

Cross-Regional Program Evaluation Results Highlights

2022-2024

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Executive Summary

Between 2022 and 2024, the BuildProc program was delivered, and an assessment of its participants was conducted to evaluate the outcomes of the first ADB procurement certification program.

Data was collected through anonymous online surveys using quantitative and qualitative methods. In addition, semi-structured interviews were conducted with selected participants for deeper insights into the longer-term impact of the training (see Case stories).



Efficiency.

The program achieved an 87% certification rate, meeting its target, matching or exceeding the benchmarks for similar programs. Success was consistent across all three modules (23 cohorts, 720 enrollees, 624 certified). *High satisfaction* with both content and administration indicates strong engagement and smooth delivery. The program scaled effectively, expanding from the originally planned 13 cohorts.



Relevance.

More than 90% of participants found the training highly relevant to their job roles. *Close to the same number* of participants indicated that the training is aligned well with their professional development and contributed to their expanded roles.

Effectiveness.

More than 90% of participants reported confidence in applying what they learned. Close to the same number successfully integrated what they learned into their work, leading to improvements in planning, communication, and collaboration at the workplace. These *high percentages* reflect the training's strong practical impact, showing that participants are applying their skills and knowledge to achieve tangible results in their roles.



Sustainability.

Early evidence suggests lasting behavior changes with participants identifying the training as a catalyst for *long-term improvements in workplace practice*.

**NEXT
STEP**



Building on the assessment results, the program content will be refined and tailored to incorporate both region-specific and cross-regional approaches to effectively engage key target groups.

Introduction

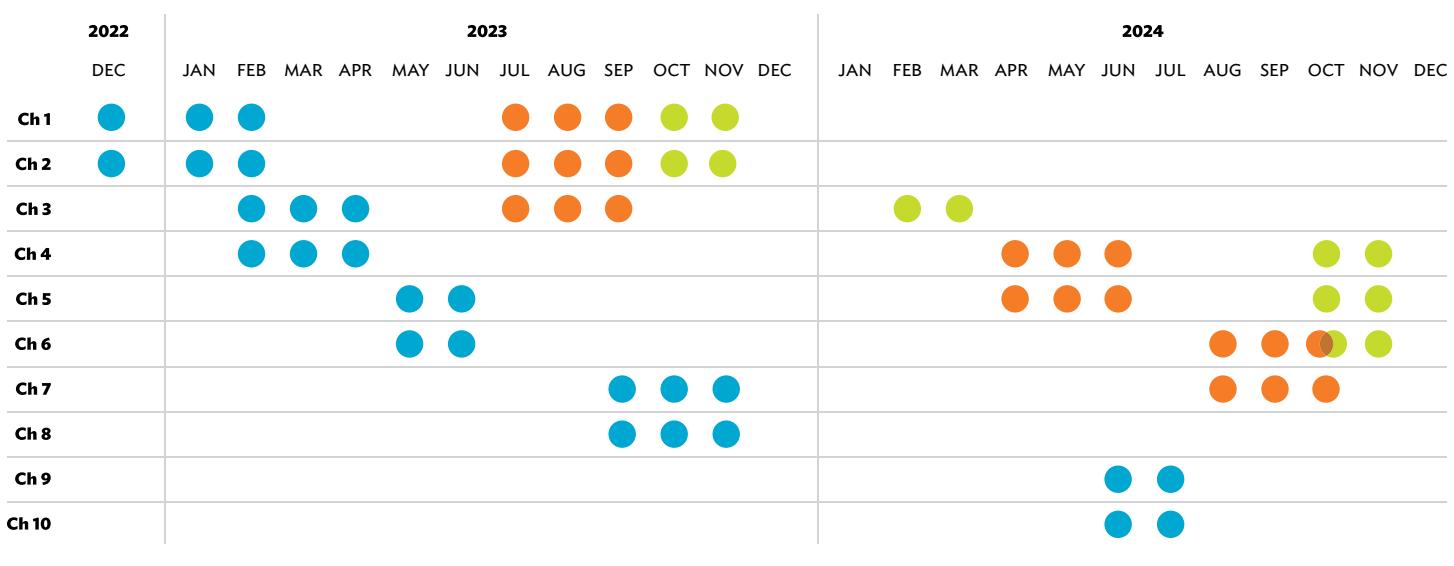
The BuildProc program is an initiative of Asian Development Bank (ADB), in partnership with ILO's International Training Centre, to help professionalize the practice of public procurement. It is a high quality, comprehensive, and sustainable certification program that seeks to improve the capacity of Executing and Implementing agencies (EA/IAs) of ADB's financed projects in developing member countries (DMCs).

