



Xiamen National Accounting Institute
厦门国家会计学院



ASIAN DEVELOPMENT BANK
亚洲开发银行



Multilateral Cooperation Center for Development Finance
多边开发融资合作中心



China International Contractors Association
中国对外承包工程商会



Asian Infrastructure Investment Bank
亚洲基础设施投资银行

Business Opportunity Fair 商业机会展

**New Development Bank
新开发银行**

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徐华 (Sep.10, BOS)**

**Principal Professional - Project Procurement
项目采购首席专家**



1. NDB Basics 新开发银行概况

2. NDB General Strategy 新开发银行总体策略

3. How to Find Business Opportunities 如何寻找投资机会

4. NDB Procurement Policy 新开发银行采购政策

5. Project Cycle – Procurement Support 项目周期采购支持

6. Sustainable Public Procurement 可持续公共采购



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NDB Basically 新开发银行基本概况





NDB Basics - 新开发银行概况

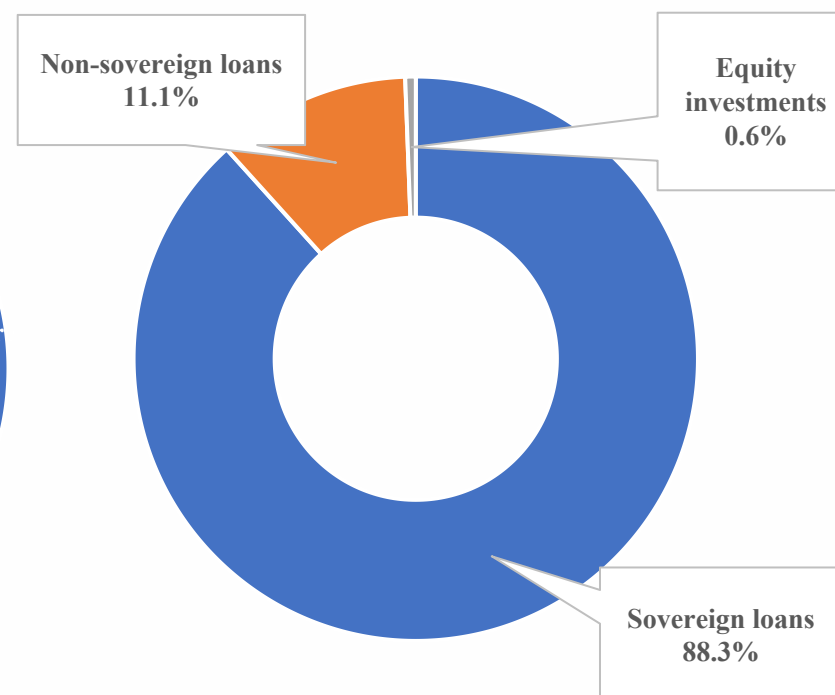
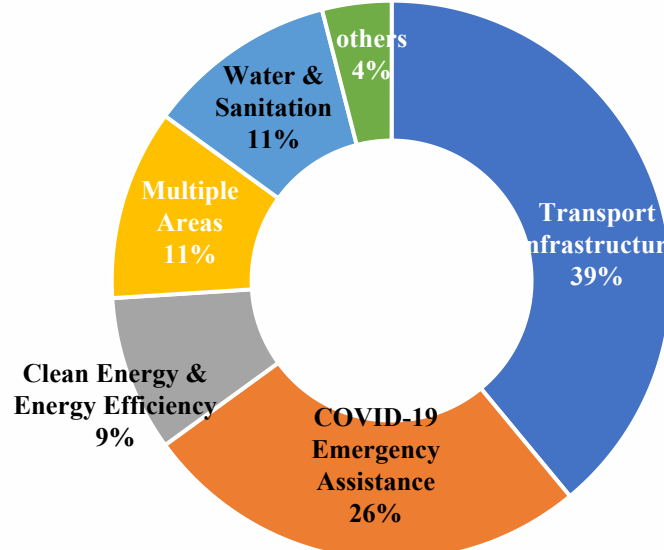
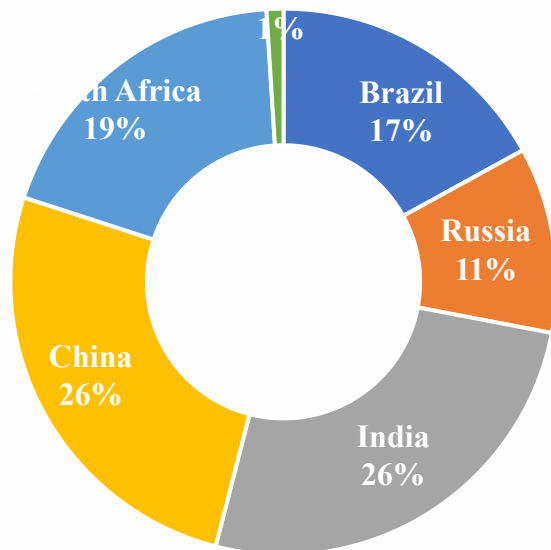
- The first development bank established by developing and emerging economies (5 founding member countries – Brazil, Russia, India, China and South Africa)由发展中国家和新兴经济体建立的第一家多边开发银行（五个初始成员国：巴西、俄罗斯、印度、中国和南非）
- New member countries – Bangladesh, UAE, Egypt, Algeria and Uzbekistan现有新成员国 – 孟加拉，阿联酋，埃及，阿尔及利亚，乌兹别克斯坦
- Promoting innovation and sustainable development: supporting the development of member countries' financial markets and providing local and hard currency financing推动创新和可持续发展：支持成员国金融市场的发展，提供本币和硬通货融资
- Flexibility: Support public and private projects through loans, guarantees, equity participation, and other financial instruments灵活性：通过贷款、担保、 股权参与和其他金融工具支持公共和私营项目
- Partnerships: Memoranda of Understanding with other multilateral development institutions and major commercial banks in NDB member countries伙伴关系：与其他多边开发机构以及新开发银行成员国的主要商业银行签署谅解备忘录





