂、高风险的合同。

### ➤ 事后审查（后审）

- 对已经授予并履行，且是未经前审的合同进行抽样，审查内容与上述介绍的前审内容一样；
- 后审通常适用于PDS中标定的低风险、小额的合同。



## PROJECT DELIVERY STRATEGY (PDS) & PROCUREMENT PLAN (PP) 项目交付战略与采购计划

- Recipient is required to develop a Project Delivery Strategy (PDS) for successfully delivering the project. 项目准备阶段借款人编制项目交付战略（采购）
- The PDS should address how procurement activities support the project's development objectives and will deliver the best Value for Money under a risk managed approach. PDS说明项目采购活动如何支持实现项目发展目标，并实现基于风险管理下的物有所值
- PDS contents: capacity assessment, market capacity analysis, stakeholder analysis, risks analysis, mitigation measures and actions, specific procurement arrangements. The level of detail and analysis of a PDS is proportional to the **risk, value and complexity** of the project. PDS内容：项目实施机构的能力评估，市场能力分析，利益相关方分析，风险分析，风险减缓措施和行动，具体采购安排等。PDS的详细程度与项目风险、金额和复杂性相关
- Project Procurement Plan is the outcome of the PDS, which specify specific procurement arrangements to be implemented by Recipient. PDS的结果是借款人实施的项目采购计划

## Procurement Methods for Goods and Works 货物与工程的采购方式

- International Open Competitive Tendering (IOCT) 国际公开竞争性招标  
(Prequalification, multistage, 1 / 2 envelope)
- Selective Tendering (ST) 有限竞争性招标
- Direct Contracting (DC) 直接签约
- National Competitive Tendering (NCT) 国内公开招标
- Request for Quotations (RFQ) 询价采购
- Community Based Procurement (CBP) 社区采购
- Framework Agreements (FA) 框架协议
- Public Private Partnerships (PPP) and Concessions 公共与私营部门伙伴关系
- Force Account (FA) 自营工程

## Selection Methods for Consulting Firms 咨询公司的选择方法

### Principal Selection Methods: 一般选择方法

- International Open Competitive Selection – IOCS 国际公开竞争性选择
- Limited Competitive Selection – LCS 有限竞争性选择
- National Competitive Selection – NCS 国内竞争性选择
- Direct Selection (Single Source or Sole Source) - DS 直接选择 (单一来源或唯一来源)
- Framework Agreements (FA) 框架协议

### Detailed Selection Methods: 具体选择方法

- Quality and Cost Based Selection (QCBS) 基于质量与成本的选择
- Quality Based Selection (QBS) 基于质量的选择
- Fixed Budget based Selection (FBS) 基于固定预算的选择
- Least Cost based Selection (LCBS) 基于最低成本的选择
- Consultant's Qualifications based Selection (CQS) 基于咨询公司资历的选择



## Selection Methods for Individual Consultants 个体顾问的选择方法

- Open Competitive Selection of Individual Consultant – OCSIC  
公开竞争性选择
- Limited Competitive Selection of Individual Consultant – LCSIC  
有限竞争性选择
- Direct Selection of Individual Consultant - DSIC 直接选择  
(Single-source单一来源, Sole Source唯一来源)

## Advance Contracting & Retroactive Financing 提前签约与追溯融资

### Prerequisites for Advance contracting: 提前采购的前提条件

- the activities have been accepted by the Bank to be part of the project; 项目活动被银行接受（一般采购在评估后，有时可能在概念审查后）
- the activities have been included in the procurement plan and no objection-ed by the Bank; 采购计划包含的活动，征得银行不反对
- The expenditures shall be incurred within 1 year before the loan agreement signing date; 费用支出发生在贷款协议签订前一年内
- Aggregate amount shall not exceed the limitation specified in legal agreement; 累计支出额度不超过贷款协议规定的限额（一般不超过贷款额的20%）
- The Recipient will take the risks for advance contracting; 借款人自担风险

## General Procurement Notice (GPN) 总采购公告

- The Recipient issues a GPN that advises the business community about the nature of the Project.  
借款人发布公告
- GPN is published on the Recipient's own procurement website and official procurement portal, or in a news paper, official gazettes, or international trade publications 发布在借款人网站
- Published at AIIB external website; 银行外网
- GPN shall be published before commencement of any procurement. 在开展任何采购前发布
- Procurement Policy requires publication of PP 采购政策要求在银行外网公布采购计划

## Procurement Monitoring and Evaluation 采购监督与评估

- Recipients are required to prepare and maintain clear documents and records relating to the procurement process, from planning to completion of the contract, for the purpose of effective monitoring and evaluation of the procurement cycle. 借款人需准备和保留从采购规划到合同完成采购全过程的文件和记录，以实现对采购全过程的有效监督和评价
- The Recipient uses the Bank's electronic project procurement management system (PPMS) for exchanges of information with the Bank, including, inter alia, on procurement planning, procurement processing, contract management, and complaint monitoring. 要求借款人使用亚投行的电子项目采购管理系统，用于与银行进行信息沟通，包括采购规划、采购过程、合同管理以及合同监督等模块

## Administration of Procurement-related Complaints 与采购相关的投诉 Essential Requirements 基本要求

### When to complain? 何时投诉?

2.1. As provided in the Procurement Policy, complaints may be furnished at any time to the Recipient or the Bank (or both) regarding any part of the procurement process from the design planning stage through to contract completion. 从采购计划阶段一直到合同结束，针对采购过程中的任一阶段投诉可在任何时候提交给借款人或银行或双方。

### Who can complain? 谁能投诉?

2.2. Complaints may be made by interested parties. An interested party includes the tenderer/consultant, any potential tenderer/consultant, and a potential tenderer/consultant. 投诉可以由相关方提出。相关方包括投标人/咨询顾问、潜在投标人/咨询顾问以及可能的投标人/咨询顾问。

### What information to include? 投诉函应包括的内容?

Furnishing the complaint in writing and within the permitted timeframe. The complaint includes at a minimum the following information: identity of the complainant; identification of the complainant's interest in the procurement process; the specific Project and contract information; previous communications with the Recipient; and the nature of the complaint, including any integrity-related issues, and the impact on the complainant. 以书面形式在允许的时间范围内提交投诉。投诉至少包括以下信息：投诉人的身份；投诉人在采购过程中的利益；具体项目和合同信息；与借款人之前的沟通；投诉的性质，包括任何与诚信相关的问题以及对投诉人的影响。

### What can be challenged? 投诉哪方面?

The circumstances giving rise to the complaint must be relevant to the procurement: shortlisting, prequalification, tender document, contract award. 投诉的情况必须与采购相关：如短名单、资格预审、招标文件、合同授予等。



## COMPLAINTS IN A CONSULTING SELECTION PROCESS 咨询顾问选择过程中的投诉

Consulting firms might raise concerns: 咨询公司可能提出质疑:

- for not being shortlisted 未选入短名单
- to the terms of reference 任务大纲
- to the RFP (e.g.: qualification requirements) 征询建议书 (如: 资格要求)
- to the technical scores obtained 技术得分
- to the contract award recommendation 合同授予建议

## COMPLAINT IN A PROCUREMENT PROCESS (GOODS, WORKS, NON-CONSULTING SERVICES)

### 采购过程（货物、工程和非咨询服务）的投诉

- Bidders might raise concerns: 投标人可能提出质疑:
- to the PQ document 资格预审文件
- for not being prequalified/selected 未通过资格预审/选择
- to the technical specifications/work requirements 技术规范/工作要求 (Restrictive Technical Specifications 技术要求的歧视性)
- to the bidding/procurement document (post-qualification requirements) 招标/采购文件 (资格后审要求) (Restrictive Qualification Requirements 资格要求的歧视性)
- to the technical scores obtained (rating criteria RFP) 技术得分 (征询建议书打分法评审)
- Qualification and Technical Responsiveness of other tenderers 其他投标人的资格及技术响应性
- Qualification and Technical Responsiveness of the complainant's tender 投诉人所投标书资格及技术响应性
- Fraud and Corruption 欺诈腐败
- to the contract award recommendation 合同授予建议

## GENERAL PRINCIPLES IN DEALING WITH COMPLAINTS

### 处理投诉的基本原则

- Promptly and fairly reply 及时公允地回复
- Confidentiality During Bid Evaluation 评标过程的保密性
- No Disclosure of Other Bidders' Bid Information 不得泄露其他投标人信息
- Reply With Facts and Evidence 基于事实和证据的回复

## Roles and Responsibilities 各方角色和责任

### Recipient/Borrower as Project Implementing Agency 借款人是项目执行机构

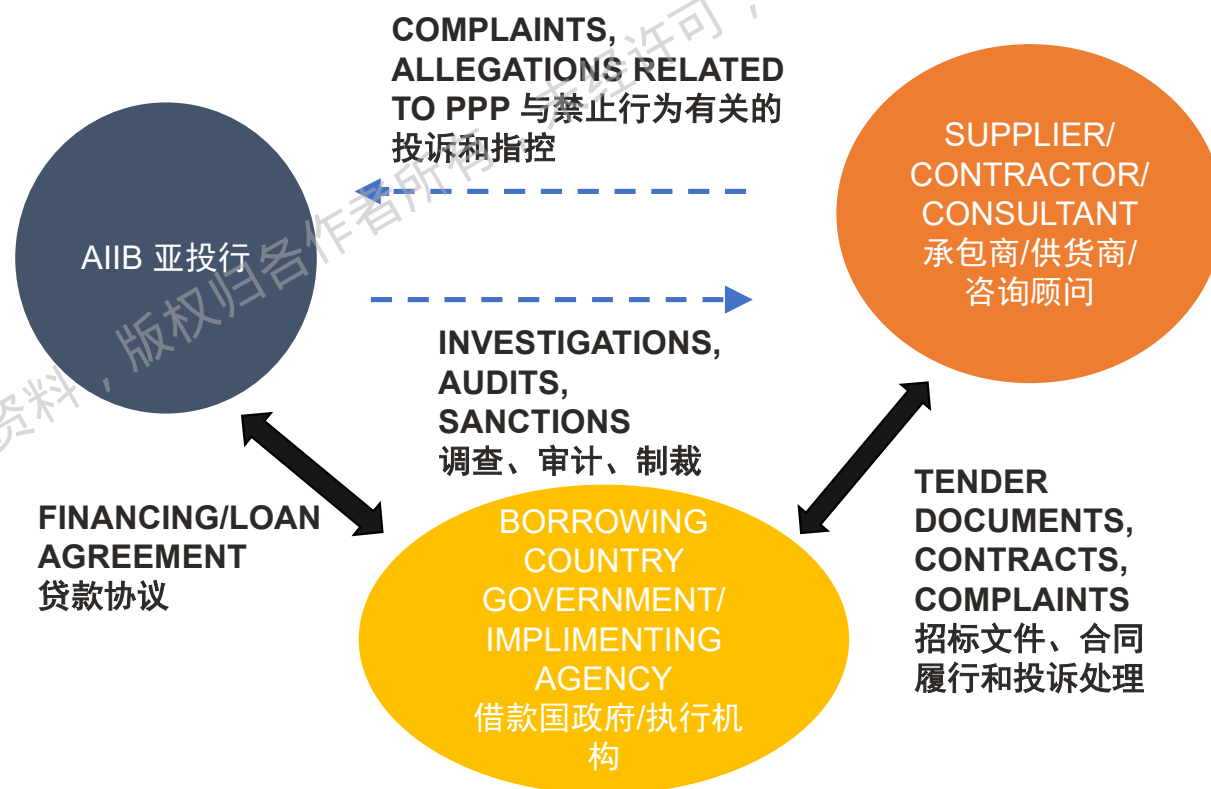
The Recipient is responsible for implementing the Project, including all aspects of the procurement process from strategic planning through to the award and management of contracts.

借款人负责实施项目，包括从战略规划到合同授予和管理的采购过程的所有方面。

### Bank's Fiduciary Oversight 银行承担受托监督

The Bank satisfies itself through its own reviews, or other oversight modalities that the procurement process is carried out in accordance with the provisions of the Procurement Policy, the procurement instructions and legal agreement.

银行按照采购政策和贷款协议的规定开展项目采购监督。



## Roles and Responsibilities 借款人的角色和责任

### 3.1. The Recipient's role and responsibilities with respect to complaints covered by this Annex include: 借款人处理投诉的角色和责任

- Acknowledging receipt of the complaint and undertaking a prompt review of the complaint 确认收到投诉并及时进行投诉的审查;
- Preserving the confidentiality of commercial and financial information and trade secrets; 保护商业和财务信息以及商业秘密的机密性;
- Handling the complaint in an independent and impartial manner; 独立公正地处理投诉;
- Maintaining complete records of all complaints and their resolution in the appropriate monitoring system, as agreed between the Recipient and the Bank; 保留所有投诉及其解决方案的完整记录;
- For contracts subject to the Bank's prior review, providing to the Bank timely information on any complaint submitted, including all relevant information as requested by the Bank, and the Recipient's draft response to the complaint for the Bank's review and no-objection; and 对于前审合同, 及时向银行提供有关投诉的信息, 包括银行要求的所有相关信息。借款人对投诉的回复稿应交银行审查并得到银行不反对才能回复投诉人;
- Resolving complaints in a timely and fair manner. The Recipient provides sufficient information in its response to the complainant, including at a minimum the following: matters raised by the complainant; the facts and evidence relevant to the complaint; the decision (which may include resolution of the complaint) and the basis for such decision; and next steps. 及时公正地解决投诉。接受方在回应投诉人时提供充分的信息, 至少包括以下内容: 投诉人提出的问题; 与投诉相关的事实和证据; 决定(可能包括解决投诉的方式)以及决定的依据; 以及下一步的措施。