The evaluation provides an overview of participants' feedback and learning outcomes from the BuildProc, implemented between 2022 and 2024 (Phase 1), with a focus on four dimensions: efficiency, effectiveness, relevance, and sustainability. The evaluation captures participant's overall satisfaction, their perception of content relevance, and confidence in applying their learning. It also assesses behavior changes, practical application of skills, and broader impact on job performance and organizational outcomes.

BuildProc is a blended learning program of self-paced online learning, webinars, and a week-long face-to-face training in the last module. The course consists of three certification modules.



Number of cohorts delivered (Implementation Period: December 2022 – December 2024)

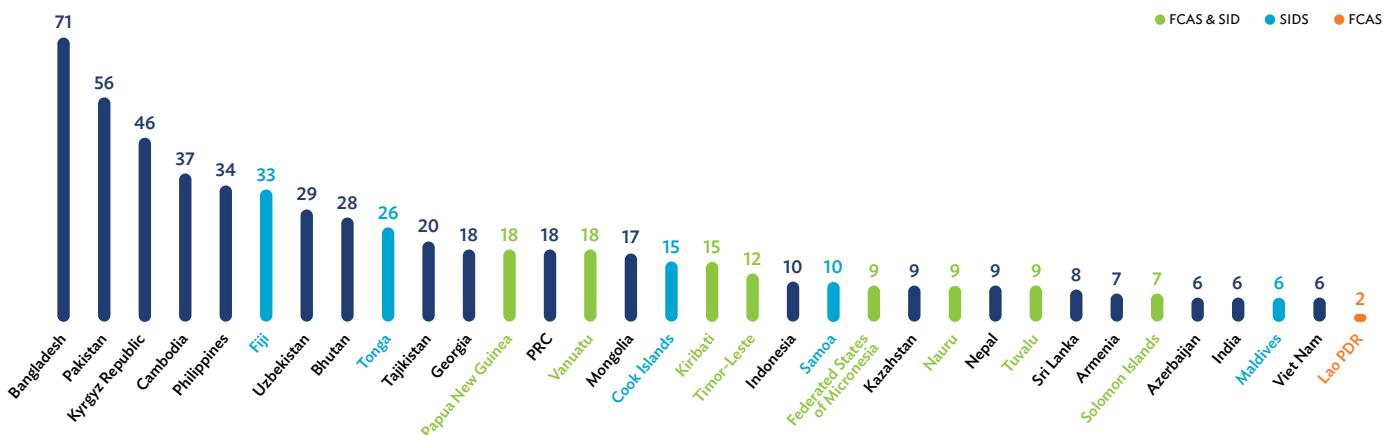


Ch = Cohort ● Module 1 ● Module 2 ● Module 3 ● Conducted in Parallel

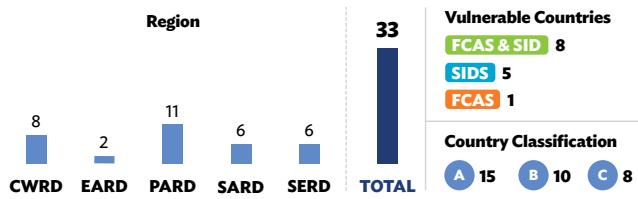
Participant Demographics: Scale of Outreach (Module 1-3)

BuildProc's participant selection criteria targeted procurement practitioners in DMCs, resulting in a strong representation of young professionals. Females comprised 58% of total enrollees and 56% of those certified. FCAS/SIDS countries comprised more than 40% of the total number of participating DMCs.