NDB Basics - 新开发银行概况

- By the end of 2025, NDB has approved 139 projects - total NDB financing USD 43 billion
截止2025年底，NDB已批复139个项目，NDB共计贷款金额430亿美金





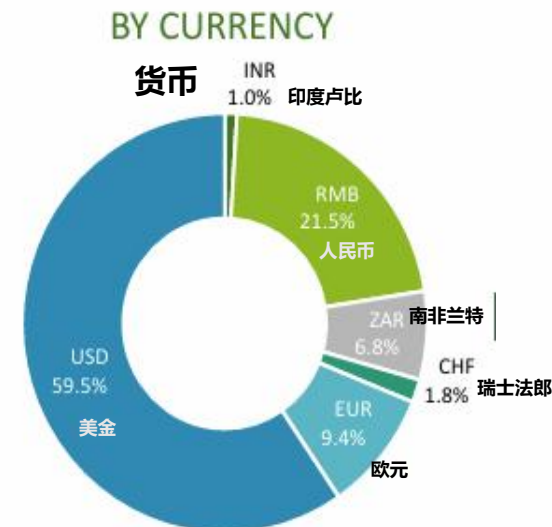
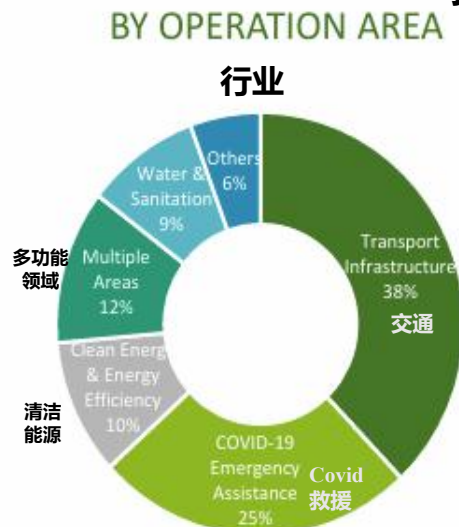
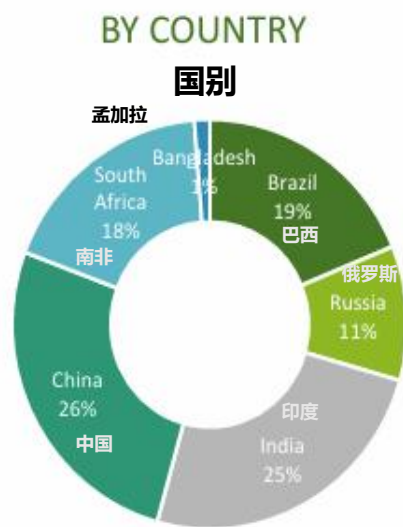
NDB Basics - 新开发银行概况

- As of the end of December 2025, there were 115 projects in the Bank's active portfolio total NDB financing USD 35.6 billion.