## Roles and Responsibilities 银行的角色和责任

3.2. The Bank's roles and responsibilities with respect to complaints covered by this Annex include: 银行的角色和责任

- Promptly forwarding any complaint addressed to the Bank to the Recipient for its review and action; 及时将任何寄给银行的投诉转发给借款人进行审查和处理;
- In the case of contracts subject to the Bank's prior review, reviewing and considering any decision proposed by the Recipient in a timely manner; and 对于前审合同, 及时审查借款人建议的回复/任何决定;
- Except for acknowledging the receipt of the complaint, not entering into discussion or communication with any tenderer or consultant. 除了确认收到投诉外, 不与任何投标人或咨询人进行讨论或沟通。

## Roles and Responsibilities 投诉人的角色和责任

3.3. The roles and responsibilities of the complainant submitting complaints covered by this Annex include: 投诉人的角色和责任

- Being familiar with the procurement documents at issue and the Bank's procurement policy and processes; and 熟悉相关采购文件以及银行的采购政策和流程;
- Furnishing the complaint in writing and within the permitted timeframe. The complaint includes at a minimum the following information: identity of the complainant; identification of the complainant's interest in the procurement process; the specific Project and contract information; previous communications with the Recipient; and the nature of the complaint, including any integrity-related issues, and the impact on the complainant. 以书面形式在允许的时间范围内提交投诉。投诉至少包括以下信息：投诉人的身份；投诉人在采购过程中的利益；具体项目和合同信息；与借款人之前的沟通；投诉的性质，包括任何与诚信相关的问题以及对投诉人的影响。

## Complaints Monitoring – Debriefing Unsuccessful Tenderers 采购监控 – 对未中标人的事后说明

- **Debriefing Unsuccessful Tenderers by Recipients 借款人对未中标人的事后说明**

The Recipient debriefs and provides the basis for its selection decision to each unsuccessful tenderer who furnishes a *Written Request for Debriefing* to the Recipient during the **standstill period**. The Recipient is not required to consider a request for debriefing received after the standstill period. 借款人对停顿期收到的未中标人书面请求进行说明。静止期后的请求不予考虑

- **Debriefing Unsuccessful Tenderers by the Bank 银行对未中标人的事后说明**

If, after notification of contract award, a tenderer has not received satisfactory explanation from the Recipient, including through a debriefing with the Recipient, as to why its tender or proposal was not successful, the tenderer may seek a meeting with the Bank. The purpose of such meeting is limited to *discussing the tenderer's tender, and not to reversing the Bank's decision conveyed to the Recipient or to discussing the tender or proposals of other tenderers*. 在授标后，投标人对借款人的答复仍不满意，可以要求银行说明。但银行的说明不会改变银行转达的决定，以及不讨论其它投标人的投标内容

## Complaints Monitoring – Submission of Complaints 采购监控 – 递交投诉

- The contact details of the Implementing agency in the tender document 招标文件中项目实施机构的联系方式
- The contact details of AIIB Project Team Leader and the client at AIIB website 亚投行网站上项目经理和客户的联系方式



[WHO WE ARE](#)
[WHAT WE DO](#)
[HOW WE WORK](#)
[WORK WITH US](#)
[MEDIA CENTER](#)
[EVENTS](#)
[CONTACT](#)

The Executive Summaries of the EIA and SIA in Bengali have also been disclosed on the same websites and made available in hard copy in the Project area.

### PROJECT TEAM LEADER

**Natalia Sanz**

Senior Investment Operations Specialist – Transport

[natalia.sanz@aiib.org](mailto:natalia.sanz@aiib.org)

### BORROWER

**Md. Shahriar Kader Siddiky**

Joint Secretary, Wing Chief

[sksiddiky2004@yahoo.com](mailto:sksiddiky2004@yahoo.com)

### IMPLEMENTING ENTITY

**Quazi Shahriar Hossain**

Chief Engineer

[ce@rhd.gov.bd](mailto:ce@rhd.gov.bd)

# Report Fraud and Corruption (Integrity)

## 报告欺诈与腐败（诚信）



WHO WE ARE

WHAT WE DO

HOW WE WORK

WORK WITH US



## Report Fraud and Corruption

### Debarment List

All the firms and individuals in AIIB's Debarment List are ineligible to participate in or be awarded a contract in AIIB projects and activities until the expiration of their respective debarment periods.

[READ MORE](#)

AIIB is committed to the highest standards of integrity in its operations. If you suspect fraud and corruption in any of AIIB's projects, contracts or activities—and/or involving our staff, consultants and contractors—please submit a report to AIIB's independent unit, the Complaints-resolution, Evaluation and Integrity Unit (CEIU) by completing the form below.

[Fraud and Corruption Report Form](#)

### What are considered fraud and corruption in AIIB?

"Fraud and corruption" is the generic and collective term for activities that are considered Prohibited Practices under AIIB's [Policy on Prohibited Practices \(PPP\)](#) as follows:

- **Coercive Practice:** Impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of a party to influence improperly the actions of a party.
- **Collusive Practice:** An arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party.



### 3rd Asia-Pacific Integrity and Compliance Forum

· alongside · 2025 International Infrastructure Compliance Forum





## AIIB's Procurement E-learning Module 免费注册AIIB的采购电子学习模块

The Bank has developed self-paced Procurement E-learning Modules for both the Recipients and the Bank Staff. The purpose of the web-based training modules is to support Recipients and the Bank's Project Team Leaders in improving their procurement capacity in preparing and implementing Sovereign-backed Financings, and to support the project implementing agencies in carrying out the procurement tasks as required by relevant legal agreements and in accordance with the Bank's Procurement Policy and the Directive on Procurement Instructions for Recipients. The modules have gone live in 2025.

Upon completion, learners will receive a certificate and gain a comprehensive understanding of AIIB's project procurement process, including Procurement planning; Tender documents; Evaluation; Contract signing/negotiation; Contract management; and Complaint handling.

亚投行已为借款人和亚投行员工分别开发了采购电子自学网络培训模块，其目的是支持借款人和亚投行项目团队提升其在准备和实施主权贷款项目的采购能力，并支持项目实施机构按照相关法律协议的要求实施采购，确保亚投行资金用于预期目的，并按照亚投行的采购政策和借款人采购规则进行采购。这些模块已于2025年在亚投行网站上线。网址链接：

<https://www.aiib.org/en/opportunities/business/project-procurement/index.html> or using [Introduction to Procurement | AIIB Learning Space](#)

