



DIRECTIVE ON CORPORATE PROCUREMENT

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Summary of Content: This Directive supplements the Policy on Corporate Procurement to ensure the consistent interpretation and application of such Policy by Bank Personnel and describes principles and processes governing AIIB's corporate procurement of Goods, Works, General Services, and Consulting Services.

Related Documents: Policy on Corporate Procurement, Instruction on Corporate Procurement, and Corporate Procurement Guidance Note.

AIIB Directive on Corporate Procurement

January 2, 2026

1. Overriding Objective

- 1.1. This Directive establishes rules to ensure that all corporate procurement is undertaken by the Asian Infrastructure Investment Bank (AIIB or the Bank) in accordance with the Policy on Corporate Procurement and that the corporate procurement resources of the Bank are well managed.
- 1.2. The exercise and interpretation of this Directive shall seek to give effect to this overriding objective.

2. Definitions

- 2.1. "Bank Personnel" has the meaning as defined in the Code of Conduct for Bank Personnel.
- 2.2. "Business Unit" has the meaning as defined in the Directive on Business Continuity.
- 2.3. "Close Relative" has the meaning as defined in the Staff Rules.
- 2.4. "Competitive Procurement" means a procurement process involving tender process that provides equal opportunity to multiple suppliers, which may be in a form of Open Competition or Limited Bidding, as applicable.
- 2.5. "Conflict of Interest" has the meaning given to it in the Policy on Corporate Procurement.
- 2.6. "Consulting Services" means professional or advisory services with predominantly intellectual input.
- 2.7. "Corporate Procurement Committee" is a Senior Management Committee established by the President to ensure that AIIB's corporate procurement activities comply with good governance, quality and economy, efficiency, transparency, integrity and ethical standards, and environmental and social sustainability, as required under AIIB's Policy on Corporate Procurement. The committee's composition, functions, and responsibilities are detailed in the terms of references of the committee.
- 2.8. "CPD" means the Corporate Procurement Division of the Facilities and Administration Services Department.
- 2.9. "DG FAS" means the Director General, Facilities and Administration Services Department.
- 2.10. "Direct Selection" means selecting a Supplier or Consultant without competition.
- 2.11. "General Services" means services other than Consulting Services, including, but not limited to, outsourced services such as administrative assistance, security, cleaning, catering, building maintenance, complex computer software development, configuration, implementation and installation, information technology hardware and

software licensing and maintenance, as well as incidental assistance in the form of equipment rental, installation, and repair.

- 2.12. "Goods" means such products as stationery supplies, office equipment, furniture, computer hardware and standard software, audiovisual equipment, communication equipment, medical equipment, security equipment, fire safety equipment, vehicles, and off-the-shelf subscriptions.
- 2.13. "Individual Consultant" means an individual who provides professional or advisory services.
- 2.14. "Limited Bidding" means Competitive Procurement of Goods, Works, General Services and Consulting Services through direct invitation to submit proposals or quotations issued to potential tenderers.
- 2.15. "Manager, CPD" means Manager of Corporate Procurement Division under the Facilities and Administration Services Department.
- 2.16. "Open Competition" means Competitive Procurement of Goods, Works, General Services, and Consulting Services through advertising and formal written solicitation.
- 2.17. "Partner" has the meaning as defined in the Staff Rules.
- 2.18. "Prohibited Practice" means any practice prohibited by the Bank pursuant to its Policy on Prohibited Practices.
- 2.19. "Requesting Business Unit" or "RBU" means the department requesting procurement of Goods, Works, General Services, or Consulting Services.
- 2.20. "Senior Management Committee" has the meaning as defined in the Directive on the Internal Legal Framework.
- 2.21. "Staff Member" has the meaning as defined in the Staff Regulations.
- 2.22. "Supplier" means a business entity that supplies Goods, Works, General Services, or Consulting Services.
- 2.23. "Tenderer" means a Supplier or Individual Consultant that participates in tenders for the Bank's corporate procurement contracts through Competitive Procurement.
- 2.24. "USD" means United States Dollars. For the purposes of thresholds in this Directive, other currency equivalents shall be used per the exchange rates established in accordance with the Bank's procedures for estimating the contract value.
- 2.25. "VPCAO" means the Vice President and Chief Administration Officer.
- 2.26. "Works" means those activities where elements of supply of goods and skilled labor are present, such as office refurbishment, civil, electrical, mechanical, and other works.