截止2025年底，执行中的项目115，共计金额约356亿美金

ACTIVE PORTFOLIO

执行中的项目





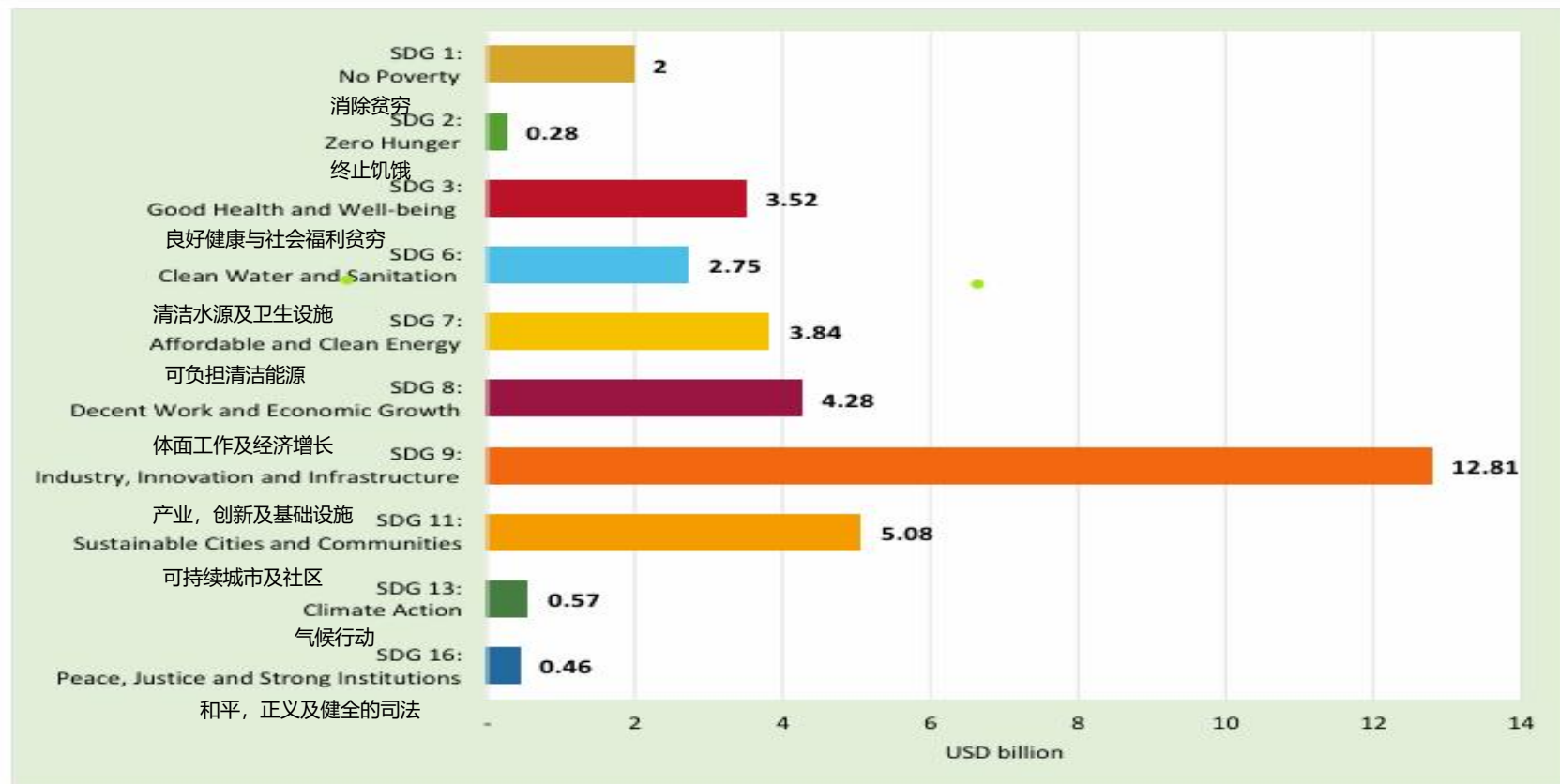
Alignment of NDB's Operations with the SDGs

与联合国17个可持续发展目标中的10个目标相一致

- NDB has developed and tested an evidence-based method to monitor and report the alignment of the Bank's financing with the SDGs.
NDB已开发并测试了一种基于证据的方法，来监测和报告该行融资与可持续发展目标的一致性
- As of December 31st, 2025, NDB's project portfolio included projects that are primarily aligned with 10 out of the 17 SDGs.
- 截至 2025 年 12 月 31 日，新开发银行的项目组合主要包括与 17 项可持续发展目标中的 10 个一致

Project portfolio by primary SDG alignment

December 31, 2025





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NDB General Strategy 新开发银行总体策略