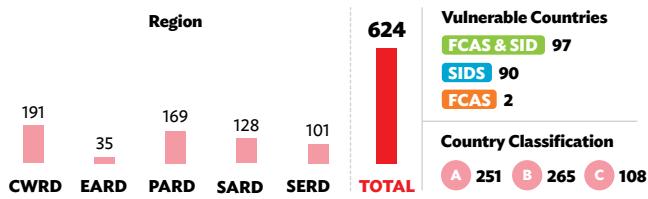
No. of Certified Participants



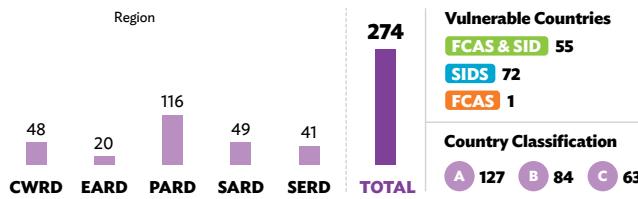
DMCs



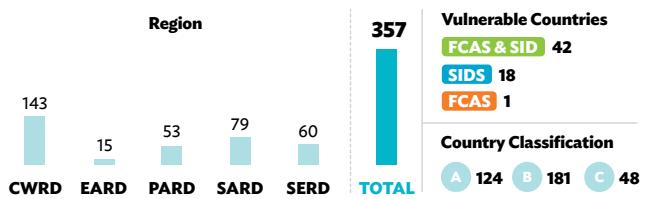
Certificates



Female



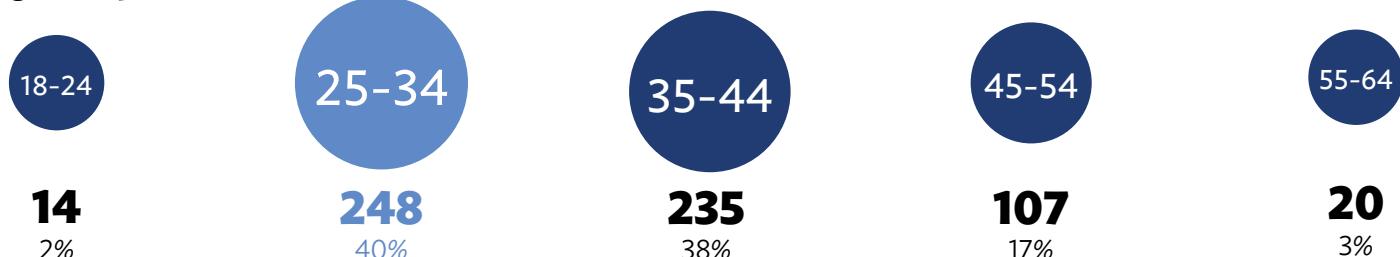
Male



FCAS - Fragile and Conflict-Affected Situations
SIDS - Small Island Developing States

Country Classification
<https://www.adb.org/what-we-do/public-sector-financing/lending-policies-rates>

Age Group



Participants' Feedback on Module 1 to 3 (Reaction Level)

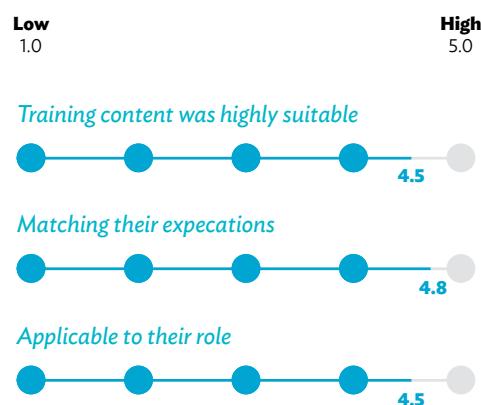
The participants' feedback, also called Reaction level, was collected after each module to get their reaction to the training content, delivery, and initial outcomes.

Effectiveness and knowledge gained

Each cohort demonstrated significant improvement in understanding the topic and the related concepts. Detailed results are presented by cohort and topic in dedicated website (available soon).

Content

Participants found that the training content was highly suitable (4.5), considering their prior knowledge and with the content matching their expectations (4.8) and requirements. Participants also felt confident that newly acquired knowledge was relevant and applicable to their roles (4.5). They expressed confidence that their organizations would benefit from the training.



Training delivery

Participants rated the training methods positive, with scores ranging from 4.3 for Module 1, 4.4 for Module 2 to 4.5 for Module 3, indicating general effectiveness with room for fine-tuning, particularly in early modules to better meet diverse learning needs. Participants also rated material appropriateness from 4.3 to 4.6 across Module 1 to 3.

Participants gave the facilitators highly ratings (4.5-5.0), especially during the face-to-face training week, when their in-person engagement significantly enhanced the learning experience. There is a preference for more in-person interaction for better peer exchange and hands-on practice.



Content Rating

≈4.3-4.6

Facilitator Ratings

≈4.5-5.0

Learning Outcomes Upon Completion of Module 3 (Result Level)

Learning outcomes, also referred to as Results level, were determined 6-12 months after the last module—Module 3, allowing participants time for reflection on their learning and real-world application. Target respondents are learners who completed Module 3 by March 2024.

Over 90% of participants reported the training was directly applicable to their roles, with most feeling confident in applying their new skills, though some many benefit from additional ongoing support.

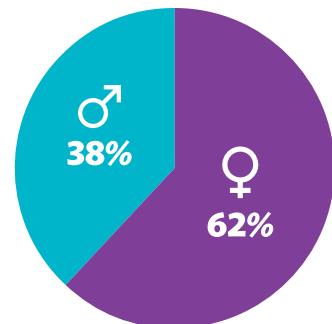
97% of participant's expressed satisfaction with the training they received, and 100% would recommend the Buildproc to other procurement professionals. Many noted improvements in teamwork, collaboration, and contribution to departmental goals, showing strong value at both individual and team levels.