3. Principles Governing Corporate Procurement

- 3.1. The principles governing the Bank's corporate procurement are based on the core values of the Bank: lean, clean, and green. These principles as set out in the Policy on Corporate Procurement are: (a) quality and economy; (b) efficiency; (c) transparency; (d) integrity and ethical standards; and (e) environmental and social sustainability.

3.2. Consistent with these principles, the Bank shall strive to ensure that all corporate procurement activities adhere to the standards of equal opportunity and competition, and apply transparent criteria for awarding contracts, as outlined below:

3.2.1. The Bank shall provide equal opportunity to all eligible individuals and business entities to register in its databases for Suppliers and Individual Consultants.

3.2.2. All written solicitations for Competitive Procurement shall be worded identically for all Tenderers. Any information or subsequent clarification related to the solicitation shall be communicated at the same time to all Tenderers.

3.2.3. The Bank shall make decisions on the selection of Suppliers or Individual Consultants for contract awards based on the evaluation criteria that the Bank establishes in advance for the purposes of that selection. Such criteria shall be included in the written solicitation documents and shall not be changed after submission of proposals or quotations in the case of Competitive Procurement.

4. Forms of Procurement

4.1. Open Competition

4.1.1. Open Competition shall be used for the procurement of Goods, Works, General Services, and Consulting Services with an estimated value above USD200,000, except as otherwise provided in section 4.3.3 below. Advertising for a period of at least two weeks on the Bank's website is mandatory, unless waived or adjusted for procurements in accordance with section 4.3.3 below.

4.2. Limited Bidding

4.2.1. Limited Bidding shall be used for the procurement of Goods, Works, General Services, and Consulting Services with an estimated value above USD70,000 and up to USD200,000, except as otherwise provided in section 4.3.3 below. Normally, at least three potential Tenderers shall be invited to confirm eligibility and submit proposals or quotations without open advertisement.

4.3. Direct Selection

4.3.1. Direct Selection is permitted for the procurement of Goods, Works, General Services and Consulting Services with an estimated value of up to USD70,000. RBU may directly undertake the procurement subject to the requirements provided in section 5.1.1 below, including submission of a procurement evaluation report showing efforts undertaken to realize best value.

4.3.2. Direct Selection for the procurement of Goods, Works, General Services, and Consulting Services above the value indicated in the threshold in section 4.3.1 above shall only be approved pursuant to section 5.1 below on an exceptional basis. When submitting a request for Direct Selection in this context, RBU must present sufficient and compelling evidence to support one or more of the following justifications:

a) Uniqueness: The nature of the Goods, Works, General Services or Consulting Services required is: (i) unique or could otherwise be obtained only from one source based on representations from RBU; or (ii) there are other relevant circumstances that make the requirement unique or otherwise render competition not feasible. Efforts undertaken to find other sources or Suppliers, when possible, must be reported in the request.

b) Standardization: The Goods, Works, General Services, or Consulting Services: (i) contain key factors that require standardization such that competition would

be technically impractical; and (ii) are required for the expansion, repair or maintenance of existing equipment or facility.

- c) Continuity: The proposed services are: (i) a natural continuation of previous work carried out by a Supplier or Individual Consultant; or (ii) part of a larger project, and the Supplier or Individual Consultant has already been selected by another party to the project. With respect to both instances, RBU shall present proof of legitimate competition in the original procurement process or proof that it is unlikely to benefit from engaging a different Supplier or Individual Consultant to complete the work.
 - d) Emergency or unpredictable event: The Goods, Works, General Services, or Consulting Services are needed immediately due to an emergency or an unpredictable event. However, lack of procurement planning is not a justification for an emergency or unpredictable event.
- 4.3.3. For procurement of sensitive or confidential services and emergency procurements under section 4.3.2(d) above, normal procurement procedures, including but not limited to mandatory publication or advertising, may be waived or otherwise adjusted as agreed between Manager, CPD and RBU.

4.4. Alternative Forms of Procurement

- 4.4.1. In accordance with relevant provisions of this Directive and the Instruction on Corporate Procurement, VPCAO determines alternative forms of procurement to be used for the procurement of Goods, Works, General Services, and Consulting Services, which may deviate from Competitive Procurement or Direct Selection as provided in sections 4.1-4.3 above.