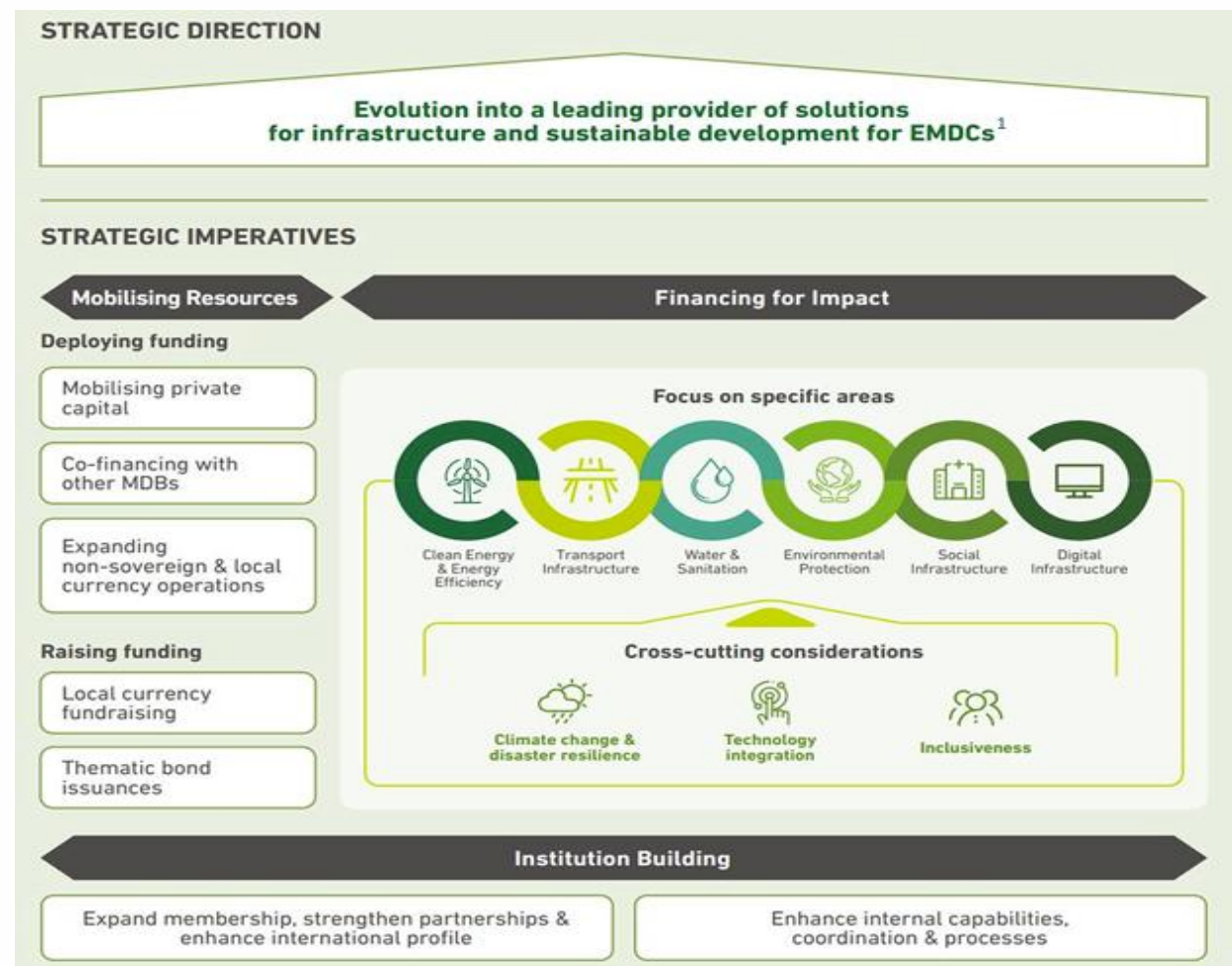




NDB General Strategy - 新开发银行总发展策略

Four overarching considerations 四大核心考量

- The centrality of member countries' and clients' needs in shaping NDB's approach, including the Bank's focus on providing tailored services and products without policy conditionalities. 成员国和客户的需求为中心，包括专注于提供不附加任何政策条件的定制化服务和产品。
- The criticality of the Sustainable Development Goals (SDGs) and member countries' commitments under the Paris Agreement on Climate Change (Paris Agreement). 注重可持续发展目标（SDGs）以及成员国在《巴黎气候变化协定》（《巴黎协定》）下的承诺。
- The catalytic role that NDB can play in mobilizing financing from diversified sources, particularly in unlocking new sources of private capital. 新开发银行在调动多元化融资渠道方面可以发挥催化作用，尤其是在释放新的私募资本来源方面。
- The crucial role of innovation and knowledge exchange in boosting NDB's effectiveness as a provider of development solutions. 创新和知识交流在提升新开发银行作为发展解决方案提供者的效能方面发挥着关键作用。