Response Rate

46%

45/98

Gender



Procurement Experience (Year)

39%

More than 10 years

32%

6-10 Years

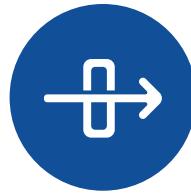
Five Key Pillars of Program Assessment



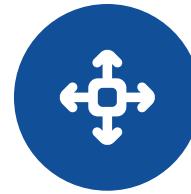
Professional growth



Behavioral change and impact on job performance



Training fostered new approaches to tackling challenges



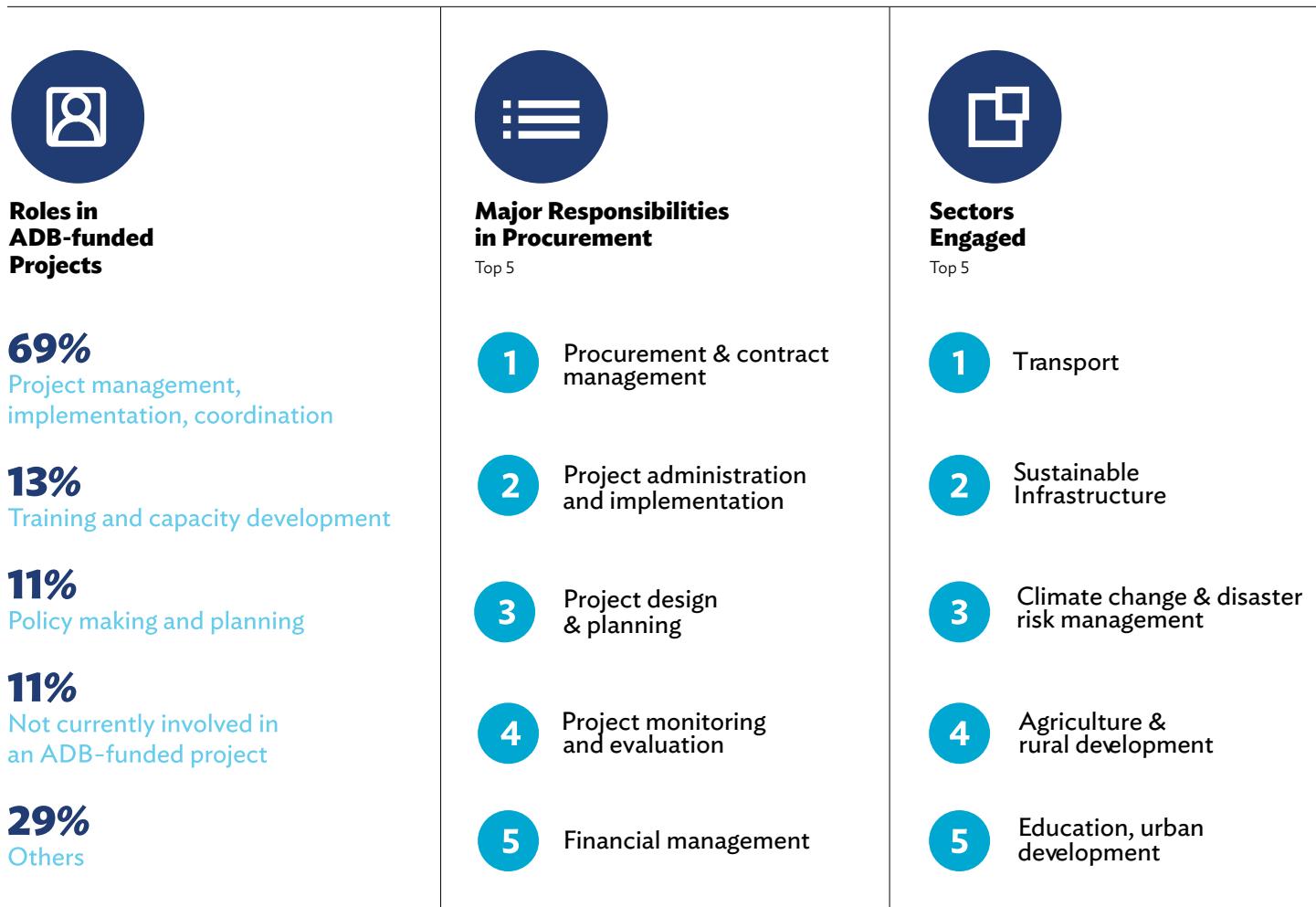
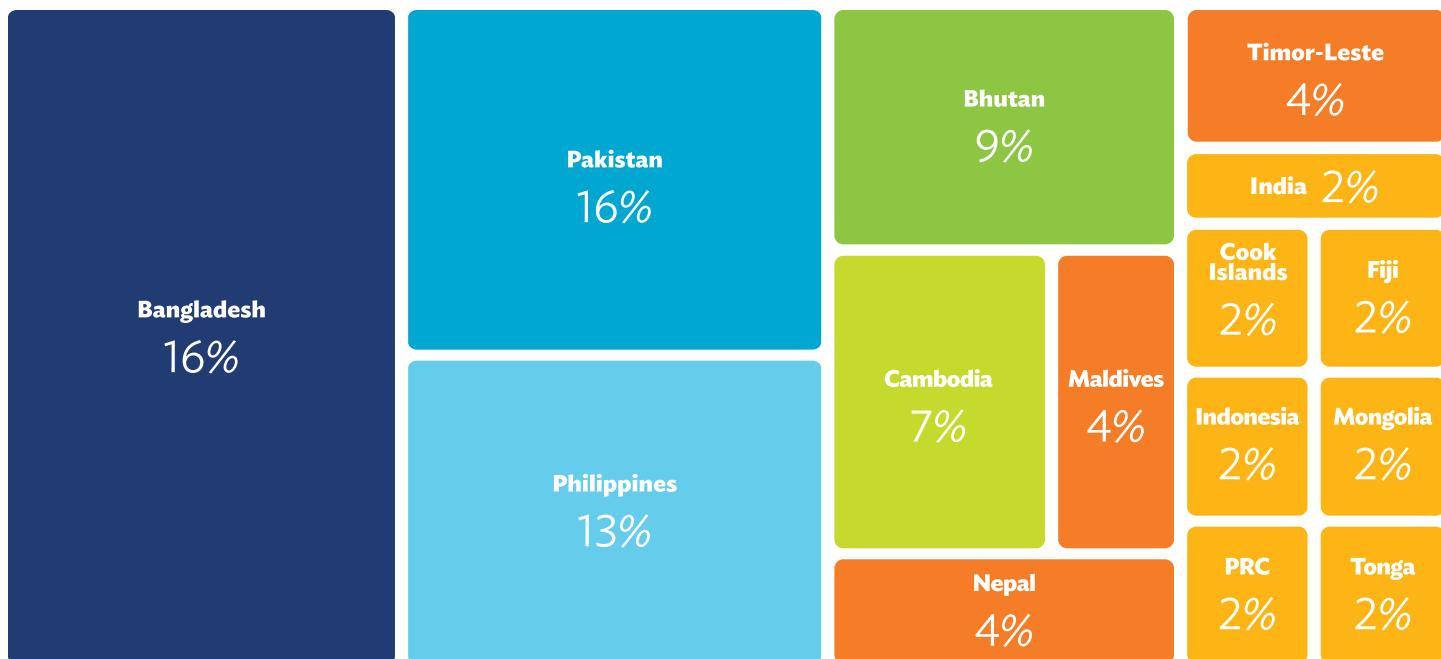
Organizational impact