4.5. Retroactive Contracts

- 4.5.1. In normal circumstances, no Bank Personnel shall ask any Supplier or Individual Consultant to deliver any Goods, Works, General Services, and Consulting Services, in full or in part, until the Bank has communicated in writing to the Supplier or Individual Consultant the approved contract award and the contract terms and conditions.
- 4.5.2. Under exceptional circumstances where the performance of a Supplier or Individual Consultant is in immediate need for mitigating significant risk to the operation or property of the Bank or the health or safety of Bank Personnel, the engagement of a Supplier or Individual Consultant without a contract may be allowed subject to justification, successful completion of the Know Your Counterparty (KYC) process, and approval by Head of Compliance and Operational Risks and Manager, CPD. The contract, once signed, shall accurately reflect the date on which performance

commenced. All retroactive contracts shall be reported to the Corporate Procurement Committee for information.

4.6. No Artificial Splitting of Procurement Requests

- 4.6.1. RBU shall not artificially split its procurement requests into phases or lots to avoid Competitive Procurement or any higher-level approval or signatory authorities.

4.7. Eligibility and Preventing Conflicts of Interest

- 4.7.1. Individuals and legal entities currently under sanction by the Bank in accordance with the Policy on Prohibited Practices are not eligible to participate in the Bank's corporate procurement.
- 4.7.2. A Supplier or Individual Consultant engaged by the Bank to prepare technical specifications in the tender documents, or to assist in the preparation of tender documents or evaluation criteria relating to an instance of Competitive Procurement, is ineligible to participate in that instance of procurement.
- 4.7.3. Former Staff Members, outsourced staff, secondees, and interns of the Bank at headquarters, shall not be eligible for any instance of corporate procurement unless the Human Resources Department provides prior written approval to the Corporate Procurement Division. Locally hired contractors or outsourced staff engaged by AIIB offices outside of the headquarters shall not be eligible for any instance of corporate procurement unless the Management of the respective AIIB office, as applicable, provides prior written approval to the Corporate Procurement Division. Such written approvals shall be required only for the first instance of proposed procurement unless the Human Resources Department or the Management of AIIB offices outside of the headquarters, as applicable, specifies otherwise.
- 4.7.4. Former Bank Personnel at the level or grade of a Director General and above shall not, for two years following their termination of employment with the Bank, be eligible for any instance of corporate procurement, unless otherwise agreed by the President. Former Bank Personnel below the level or grade of a Director General shall not, for two years following their termination of employment with the Bank, be eligible for any instance of corporate procurement, unless otherwise agreed by VPCAO.
- 4.7.5. The duly appointed external auditor of the Bank, its subsidiaries, and affiliates shall not be eligible to participate in any instance of corporate procurement for the duration of its term as external auditor.
- 4.7.6. A Staff Member and their Partner and Close Relatives shall not be eligible to participate in any instance of corporate procurement during the term of the concerned Staff Member's appointment and for such period following the Staff Member's separation or termination in accordance with applicable rules. This applies to companies in which a current Staff Member or their Partner or Close Relative is an owner or principal or holds a significant financial interest and companies in which a former Staff Member or their Partner or Close Relative is an owner, principal, director, or executive officer or holds a significant financial interest during the cooling-off period required under applicable rules.
- 4.7.7. The Partner of a Staff Member below the level or grade of a Director General may be allowed to participate in instances of corporate procurement in the Bank as Individual Consultant or Supplier during the term of the Staff Member's appointment, provided that: (a) the Staff Member obtains prior clearance from the Ethics Office that the prospective engagement of their Partner would not constitute an actual or perceived conflict of interest; (b) regardless of the estimated cost of the engagement,

the Partner is competitively selected in accordance with corporate procurement rules; and (c) the Partner would not work in the same Business Unit, undertake functionally related work or otherwise share the same reporting line as the concerned Staff Member. It is the obligation of the Staff Member and their Partner to avoid being involved in any situation of actual or perceived conflict of interest at any time during the term of the Staff Member's appointment and their Partner's contract with the Bank.

4.8. Complaint Mechanism

- 4.8.1. Tenderers who have participated in an instance of Competitive Procurement may file written complaints to contest the Bank's decision on a contract award.
- 4.8.2. Manager, CPD shall review such complaints, and, if a complaint is determined to be substantive in nature and not frivolous, Manager, CPD shall also propose a recommended course of action for implementation by the Requesting Business Unit.
- 4.8.3. Any written complaint related to an instance of Competitive Procurement that refers to suspected Prohibited Practice, shall be referred to the Complaints-resolution, Evaluation and Integrity Unit, in accordance with the Bank's Policy on Prohibited Practices. Any written complaint related to an instance of Competitive Procurement that refers to suspected breach of the Code of Conduct for Bank Personnel shall be referred to the Ethics Office for further action in accordance with its procedures.