1. EMDCs: emerging market economies and developing countries.

Source: [General Strategy for 2022-2026](#)



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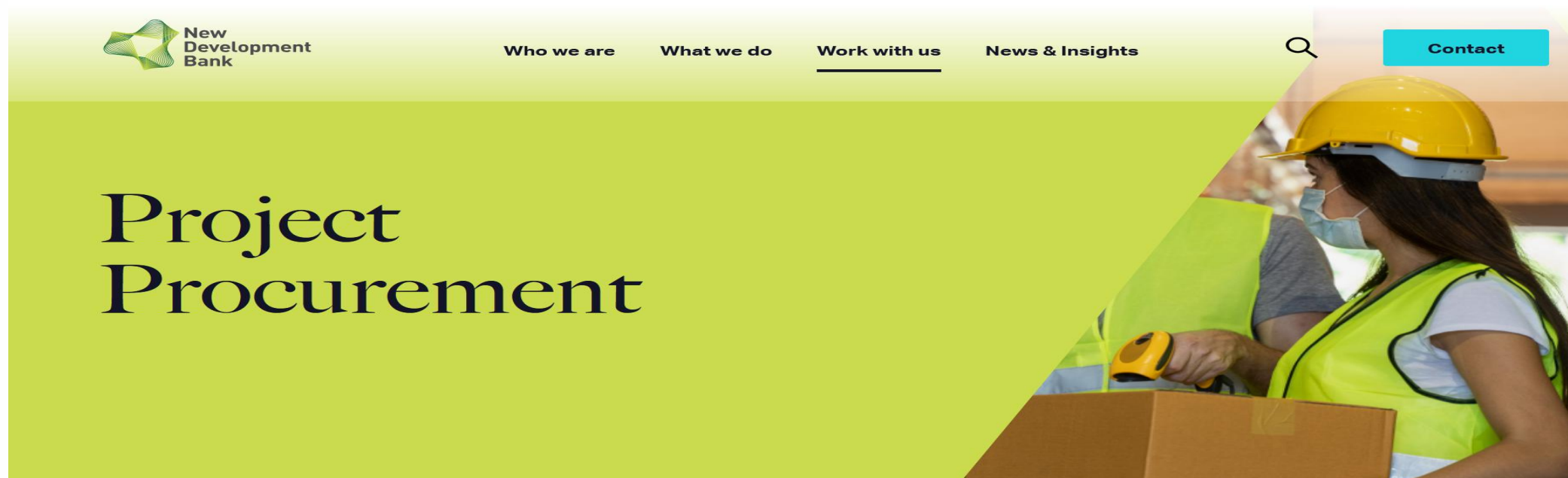
How to Find Business Opportunities 如何寻找商业机会





How to Find Business Opportunities 如何寻找商业机会

- Project procurement investment opportunities
项目采购投资机会



<https://www.ndb.int/procurement-opportunities/project-procurement/>



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How to Find Business Opportunities 如何寻找商业机会

- Project procurement investment opportunities
项目采购投资机会

New Development Bank

Who we are What we do Work with us News & Insights

Home > Procurement Opportunities > Project Procurement

Country: China Area: Transport Infrastructure Status: Approved Type: All

Apply Reset Filters

Invitation for Bids: Anhui Province Roads Development Project →

Invitation for Bids: Hubei Huangshi New Port Modern Logistics Hub Project →

Invitation for Bids: Hohhot New Airport Project →

<https://www.ndb.int/procurement-opportunities/project-procurement/>



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How to Find Business Opportunities 如何寻找商业机会

- Individual Consulting Opportunities
个人咨询机会

Individual Consulting Opportunities



The New Development Bank (NDB) seeks experts for a range of short term project assignments such as project design, contract preparation, capacity building and project monitoring.

If you are interested in consultant opportunities, please register your interest for the relevant opportunity below.

<https://individualconsultant.ndb.int/>



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How to Find Business Opportunities 如何寻找商业机会

- **Individual Consulting Opportunities**
个人咨询机会

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If you are interested in consultant opportunities, please register your interest for the relevant opportunity below.

For all short-term temporary consultants, the following terms and conditions apply but are not limited to:

- The contract is generally up to 1 year (renewable), with maximum 150 working days in a calendar year.
- Daily remuneration of the consultant is generally determined based on documentary evidence provided by the consultant on the most recent remuneration received for equivalent or similar tasks.
- NDB does not provide reimbursement for income taxes and consultants are responsible for paying such taxes, as applicable by their country of citizenship or residence.
- For any official travel during the assignment, the respective expenses are covered by NDB in accordance with NDB Operational Travel Guidelines.
- The Bank will not employ a close relative (as defined in the Bank's recruitment policy) of the Bank's staff.