Engagement and satisfaction

Learning Outcomes (Result level)

Survey Respondent Profile





Professional growth



The training survey results reveal that the program content is relevant to the participants' roles. They reported noticeable improvements in their professional skills and knowledge. The program supports individual career growth and fosters an adaptable workforce in the region. Most also confirmed that the training helped them achieve their learning objectives. Overall, the feedback suggest that the training is delivering meaningful outcomes and has strong potential for broader individual adoption that will contribute to improving their respective organization.

“The training enhanced my ability to draft, review, and negotiate contracts and manage vendor relationships, and it also improved my analytical and decision-making skills. It has provided valuable knowledge and practical tools that support my career development.”

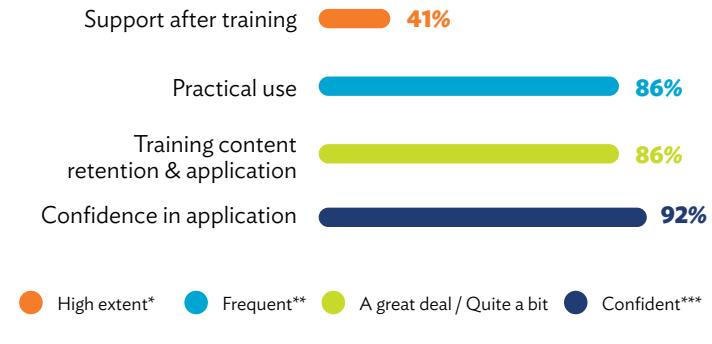
“Increased efficiency in procurement, applied risk management strategies, leading to a 15% reduction in transaction processing time, cost savings and improved project timeline adherence.”