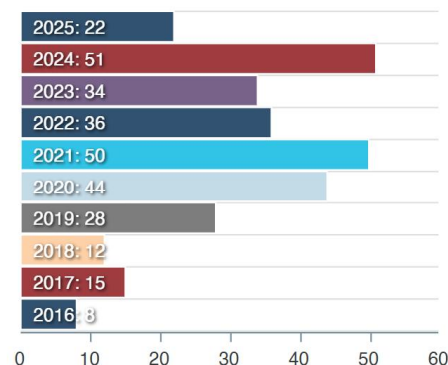
# AIIB's Investment Portfolio 亚投行投资业务



# Portfolio Overview 投资业务一览表

## APPROVED PROJECTS

325



APPROVED PROJECTS

## PROPOSED PROJECTS

80

PROPOSED PROJECTS

## PROJECT PREPARATION SPECIAL FUND APPROVALS

15

SPECIAL FUND

## APPROVED FINANCING

USD 61.72 billion

## COMMITTED FINANCING

USD 53.65 billion

## PROJECT PREPARATION SPECIAL FUND FINANCING

USD 33.64 million

# Member Coverage and Sectoral Distribution 覆盖的成员和行业

WHERE WE MAKE OUR LOANS AND INVESTMENTS

38

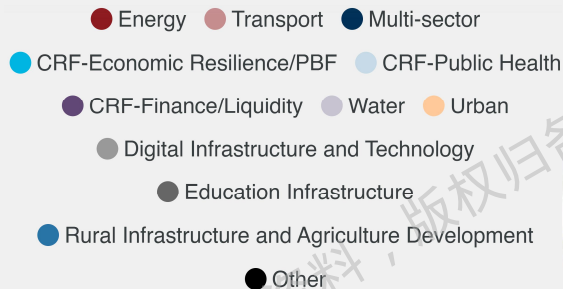
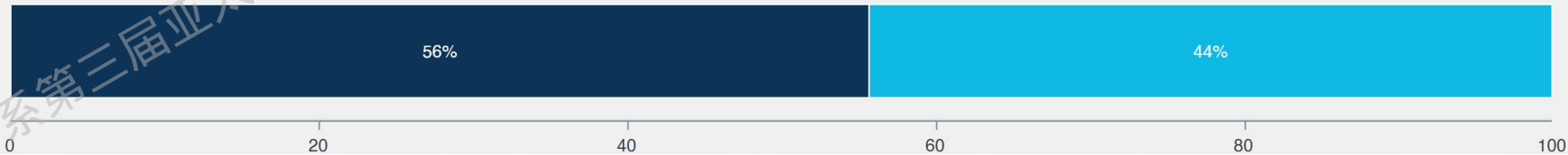
Members

TYPES OF PROJECTS WE FINANCE

As of July 31, 2025

FINANCING TYPE

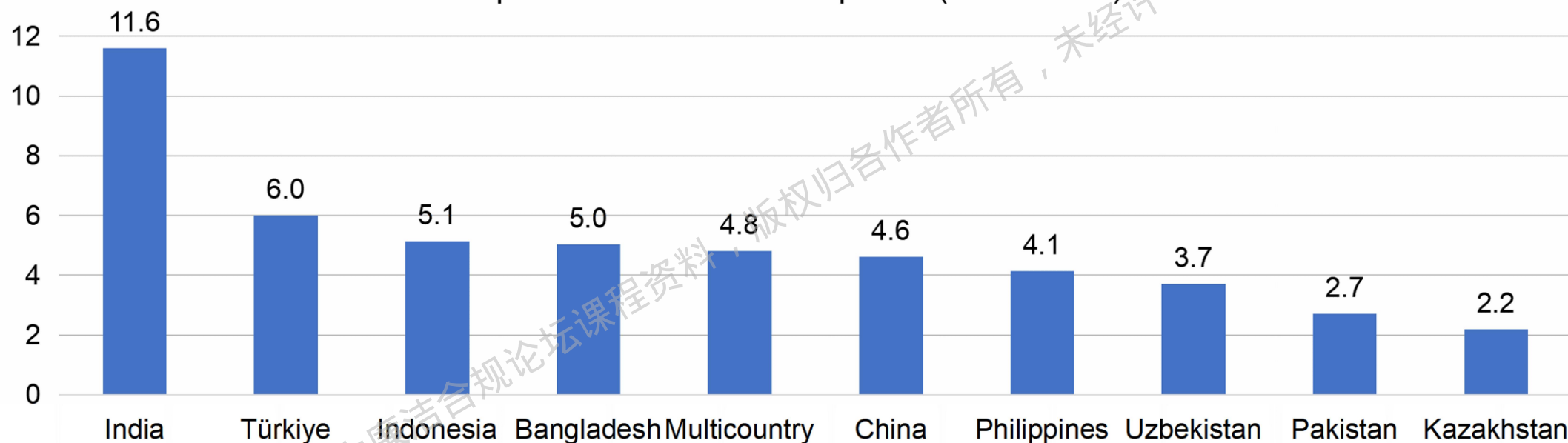
■ Sovereign ■ Nonsovereign



## Member Distribution 前10位借款人

Total Approved Amount: USD 61.7 billion

Top 10 AIIB Member Recipients (USD billion)