4.9. Misprocurement

- 4.9.1. If DG FAS determines, based on reasonable and reliable information, that a given instance of procurement has taken place but inconsistently with the requirements of the Policy on Corporate Procurement, this Directive, or relevant Instructions, DG FAS shall make best efforts to suspend the procurement immediately and decide on a course of action to address the misprocurement. If such inconsistencies relate to contracts within the threshold subject to Corporate Procurement Committee's approval, DG FAS shall submit the recommended course of action for consideration by the Corporate Procurement Committee.

5. Approval and Signatory

5.1 Approval

- 5.1.1. The Head of RBU at the level or grade of a Director General and above approves, in relation to the corporate procurement of Goods, Works, General Services, and Consulting Services from Suppliers and in relation to the engagement of Individual Consultants:
 - a) Evaluation reports and recommendations for the award of contracts valued up to USD70,000.
 - b) Amendments to contracts, if the proposed amendment adding to all previous amendments and the original contract price has an aggregate value of up to USD70,000.
- 5.1.2. Except as otherwise authorized by VPCAO or DG FAS, DG FAS approves:
 - a) In relation to corporate procurement of Goods, Works, General Services, and Consulting Services from Suppliers:
 - i) Evaluation reports and recommendations for the award of contracts with value above USD70,000 and up to USD1,000,000.

- ii) Direct Selection of Suppliers pursuant to section 4.3.2 above, if the proposed contract has an estimated value above USD70,000 and up to USD1,000,000.
 - iii) Contract amendments, if the proposed amendment adding to all previous amendments and the original contract price has an accumulated value above USD70,000 and up to USD1,000,000.
 - iv) Contract amendment for procurements already approved by the Corporate Procurement Committee, unless DG FAS determines the need for further action by the Corporate Procurement Committee based on the institutional importance of the contract, the level of risk involved, or other considerations related to the requested amendment.
- b) In relation to the engagement of Individual Consultants:
- i) Evaluation reports and recommendations for the award of contracts with value above USD70,000 and up to USD400,000.
 - ii) Direct Selection of Individual Consultants pursuant to section 4.3.2 above, if the proposed contract has an estimated value above USD70,000 and up to USD400,000.
 - iii) Contract amendments, if the proposed amendment adding to all previous amendments and the original contract price has an accumulated value above USD70,000 and up to USD400,000.
 - iv) Contract amendments for procurements already approved by the Corporate Procurement Committee, unless DG FAS determines the need for further action by the Corporate Procurement Committee based on the institutional importance of the contract, the level of risk involved, or other considerations related to the requested amendment.
- 5.1.3. Except as otherwise authorized by the Corporate Procurement Committee, the Corporate Procurement Committee approves:
- a) In relation to the corporate procurement of Goods, Works, General Services, and Consulting Services from Suppliers:
- i) Evaluation reports and recommendations for the award of contracts with value above USD1,000,000.
 - ii) Direct Selection of Suppliers pursuant to section 4.3.2 above, if the proposed contract has an estimated value above USD1,000,000.
 - iii) Requests for contract amendment, if the value of the proposed amendment adding to that of all previous amendments and the original contract price exceeds USD1,000,000 for the first time.
- b) In relation to the engagement of Individual Consultants:
- i) Evaluation reports and recommendations for the award of contracts with value above USD400,000.
 - ii) Direct Selection of Individual Consultants pursuant to section 4.3.2 above, if the proposed contract has an estimated value above USD400,000.

- iii) Requests for contract amendment, if the value of the proposed amendment adding to that of all previous amendments and the original contract price exceeds USD400,000 for the first time.

5.2. Signatory Authority of corporate procurement contracts shall be determined in accordance with the Directive on Designation of Signatory Authority.

6. Implementation

6.1. Vice President and Chief Administration Officer (VPCAO)

- 6.1.1. VPCAO shall monitor the implementation of the Policy on Corporate Procurement and this Directive. VPCAO shall establish an Instruction to: (a) ensure this Directive is consistently interpreted and applied by all Staff Members; and (b) provide additional content where required to ensure the efficient implementation of this Directive.

6.2. Director General, Facilities and Administration Services Department (DG FAS)

- 6.2.1. DG FAS shall oversee and ensure the efficient and accurate implementation of the Policy on Corporate Procurement, this Directive, and the related Instruction.