“Enhanced efficiency and compliance, leading to the vendor selection process for key METRO Rail components being completed 30% faster than planned, helping meet project milestones ahead of schedule. This directly contributed to achieving the department's objective of timely project delivery while adhering to ADB standards.”

(Source: Module 3 Cohort 1-3 participants)



Behavioral change and impact on job performance



* Includes responses of 'Completely' and 'To a great extent'
 ** Includes responses of 'Very Frequent' and 'Frequent';
 *** Includes responses of 'Very Confident' and 'Confident'

The survey findings show that the training is highly effective in encouraging participants to apply what they learned. They also expressed greater confidence in applying what they learned to their daily work. This will contribute to institutional capacity development. Some participants reported limited application and expressed a need for ongoing support, such as coaching tools, or refreshers. To address this, the Community of Practice could serve as a platform for ongoing support through peer learning, coaching, and sharing of tools. Efforts will be made to explore how to enhance its activity and better address participants' evolving needs.

“Gained confidence and independence in executing procurement activities, successfully managing 21 civil works and 7 consultancy projects.”

“Applied DBO methodology to save design time and incorporated 10 years of O&M into the contract, resulting in an expected reduction of O&M costs by at least 50%.”

“Applied Module 1 principles to improve vendor selection efficiency, resulting in 20% reduction of procurement evaluation time, and used risk assessment tools from Module 3 to mitigate delays, resulting in 10% savings in projected project costs.”

“Incorporated sustainability into procurement, ensured compliance with standards, and achieved 15% cost saving on eco-friendly products.”

(Source: Module 3 Cohort 1-3 participants)



Training fostered new approaches to tackling challenges

The training effectively fostered strategic collaboration and encouraged innovative approaches to problem-solving. Participant quotes highlight key challenges addressed and the action taken, demonstrating the training's impact on adaptive responses.

Aligning contract mid-execution and securing management buy-in for procurement best practices

Limited availability of locally produced eco-labeled and green products and female technical experts in developing countries

In strategic procurement planning, lack of responses from contractors to surveys hindered effective market analysis



“I advocated for best practices, ensuring management's buy-in, and implemented the necessary steps to align contracts and streamline procurement execution. Now progress is smooth.”

“Conducted a market outreach and created a market analysis report to guide the construction batching strategy.”

“Extended the completion data and encouraged the bidder to train 20% of female staff for the operation and maintenance period, fostering a gender-friendly work environment.”

(Source: Module 3 Cohort 1-3 participants)



Organizational impact

Identify organizational gaps

Contribution to Team/Department Goals

● Major / Significant Contribution ● Identify gaps

62%

Project performance improved

68%

Peer learning in my team improved

59%

Collaboration with other teams improved

62%

Teamwork in my organization improved

The training made positive impact on the learners' team and department performance, with many participants reporting improved peer learning, teamwork, and collaboration, and resulting in a more cohesive organizational environment. It also helped identify organizational gaps. A small group of people felt the training could benefit from more tailored content, indicating an area for potential improvement to further increase relevance and effectiveness across the organization.

“The knowledge gained from this training has helped me plan and monitor ADB projects more effectively.”

“The training greatly aided both project development and the smooth implementation of mega projects. Now I am helping my team grow professionally, as I believe it's time to give back to the community.”

“I feel more confident and better equipped to tackle challenging tasks and responsibilities.”



Engagement and satisfaction

Would you recommend this training to others



How satisfied are you with the training quality and delivery?



● Recommend to others

● Extremely / Very Relevant

Participants reported highly overall satisfaction with the quality and delivery of the training. All respondents said they would recommend the program, showing it is perceived as valuable and relevant.

Recommendations for Program Owners and Management Team

Program Content, Design, and Delivery

- 1 **Enhance engagement.** Include more hands-on activities, role-based case studies, and additional group discussions for better application.
- 2 **Streamline technical content.** Simplify and focused on key learning outcomes to ensure clarity and avoid duplication.
- 3 **Optimize group work.** Improve time management to facilitate more comprehensive group discussions.
- 4 **Strengthen support.** Establish a continuous learning network with peer learning, coaching, and refresher sessions through a Community of Practice.

Program Management

- 1 **Secure sustainable funding.** Explore and secure funding for long-term program support.
- 2 **Conduct regular needs assessments.** Regularly assess program alignment with participant and organizational needs.
- 3 **Clarify roles and responsibilities.** Define clear leadership and accountability structure for effective program management.
- 4 **Evaluate organizational impact.** Use key performance indicators to assess the program's organizational impact, in collaboration with participants' organizations.