As of July 31, 2025

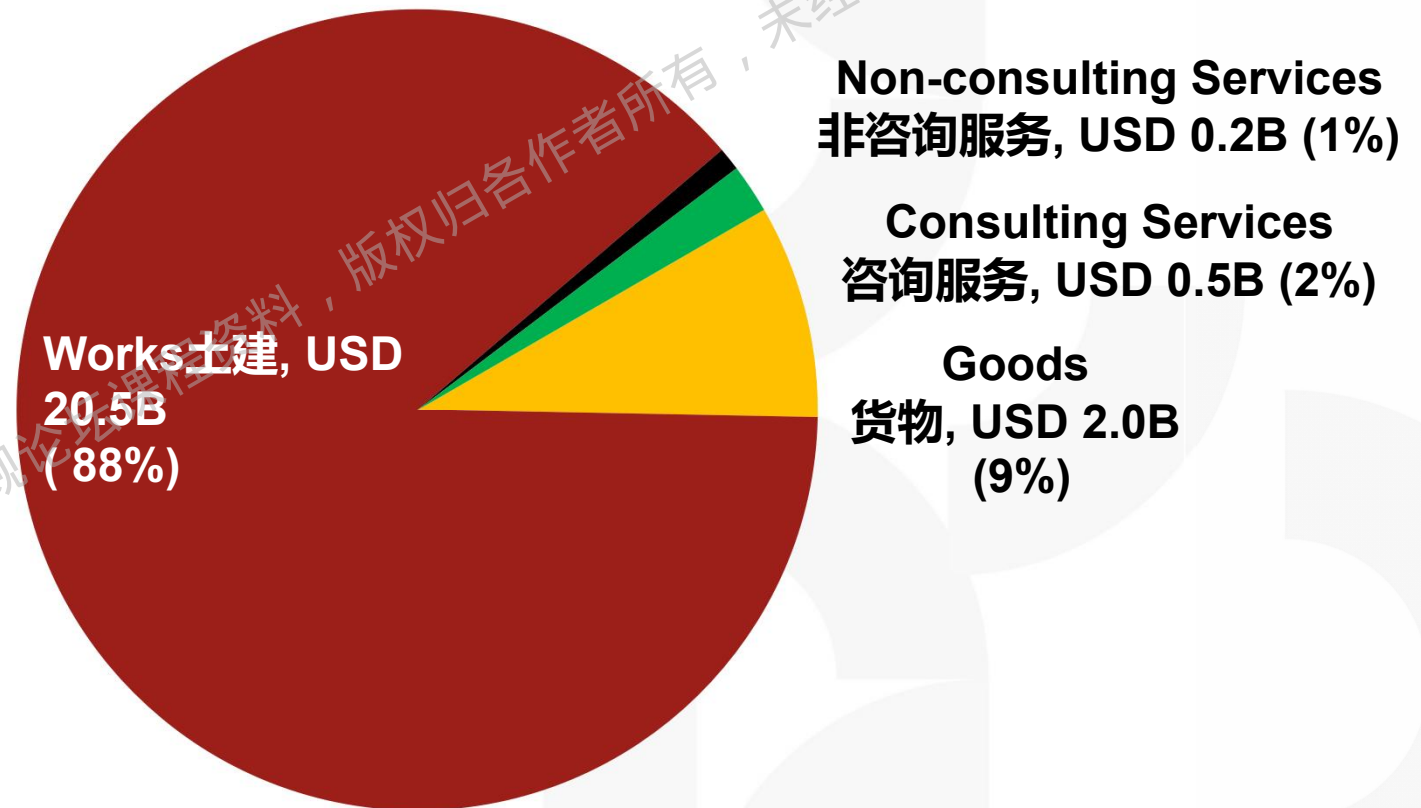


# Operational Procurement Statistics (2016-2024)

## 项目采购数据统计

## Procurement Value USD 23.2 B (2016-2024) 主权贷款项目采购金额

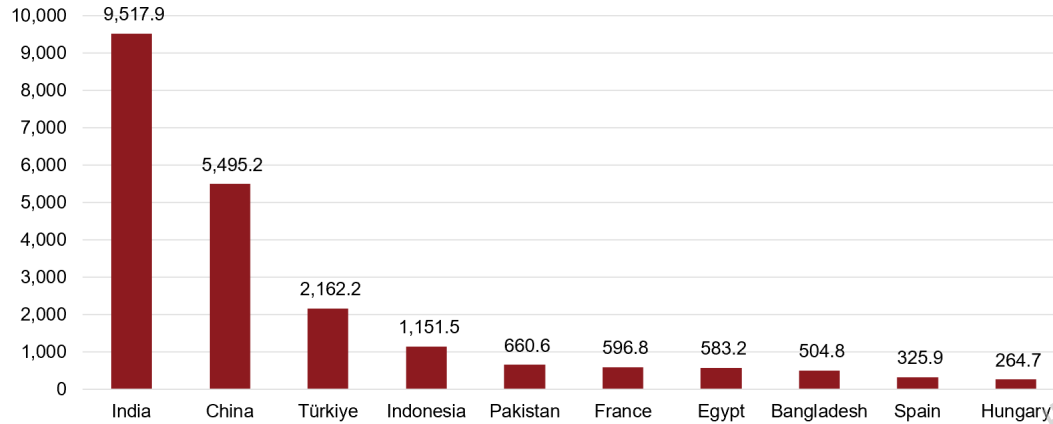
Investment Project Financing-Sovereign-backed Financing & Project Preparation Special Fund Grants



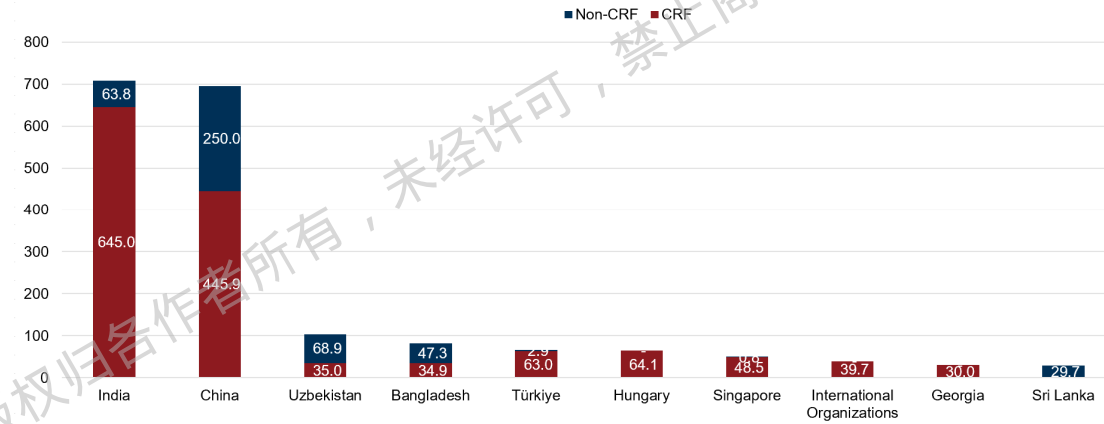
# Procurement by the Origin of Suppliers, Contractors, and Consultants (2016-2024)

按供应商、承包商和咨询公司来源国统计采购金额

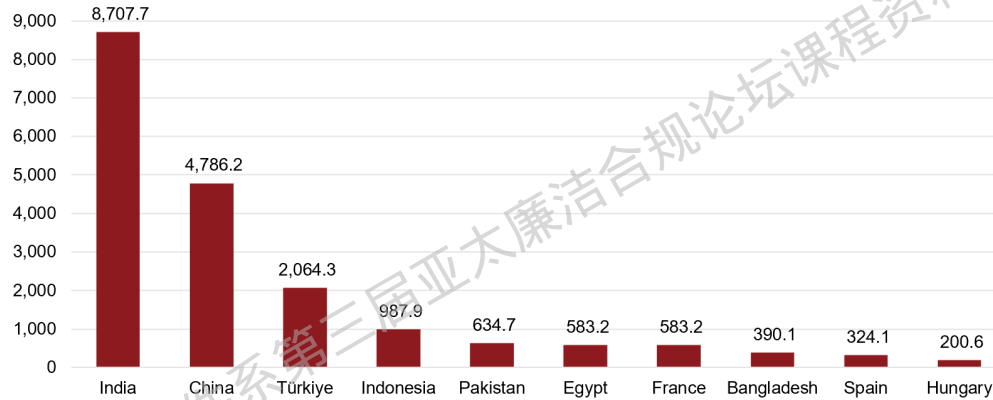
Overall: Top 10 Origins of Suppliers/Contractors/Consultants (USD million)