<https://individualconsultant.ndb.int/>





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NDB Procurement Policy

新开发银行采购政策





NDB Procurement Policy 采购政策

Six Core Principles 值

六大核心原则 直





NDB Procurement Policy – Country System

采购政策 – 国别体系

Country Systems 国别体系

- Clients use country procurement framework, procedures, bidding document templates to comply with NDB Procurement Policy.
- 客户使用本国采购框架、程序、招标文件模板来遵守新开发银行的采购政策。

Country Systems + 国别体系 +

- Clients use country procurement framework, procedures and MDB templates & procedures to comply with NDB Procurement Policy.
- 客户使用本国采购框架、程序、MDB招标文件模板来遵守新开发银行的采购政策

MDB System MDB 体系

- Client use MDB system, procedures and templates to comply with NDB Procurement Policy.
- 客户使用 MDB 系统、程序和模板来遵守 NDB 采购政策。





NDB Procurement Policy 采购政策

Procurement under Public Sector Operations (Sovereign Guarantee)

公共部门采购（主权担保）

- **Country Systems** - Risk-based outcome-focused supervision of the procurement processes based on assessment.
国别体系 - 基于评估的、以风险为基础、以结果为重点的采购流程监督
- **Risk based supervision – 基于风险的评估**
 - *Prior review* - the first bidding contract for each category (Works, Goods and Consulting Services).
前审 – 每个采购类别的第一个招标合同（土建，货物及咨询服务）
 - *Post review* - review of procurement process is done after the contract is awarded (all or only a sample of contracts based on risk)
后审 – 合同授予后，对采购过程的审查（基于风险抽查或全部后审）
- **Advance Procurement & Retroactive Financing（提前采购 & 追溯贷款）**
- **Procurement Methods 采购方式** – Open Competitive Bidding (OCB) among member countries 成员国内公开竞争性招标
- **Non-member country procurement 非成员国采购** - shall be approved by Board 需董事会批准。
- **Procurement under financing partnerships – 联合融资采购**
- **Open to NDB Member Countries unless Approved by NDB Board – 采购面向成员国, 除非董事会批准**





NDB Procurement Policy 采购政策

Procurement under non-sovereign Operations (Private Sectors) 非主权项目采购 (私营)

NDB's support without a sovereign guarantee constitutes

非主权担保包括

- Private sectors 私营部门
- Public sectors without a sovereign guarantee 非主权担保的公共部门
- Financial institutions 金融机构 ;
- Sub-national governments -地方政府.





NDB Procurement Policy 采购政策

Procurement under non-sovereign Operations (Private Sectors) 非主权项目采购（私营）

Procurement approach 采购方式

- Cost effective and commercially acceptable procurement methods 具有成本效益且商业上可接受的采购方法
- From NDB member countries unless approved by NDB Board. 成员国采购，除非董事会批准

Concessions 特许经营权

- a private sector client engaged by a public sector entity 公共部门实体聘用的私营部门客户
- a long-term contract to build, operate, and maintain an infrastructure facility 建设、运营和维护基础设施的长期合同

Financial Intermediation 金融机构

- Financial Institutions (FI) govern the procurement under sub-projects. 金融机构（FI）管理子项目的采购
- Arrangements for procurement governance are assessed and agreed during appraisal of the facility. 在对设施进行评估期间，将对采购治理安排进行评估并达成一致。





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Project Cycle Procurement Support