6.3. Corporate Procurement Division (CPD)

- 6.3.1. CPD shall have the functional authority for all corporate procurement undertaken by the Bank.
- 6.3.2. CPD shall provide guidance to RBUs on the requirements of the Policy on Corporate Procurement, this Directive and Instruction established by VPCAO. CPD shall support RBUs in planning their corporate procurement needs, providing guidance to RBUs on corporate procurement, negotiating and processing contracts, and recording all instances of corporate procurement undertaken by the Bank. CPD shall also support RBUs in their assessments of cost reasonableness, market alignment, and value for money in undertaking procurement activities.
- 6.3.3. CPD shall review: (a) procurement plans of RBUs containing significant procurement contracts that require Corporate Procurement Committee approval; and (b) outsourcing plans prepared by RBUs during the Bank's annual budget exercise pursuant to the Bank's Instruction on Outsourcing Services to confirm, among others, that the planned procurements are within the budget envelopes approved by the Budget Committee. CPD shall submit such procurement plans and annual outsourcing summary report for information of the Corporate Procurement Committee.
- 6.3.4. CPD shall also prepare, for approval of the Corporate Procurement Committee, an annual Corporate Procurement Report describing the Bank's corporate procurement activities during the year, including but not limited to the Bank's total spend on corporate procurement and the number of issued contracts classified according to procurement category, procurement method used, or Supplier information.

6.4. Requesting Business Units (RBUs)

- 6.4.1. RBUs shall prepare budget requests for planned corporate procurement for inclusion in the Bank's annual budget. RBUs shall ensure that budget availability is confirmed, and an approved budget allocation is in place before initiating any procurement activity, making commitments, or approving sourcing requests or contract

- amendments, in accordance with the Instruction on Budget Management. RBUs are responsible for keeping their corporate procurement expenses within the approved budget allocations. Any modifications to the approved budget allocations should be requested and handled according to the Instruction on Budget Management issued by the Strategy, Policy and Budget Department.
- 6.4.2. RBUs shall, where applicable, consolidate all related purchasing requests from end users in accordance with relevant Instruction.
 - 6.4.3. RBUs shall be responsible for providing all requested information to CPD for the purpose of reviewing RBUs' procurement plan and outsourcing plan, as provided in section 6.3.3 above.
 - 6.4.4. RBUs shall prepare and be responsible for the technical requirements needed for corporate procurement to be undertaken in an efficient and accurate manner.
 - 6.4.5. If a proposed procurement contract is to be used by more than one department, the department requesting bigger scope of work under such contract shall be designated as RBUs for the purpose of this Directive.
 - 6.4.6. RBUs shall ensure that a complete record of procurements and contracts approved by it pursuant to section 5.1 above and all documents supporting said approval and award are maintained in the Bank's e-Procurement or payment systems.
 - 6.4.7. RBUs have the primary responsibility of managing and monitoring the delivery of Goods, Works, General Services, and Consulting Services in compliance with the contracts before endorsing claims by the Suppliers or Individual Consultants for payments to Office of the Controller.
- 6.5. Strategy, Policy and Budget Department (SPB)
- 6.5.1. SPB shall coordinate the institutional and departmental budget-planning process in consultation with each Business Unit in line with the Bank's strategic priorities and in accordance with applicable Policies, Directives, and Instructions of the Bank. SPB shall define and monitor the overall institutional budget envelope for corporate procurement as part of the Bank's annual planning cycle, ensuring that allocated budget remains within the approved limits and is aligned with institutional priorities.
- 6.6. Information Technology Department (ITD)
- 6.6.1 ITD shall review and endorse all procurement activities involving information technology (IT) products and services. This covers, but is not limited to, software, hardware, IT, and artificial-intelligence-related services, IT licenses and subscriptions, including data, and the engagement of individual IT consultants when such products or services interface with the Bank's IT infrastructure. In cases of uncertainty regarding whether ITD endorsement is required, RBUs must consult ITD prior to initiating any procurement process.
- 6.7. Office of the Controller (CTL)
- 6.7.1. CTL shall be responsible for managing, monitoring, and processing payments to Suppliers or Individual Consultants in accordance with applicable Policies, Directives, and Instructions of the Bank.
- 6.8. Office of the Treasurer (TRE)
- 6.8.1. TRE shall disburse payments to Suppliers or Individual Consultants in accordance

with the applicable Policies, Directives, and Instructions of the Bank.

6.9. Legal Department (LEG)

6.9.1. LEG shall provide legal advice to the Facilities and Administration Services Department with respect to draft contracts that contain significant or substantive legal issues.

7. Authority

7.1. VPCAO shall make all final decisions regarding the application of this Directive.