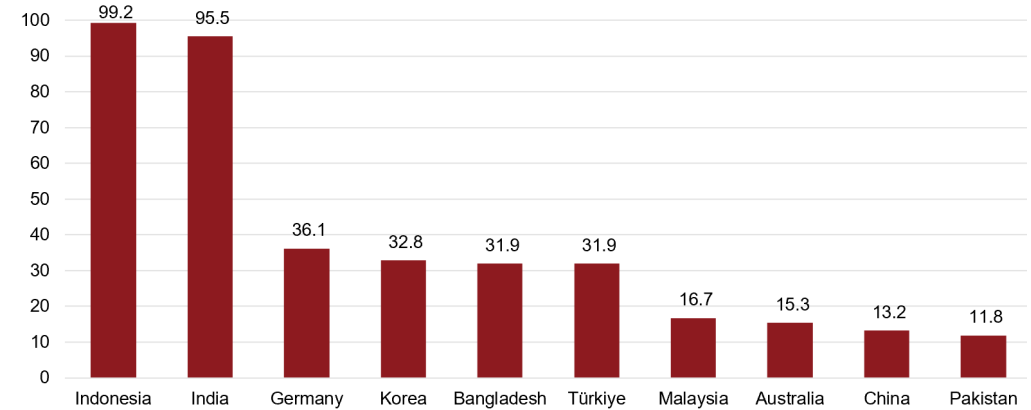
Goods: Top 10 Origins of Suppliers (USD million)



Works: Top 10 Origins of Contractors, 2016–2024 (USD million)



Consulting Services: Top 10 Origins of Consultants (USD million)



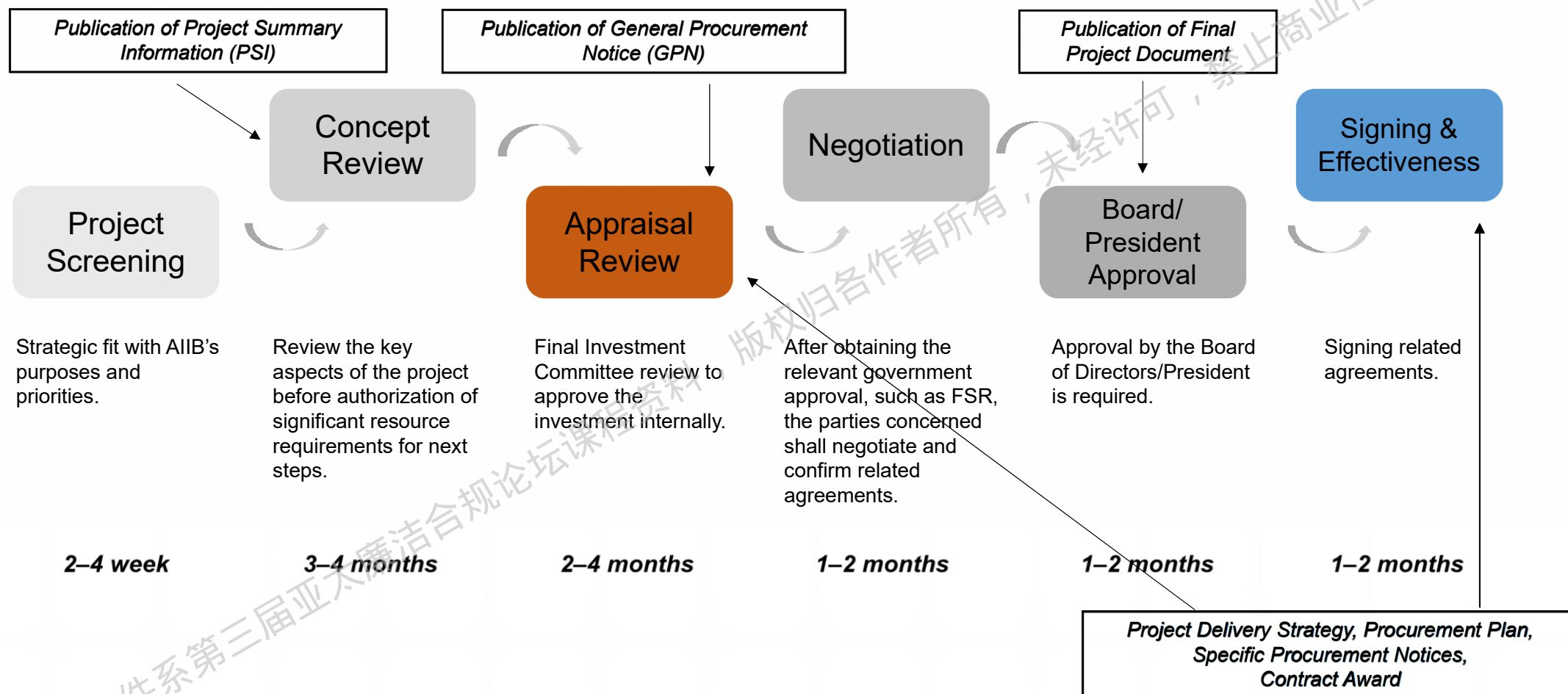
## Some Key Statistics (2016-2024) 采购数据分析

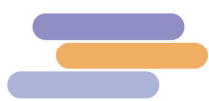
- **74%** by value of AIIB-financed contracts were awarded to domestic suppliers, contractors, and consultants.
- **96%** by value of contracts were awarded through open competition tendering/selection.
- **62%** by value of contracts (**3%** by #) procured through open international competition (of which **62%** by value awarded to domestic firms)



# Project Approval and Business Opportunities

## 项目批准程序和采购商业机会





## Project Information 查询项目信息

The list of AIIB financed ongoing (approved) & pipeline (proposed) projects are all disclosed on AIIB's external website [www.aiib.org](http://www.aiib.org) after the **Concept Review**.

AIIB Website



What We Do



Project List

Our Projects

Approval Year: [v] Member: [v] Sector: [v] Sovereign: [v] Approved: [v]

Search [Q] [RESET] [PRINT] [COPY FILTERED PAGE LINK]

Showing 1 - 10 of 174 results

APPROVAL YEAR	MEMBER	SECTOR	FINANCING TYPE	PROJECT NAME	FINANCING AMOUNT	STATUS
2025	Kyrgyzstan	Water	Sovereign	Kyrgyzstan: Water Supply and Sanitation Universal Access Project	Approved Financing: USD50 million	Approved
<a href="#">VIEW DETAILS</a>						
2025	Pakistan	Water	Sovereign	Pakistan: Karachi Water and Sewerage Services Improvement Project-2 (KWSSIP-2)	Approved Financing: USD240 million	Approved
<a href="#">VIEW DETAILS</a>						
2024	Türkiye	Urban	Sovereign	Türkiye: Istanbul Seismic Risk Mitigation and Emergency Preparedness - 2	Approved Financing: USD335 million	Approved
<a href="#">VIEW DETAILS</a>						
2024	Maldives	Other	Sovereign	Maldives: Strengthening Fiscal Management and Sustainability Program	Approved Financing: USD15 million	Approved
<a href="#">VIEW DETAILS</a>						
2024	Philippines	Transport	Sovereign	Philippines: Bataan-Cavite Interlink Bridge Project and Tranche 1	Approved Financing: USD350 million	Approved
<a href="#">VIEW DETAILS</a>						
2024	India	Transport	Sovereign	India: Manipur Urban Road, Drainage and Asset Management Improvement Project	Approved Financing: USD352.40 million	Approved
<a href="#">VIEW DETAILS</a>						
2024	Tajikistan	Transport	Sovereign	Tajikistan: Obigarm-Nurobod Road Project – Long Bridge and Approaches	Approved Financing: USD75.5 million	Approved
<a href="#">VIEW DETAILS</a>						