项目周期采购支持

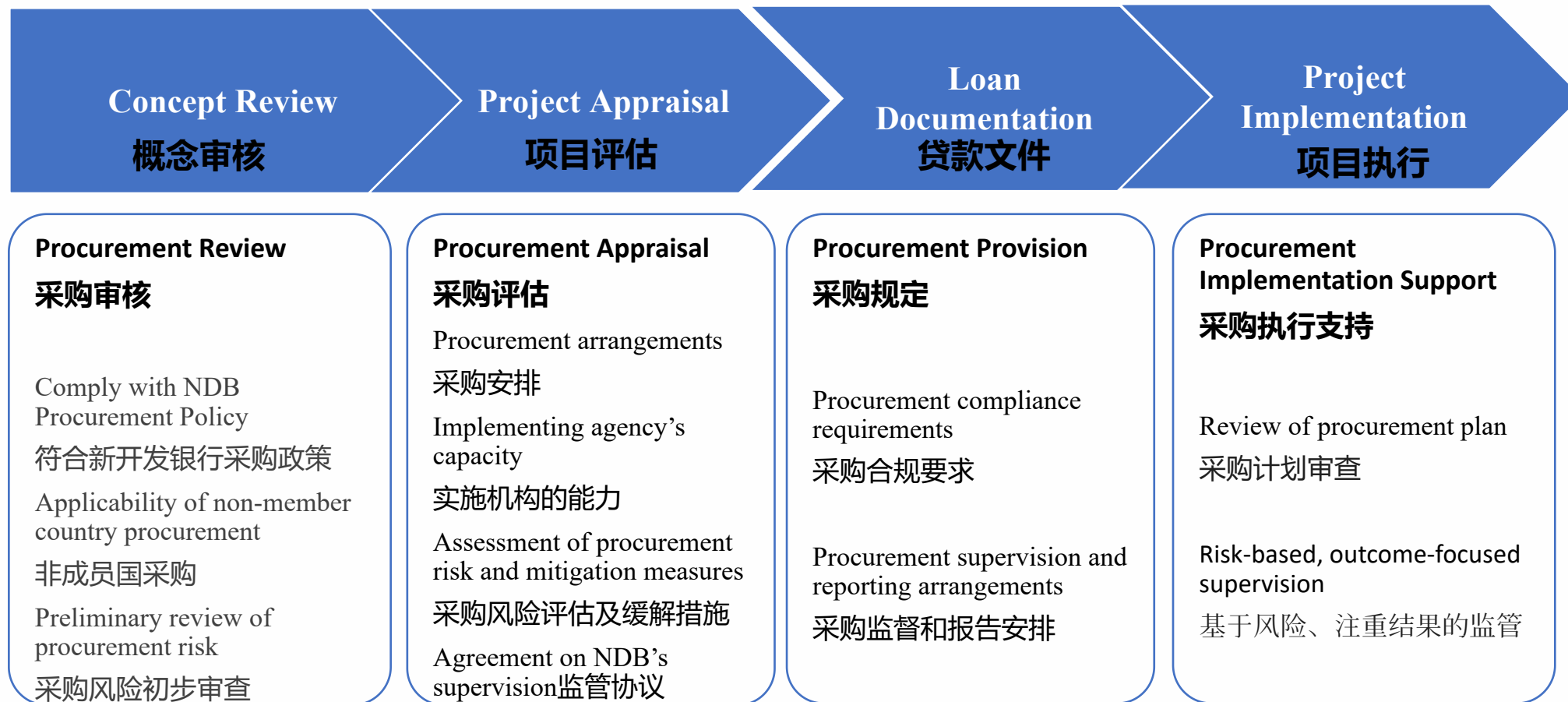


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NDB Project Cycle – Procurement Support

项目周期 – 采购支持





NDB Project Cycle – Procurement Support

项目周期 – 采购支持

Risk-based, outcome-focused supervision 基于风险、注重结果的监管

Procurement Method 采购方式: Open Competitive Bidding among members 成员国公开竞争性招标

- No differentiation between ICB and NCB 不区分国际竞争性招标, 国内竞争性招标
- OCB monetary threshold: Works – RMB4 million; Goods – RMB 2million; Services – RMB 1million (Order 16 of NDRC)
公开竞争性招标金额门槛: 土建400万人民币, 货物200万人民币, 服务100万人民币 (发改委16号令)

Review: Prior Review / Post Review 前审/后审

- No mandatory monetary threshold 无固定金额区分前后审
- Low procurement risk - usually prior review the first contract package for each category: Works, Goods, and Services 采购风险低, 通常前审每一类别 – 工程, 货物, 服务 – 第一个招标的合同包
- Adjust upon the procurement risk reassessment during the project implementation. 项目执行过程中, 基于采购风险的评估更新, 适当调整

Procurement Plan 采购计划

- Initial one covers 18 months – 项目最初18个月
- Update minimum annually – 最少每年更新一次

Platform for posting the Procurement Opportunities – 刊登采购机会的平台

- NDB website 新开发银行网站
- Provincial Public Resources Platform – 省级公共资源交易平台
- China Tendering and Bidding Public Service Platform – 中国招标投标公共服务平台 (<http://www.cebpubservice.cn/>)





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Sustainable Public Procurement 可持续公共采购



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SPP – Domestic Regulations 可持续公共采购 – 国内规则

Environment 环境

Notice of the General Office of the State Council on Mandatory Procurement of Energy-Saving Products