Case Stories

Indonesia: Enhancing Project Implementation through Proactive Risk Management

In the river basin of Sekampung, situated in the southern part of Sumatera island, Indonesia, Nita Yuliaty diligently sifts through stacks of paperwork. As the commitment maker officer for the Irrigation and Lowland Development and Management Project, she oversees procurement, contract management, and a range of financial responsibilities for the irrigation project funded by ADB and implemented by the Directorate General of Water Resources.

“I’ll be submitting this risk management matrix to the Directorate General next week,” Nita says, referring to the document she’s currently engrossed in. Fresh from completing the third and final module on advanced procurement and contract management strategies in Turin, Italy as part of the highly competitive BuildPROC procurement certification program, Nita is eager to apply her newfound knowledge and help enhance project operations.

Nita’s work in public procurement and project management brought her to Turin in November 2023. She was among a select group of 61 procurement professionals from developing countries who were chosen from the graduates of BuildPROC’s two prior modules on procurement fundamentals and effective procurement processes.

For her, the risk matrix stands out as a key action item post-Turin. Nita elaborates on its critical nature, noting that it encompasses not only procurement risks but also risk factors in construction works, project management requirements, and the delicate issue of potentially relocating communities affected by the irrigation project. Recognizing that relocation triggers safeguards measures, including possible compensation for affected individuals, Nita emphasizes the matrix’s crucial role in proactively addressing, preparing for, mitigating, and managing risks to the project, its stakeholders, and the environment.

Nita underscores the risk matrix’s role in streamlining processes, reducing project delays, mitigating political risks, and generating significant financial savings. But in the intricate landscape of the irrigation project involving multiple government institutions and agencies, Nita grapples with aligning the regulations of the Ministry of



Public Works and Housing (the Directorate General’s lead agency) with the standards and policies of ADB and other development partners. So she has made sure that she incorporated this concern into the risk matrix she is developing and made a note about the need to harmonize rules and regulations among the various project actors.

Reflecting on the broader challenge of capacity building, Nita recognizes the urgency of building procurement expertise across the government bureaucracy. She cites the difficulties government personnel face when tasked with procurement functions without adequate training—something she herself experienced when she was starting out in managing loan-funded projects. Nita advocates for extensive capacity building initiatives, akin to the transformative impact of BuildProc, and extending the call to empower not only procurement professionals but all government personnel involved in planning and implementing projects.

(Source: Interview conducted in December 2023)

Bangladesh's New Procurement Authority: Paradigm Shift Towards a More Sustainable and Inclusive Public Procurement

In March 2020, Mohammed Shoheler Chowdhury was Director General of the Central Procurement Technical Unit in Bangladesh. Later and in a landmark move, Parliament passed a bill transforming the Unit into the Bangladesh Public Procurement Authority. When the law took effect, DG Shohel assumed the role of the first CEO of the Authority, which is charged with overseeing government tenders and implementing procurement standards.*

* Title held at the time of the interview

The Authority operates under the Ministry of Planning but enjoys a measured degree of autonomy in streamlining procurement processes, boosting capacity and human resources, and creating a more flexible decision-making environment. The overarching objective, of course, is to make service delivery more efficient, ultimately enhancing the quality of services for the people of Bangladesh.

CEO Shohel envisions a two-year timeline for the comprehensive transformation of the organization, with a primary focus on strengthening staff capacity to handle increasing public procurement activities. As of December 2023, public procurement includes 77,8561 purchases by 11,790 government offices, amounting to USD 95 billion in public funds. This constitutes around 8 per cent of GDP every year.

Shohel recently obtained a BuildPROC certification in public procurement after completing the final module on advanced procurement and contract management

strategies in Turin, Italy in November. Procurement is revolutionizing,” he says, crediting BuildPROC for preparing him to navigate this transformative journey. In BuildPROC, Shohel says, he learned global best practice on digitalization to automate public bidding, purchasing, and the monitoring of goods and services. “Concepts such as merit points, life cycle costing, and sustainable procurement have taken center stage—now more than ever,” he explains, and BuildPROC gave him a good grounding for that paradigm shift.

Shohel looks to sustainable procurement practices not only for improving basic services but also adapting to climate change and mitigating its impacts. This is especially crucial for Bangladesh, which is one of the most vulnerable countries in the world to climate-related hazards such as cyclones and floods. Sustainable procurement can steer the country towards procuring goods and services that contribute to climate resilience, reduce carbon footprints, adhere to labor standards, and promote gender and inclusion. In fact, the Procurement Authority's capacity building program extends to suppliers and consultants who are key partners in sustainable procurement. Shohel says the government recently updated bidding documents to align with sustainable procurement and has lined up several awareness-building activities to get the private sector informed of the benefits of sustainable procurement processes.