# Project Procurement Opportunities Page 查询项目采购机会



Issue Year

▼

Member

▼

Sector

▼

Specific Procurement Notice

▼

Search

Q

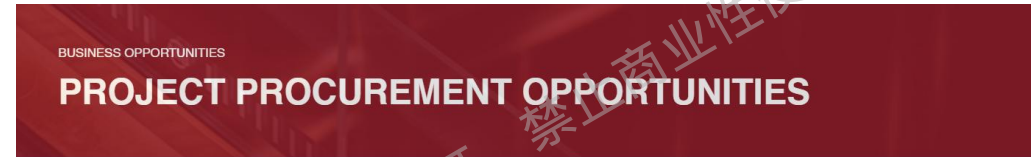
RESET

PRINT

COPY FILTERED PAGE LINK

180 result(s) found

DATE	MEMBER	PROJECT / NOTICE	SECTOR	TYPE
ISSUE DATE: Mar 21, 2025	Uzbekistan	Bukhara Region Water Supply and Sewerage (BRWSSP)	Water	Specific Procurement Notice
<div>DOWNLOAD</div>				
ISSUE DATE: Mar 17, 2025	Philippines	Bataan-Cavite Interlink Bridge Project and Tranche 1	Transport	Specific Procurement Notice
<div>DOWNLOAD</div>				
ISSUE DATE: Mar 17, 2025	Philippines	Bataan-Cavite Interlink Bridge Project and Tranche 1	Transport	Specific Procurement Notice
<div>DOWNLOAD</div>				



AIIB-financed projects generate numerous tendering opportunities for goods, infrastructure construction works and services. Explore the possibility of your next business opportunity through the tender notices published on this website. Suppliers, contractors, and consultants worldwide are eligible to participate in these tenders.

More information can be found in AIIB's [Procurement Policy](#) and its associated [Directive on Procurement Instructions for Recipients](#).

Standard Procurement Documents (SPDs) have been prepared by AIIB for use by the Bank's public sector clients for the procurement of Goods, Works, Non-consulting Services, and Consulting Services that are subject to international open competitive tendering or selection. The Bank is not party to the contract and does not accept legal responsibility for the adequacy of the contract forms contained in these SPDs. Bank clients are therefore advised to ensure that the contract conditions are suitable and complete in respect of any particular contract. When drafting specific documents, Clients are encouraged to seek legal and/or professional advice, as deemed appropriate.

Since 2021, AIIB has been publishing its Operational Procurement Report annually. This report is prepared by the Sustainability and Fiduciary Solutions Department (SFD), which was previously known as the Operational Services Department. The reports provide the statistics and analysis of signed procurement contracts that are financed by AIIB under Sovereign-Backed Financings (in both stand-alone and co-financed projects) and Project Preparation Special Fund grants. The reports can be downloaded on this page.

As the Bank's investment operations continue to expand, the Bank is actively seeking ways to enhance the accessibility, continuity, and sustainability of training and learning opportunities in order to support the procurement capacity building of Bank Recipients. SFD has initiated the development of the self-paced [Procurement E-learning Modules for Recipients](#). These modules are open for enrollment to both Recipients and the Public, and the links to access them can be found on this page.

All upcoming tender opportunities for goods, infrastructure construction works and services can be found here:

VIEW ALL OPPORTUNITIES >

SUBSCRIBE TO RSS FEED

## Contact

Please note that all enquiries relating to the published tender opportunities should be submitted directly to the recipient agency responsible for publishing the notice and not AIIB.

## Notification Registration

Sign-up to receive updates on news, report, events, and procurement opportunities, please click [here](#).

## Procurement E-learning Modules

ENROLL >

## Relevant Documents

- Procurement Policy >
- Directive on Procurement Instructions for Recipients >
- Standard Procurement Documents for Consulting Services >
- Standard Procurement Documents for Goods >
- Standard Procurement Documents for Large Works I >
- Standard Procurement Documents for Large Works II >

# Procurement Notices on the Project Pages “项目页面” 的采购公告及所有项目文件

PROJECT DOCUMENTS		
AIIB DOCUMENTS	CLIENT/COFINANCING PARTNER DOCUMENTS	PROCUREMENT DOCUMENTS
<a href="#">Project Summary (April 3, 2020)</a>	<a href="#">Resettlement Planning Framework</a>	<a href="#">Contract Award Notice (October 22, 2024)</a>
<a href="#">Project Document (March 13, 2020)</a>	<a href="#">Executive Summary: Sylhet-Tamabil</a>	<a href="#">Contract Award Notice (October 22, 2024)</a>
<a href="#">Project Implementation Monitoring Report (December 2024)</a>	<a href="#">ESIA</a>	<a href="#">Contract Award Notice (September 27, 2023)</a>
<a href="#">Project Implementation Monitoring Report (June 2024)</a>	<a href="#">Resettlement Action Plan</a>	<a href="#">Contract Award Notice (August 2, 2023)</a>
<a href="#">Project Implementation Monitoring Report (December 2023)</a>	<a href="#">RPF in Bangla draft Sylhet- Tamabil Project</a>	<a href="#">Amendment to Tender Document (June 26, 2023)</a>
<a href="#">Project Implementation Monitoring Report (June 2023)</a>		<a href="#">Specific Procurement Notice (May 19, 2023)</a>
<a href="#">Project Implementation Monitoring Report (June 2022)</a>		<a href="#">Specific Procurement Notice (May 19, 2023)</a>
<a href="#">Project Implementation Monitoring Report (December 2022)</a>		<a href="#">Procurement Plan (April 19, 2023)</a>
<a href="#">Project Implementation Monitoring Report (July 2022)</a>		<a href="#">Addendum to Tender Documents (May 19, 2022)</a>
<a href="#">Project Implementation Monitoring Report (February 2022)</a>		<a href="#">Addendum to Tender Documents (May 10, 2022)</a>
<a href="#">Project Implementation Monitoring Report (August 2021)</a>		<a href="#">Extension for the Submission of Tenders (March 23, 2022)</a>
		<a href="#">Specific Procurement Notice (February 10, 2022)</a>
		<a href="#">General Procurement Notice (May 21, 2021)</a>
		<a href="#">Request for Expression of Interest Corrigendum (April 6, 2021)</a>
		<a href="#">Contract Award Notice</a>
		<a href="#">Extension of Request for Expression of Interest (March 24, 2021)</a>
		<a href="#">Request for Expression of Interest (March 8, 2021)</a>
		<a href="#">Request for Expressions of Interest (November 6, 2019)</a>

# Procurement Notices of International Open Competitive Tendering (IOCT) and International Open Competitive Selection (IOCS) Contracts 国际公开竞争性招标/公开竞争性选择的采购公告