《国务院办公厅关于建立政府强制采购节能产品制度的通知》（国办发〔2007〕51号）

- Ecolabelling Product 产品环境标志 《环境标志产品政府采购品目清单》（财库〔2019〕18号）
- Green Product List 绿色产品名录 - 《节能产品政府采购品目清单》（财库〔2019〕19号）

Social 社会

- MOF – Promote SME in Public Procurement 财政部 – 公共采购中支持中小微企业规定
《政府采购促进中小企业发展管理办法》（财库〔2020〕46号）
- Guohanban （2022）58 Work for Relief 国函办 （2022）58号 – 以工代赈
- Ministry of Transportation (2022) 35 – Work for Relief
交通部 – 交办公路 （2022）35号 -以工代赈



Ecolabel and SP 环境标志和可持续采购

How ecolabel support SP 环境标志如何支持可持续采购

Key Attributes: 主要特点

- Voluntary, market-based tools, based on ISO 14024
基于 ISO 14024 的自愿、市场化工具
- Lifecycle based approach 生命周期考量
- Transparent criteria development process
透明的标准制定过程
- Rely on independent (3rd party) verification
依赖独立（第三方）验证
- Multiple criteria 多重标准

Provide confidence and clarity in purchasing decisions. 为采购决定提供信心和清晰度

- Win, win, win situation: producers, buyers, and the Environment
三赢局面：生产者、购买者和环境
- Enhance consumer confidence 提升客户信心
- Ecolabel informs consumers 消费者获悉商品是否具有环境标志



SPP Applied in Evaluation Criteria for Works

土建类SPP评标标准

Evaluation Criteria Weight – 评分权重

- Construction implementation Design 施工组织设计 – 38%
- Bidder's credit 投标人资信 – 15%
- Pricing 投标报价 – 30%
- **SPP 可持续公共采购** – 17%

Detailed SPP Scoring – 评分细则

- New technology application plan/新技术应用方案 - 3%
- Sustainable material, construction technology and equipment system and resource utilization
材料选用、施工工艺、设备系统与资源利用方案 - 5%
- Energy-saving and carbon-reduction plan/节能降碳方案 - 3%
- Work-for-relief/以工代赈方案 – 3%
- ESG Report 环境社会治理报告 – 3%



SPP Applied in Evaluation Criteria for Goods

货物类SPP评标标准

Sustainability 可持续性 – 5%

- Member of the United Nations Global Compact (1%)
联合国全球契约组织成员 (目前全球最大的推进企业社会责任和可持续发展的国际组织)
Ten universal principles related to [human rights](#), [labour](#), [environment](#) and [anti-corruption](#)
十大普遍原则 - 人权、劳工、环境和反腐败
- EcoVadis Corporate Social Responsibility Rating medal (Platinum, Gold, or Silver) or similar awards (1%)
企业社会责任评级奖牌 (铂金奖、金奖或银奖) 或类似的奖项认证
- ESG report (comprehensive 3%/single-topic 1%)
ESG公开报告(综合为3%/单项各为1%)

Energy-saving & Eco-label Products/节能环保、环境标志产品 (5%)

- Per certified product - energy-saving (2.5%) 节能认证产品
- Eco-label/green building (2.5%) 环境标志认证产品





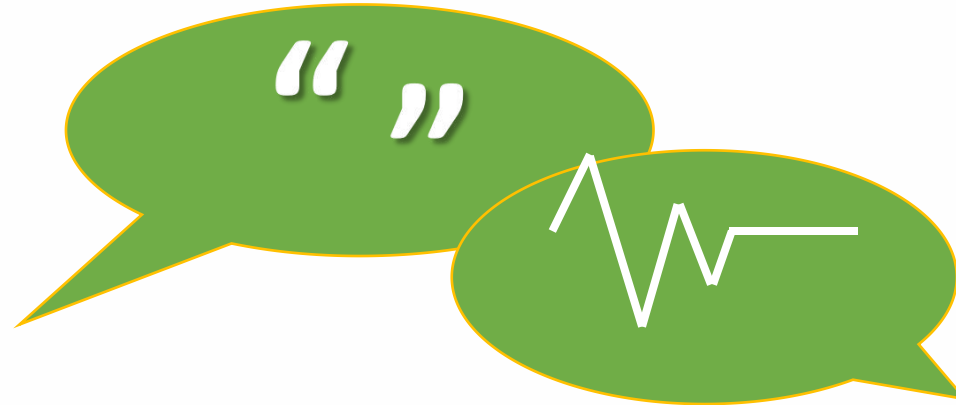
Gender Responsive Procurement - GRP 考虑性别因素的采购

- In the Agenda 讨论中
- Any good practices are welcome 欢迎分享好的经验





Q&A- 问答





Thank you!

Hua Xu
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