Finally, in a strategic move, the Procurement Authority is gearing efforts towards influencing the market and creating a level playing field. Incentives and guidelines are being introduced to encourage the participation of women and small and medium enterprises in procurement. Shohel says, “With this concerted effort, we want to ensure there is diversity and inclusivity in the market, and make it accessible to more bidders, especially local suppliers.”

(Source: Interview conducted in December 2023)



Cambodia: Transformative Training Sparks a New Approach

As a procurement practitioner, Chetra Saly once thought his role ended with a signed contract and the onboarding of contractors and consultants. But after almost a year of rigorous training and peer learning through BuildProc from 2022 to 2023, his appreciation of his responsibilities changed. “Procurement is the cornerstone of a much larger responsibility,” says Chetra, deputy director of the Sewerage System Construction and Maintenance Department under Cambodia’s Ministry of Public Works and Transport. “Our ultimate goal isn’t just securing signatures—it’s ensuring that every commitment made in the contract is delivered, implemented, and completed with quality and efficiency.”



In BuildProc, Chetra was inspired by stories of impactful projects and dedicated professionals from other countries. “They transformed the way I approach my work. Now, I see procurement as the foundation of successful project outcomes, not just a transactional step.”

BuildProc also broadened Chetra’s understanding of the complexities of integrating sustainability in procurement. He credits BuildProc for helping him integrate green elements in the evaluation criteria and bidding specifications. “Although in Cambodia, most of these practices are still aspirational—they’re challenging to implement,” Chetra explains. He acknowledges that pursuing sustainable procurement isn’t cheap. “It’s costly in terms of both money and time. Preparing documents and specifications for green procurement takes much longer than the usual methods. And even when we go to the market, we often find that the required green products or services simply aren’t available. That’s why green procurement isn’t just about choosing eco-friendly products—it’s about planning for the entire lifecycle, including operations and maintenance. Do we have the human resources to handle O&M after completion? What’s the long-term strategy? These are critical considerations.”

BuildProc’s comprehensive three-module course sharpened Chetra’s skills in preparing procurement documents. As concurrent procurement officer for projects financed by development partners like ADB and the World Bank, which include approximately 10 procurement packages per project, he finds himself positioned to be a key player in bridging technical and financial requirements.

Chetra sees himself as a link between management and contractors, helping to simplify complex documents and requirements into clearer terms that can be easily verified by project teams. Some team members tell him, “You should have been here earlier to ease the process.” He says his participation not only helps with technical aspects but also financial ones. For example, when contractors or consultants submit payment requests, he helps clarify the financial details in those requests. “Honestly, I take pride in this contribution and how it supports other teams.”

(Source: Interview conducted in December 2024)

Philippines: Breakthrough Thinking in Sustainable Infrastructure

In the Philippines, public spending has surged from approximately \$34 billion in 2010 to \$95 billion in 2024, with projections to hit \$140 billion by 2028. This significant increase is largely driven by public infrastructure programs, many of which fall under the Department of Public Works and Highways (DPWH).



In this department, Jerson Pua heads the Procurement and Contract Management unit of the Buildings and Special Projects Management Cluster of the Unified Project Management Office. His team oversees procurement and contract management for projects funded by development partners like ADB. “Managing multiple contracts with a team that’s new to procurement and contract management is not easy,” he says.

Jerson himself has years of experience, having joined the department in 2014, but admits: “I’m still learning.” The strategic procurement planning he learned in BuildProc in 2023 was a breakthrough. “Strategic procurement planning has a domino effect,” he explains. “It starts with analyzing the situation, using tools like SWOT, identifying external influences, prioritizing, and making informed choices.” He says he has a much stronger appreciation now of the importance of supplier-contractor relationship and its interplay with procurement outcomes. This insight has led to more solution-seeking discussions with suppliers and contractors and recognizing their capacities and limitations vis-à-vis procurement objectives.

BuildProc also prompted Jerson to reassess PhilGEPS, the Philippines’ electronic procurement system.

Exposure to international best practices, especially the South Korean model, was eye-opening. Jerson explains that e-procurement goes beyond posting calls for proposals and notice of awards. It can be a tool for tracking contract implementation and evaluation. “I saw what’s possible,” he says. “PhilGEPS has significant potential for improvement and modernization, and we’re now exploring ways to align with global standards.” Jerson has also shared his insight on e-procurement with the Director of Procurement Service - DPWH, which could potentially inform future decisions for improvement.

Perhaps the most profound change came in his understanding of sustainable procurement. BuildProc has a strong focus on integrating environmental and social considerations in infrastructure projects. Jerson now prioritizes these factors in contract management and project design. “BuildProc compelled me to put environmental and social considerations in procurement and the long-term benefits they bring,” he says.

(Source: Interview conducted in December 2024)