The procurement notices of the contracts subject to international open competition are published on the AIIB website, and the recipient's national media. 刊登在亚投行网站，以及借款人的国家级媒体/网站

aiib.org/en/opportunities/business/project-procurement/list/year/All/member/All/sector/Transport/type/All

AIIB ASIAN INFRASTRUCTURE INVESTMENT BANK				
<a href="#">WHO WE ARE</a> <a href="#">WHAT WE DO</a> <a href="#">HOW WE WORK</a> <a href="#">WORK WITH US</a> <a href="#">CONTACT</a>				
Apr 24, 2023		Demonstration Project		<a href="#">DOWNLOAD</a>
ISSUE DATE: Apr 14, 2023	China	China: Guangxi Chongzuo Border Connectivity Improvement Project	Transport	Amendment to Specific Procurement Notice <a href="#">DOWNLOAD</a>
ISSUE DATE: Mar 23, 2023	China	China: Guangxi Chongzuo Border Connectivity Improvement Project	Transport	Contract Award Notice <a href="#">DOWNLOAD</a>
ISSUE DATE: Mar 02, 2023	China	China: Guangxi Chongzuo Border Connectivity Improvement Project	Transport	Specific Procurement Notice <a href="#">DOWNLOAD</a>
ISSUE DATE: Feb 21, 2023	China	China: Liaoning Green Smart Public Transport Demonstration Project	Transport	Contract Award Notice <a href="#">DOWNLOAD</a>
ISSUE DATE: Jan 03, 2023	China	Liaoning Green Smart Public Transport Demonstration Project	Transport	Procurement Plan <a href="#">DOWNLOAD</a>

\*OFFICIAL USE ONLY

### Specific Procurement Notice (SPN) for Engineering Works of Wuzhou to Shuolong Highway (Chongqing Expressway to Shuolong Port Section)

**Country:** China  
**Employer:** Guangxi Chongzuo Urban Construction Investment Development Group Co., Ltd.  
**Project:** Guangxi Chongzuo Border Connectivity Improvement Project  
**Loan No.:** L0357A  
**Contract Title:** Engineering Works of Wuzhou to Shuolong Highway (Chongqing Expressway to Shuolong Port Section) Lot No.1: Engineering Works of Wuzhou to Shuolong Highway (Chongqing Expressway to Shuolong Port Section) Lot No.2  
**SPN Reference/Tender No.:** GCBCIP-A-CW  
**Tender Document Issued On:** March 2, 2023

- The People's Republic of China has received financing from the Asian Infrastructure Investment Bank (AIIB or the Bank) toward the cost of the Guangxi Chongzuo Border Connectivity Improvement Project, and intends to apply part of the proceeds toward payments under the contracts for Engineering Works of Wuzhou to Shuolong Highway (Chongqing Expressway to Shuolong Port Section) Lot No.1 (Contract No.: GCBCIP-Works-01), Engineering Works of Wuzhou to Shuolong Highway (Chongqing Expressway to Shuolong Port Section) Lot No.2 (Contract No.: GCBCIP-Works-02).
- The Guangxi Chongzuo Urban Construction Investment Development Group Co., Ltd. now invites sealed Tenders from eligible Tenderers for the Works as follows:

Wuzhou to Shuolong Highway (Chongqing Expressway to Shuolong Port Section) is the Component A of AIIB financed Guangxi Chongzuo Border Connectivity Improvement Project. The scope of the tendering is as follows:

Contract No.	Contract Name	Scope of Tendering
GCBCIP-Works-01	Engineering Works of Wuzhou to Shuolong Highway (Chongqing	Subgrades, bridges, tunnels, channels, culverts, fencing and drainage, greening and pipeline pre-burial Works within the range of K0+000 to

The procurement notices of co-financed projects led by other MDBs are published by the lead co-financiers.



## Procurement Notices of National Competitive Tendering (NCT) / National Competitive Selection Contracts (NCS) 国内竞争性招标/国内竞争性选择的采购公告

The procurement notices of the contracts subject to national open competition are published on the recipient's own website or the media of national circulation in the recipient's country. 只要求刊登在借款人的国家级媒体/网站

The screenshot shows the IPKB website with the following details for AIIB-WB4-YAPIM-18:

- İhale adı ya da kodu:** (Blank)
- Yayın Tarihi:** (Blank)
- İhale Tarihi:** 18.01.2022
- İhale Durumu:** Açık
- İlan Metni:** AIIB-WB4-YAPIM-18-İlan-Metni.pdf

### Example 1:

#### Türkiye - Istanbul Project Coordination Unit

Procurement opportunities in Türkiye are published on the official tender portal (e.g., IPKB), in line with National Competitive Tendering procedures.

**Notice for 1<sup>st</sup> Time Extension**

**PROJECT:** Construction of 230/132kV GIS Substation at Anandabazar (New Mooring), Upgradation of existing Khulshi Substation to 230/132/33kV GIS & Bay Extension at Madunaghat 230kV GIS Substation (Package-3)

(Bid Identification No.: PGCB/AIB/008A-BGD/SS/Package-3)

Ref no: 27.21.0000.101.07.406 21.653, Dated: January 28, 2021

The deadline for submission of Bids and the date of Bids opening for the above work is hereby extended from **29 March 2021 to 28 April 2021**.

All other terms and conditions for the above Bidding Document shall remain unaltered.

(Md Jahangir Azad)  
Company Secretary (A/C)

### Example 2:

#### Bangladesh – Power Grid Company of Bangladesh

Procurement notices in Bangladesh are issued in widely circulated newspapers or utility company websites, ensuring accessibility by the local contractors.

The screenshot shows the China Tendering & Bidding Public Service Platform with the following details for a procurement notice:

- 公告内容:** 亚洲基础设施投资银行贷款河南郑州等地特大暴雨洪涝灾害灾后恢复重建项目——郑州子项目：农村公路灾后恢复重建项目（新增）招标投标邀请
- 公告编号:** 0773-212008400003716/11-12

### Example 3:

#### China Tendering & Bidding Public Service Platform 中国招标投标公共服务平台

In China, procurement is published via government e-procurement systems, ensuring transparency in accordance with borrower regulations.

## Conclusion 结论

- Each procurement notice or document outlines **specific criteria** for shortlisting, evaluation, and (pre)qualification. 每份采购通知或文件都概述了进入短名单、评标和资格预审/资格审查的具体标准。
- Participants are advised to carefully review and comply with the accompanying **administrative instructions**. 建议投标人仔细阅读并遵守随附的投标注意事项。
- In case of uncertainty, **clarification should be formally requested** in accordance with the instructions provided. 如有疑问，应按照提供的注意事项正式请求书面澄清。
- Participation may take various forms, including: 投标人可以通过以下形式参与投标：
  - As a sole tenderer 作为独立的投标人
  - As part of a joint venture (JV) 作为联合体成员
  - As a sub-consultant or sub-contractor, providing support to the main consultant or prime contractor (e.g., logistics, local coordination) 作为分包咨询公司或分包商，为总包咨询公司或总承包商提供支持（例如后勤、当地协调）

Thank you.

谢谢!