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**President's report on a proposed grant under the global/regional grant window to the International Training Centre of the International Labour Organization (ITCILO) for the Consolidation of Project Procurement Capacity-Building and Digital Transformation (BUILDPROC III)**

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**FOR: APPROVAL**

**Action:** The Executive Board is invited to approve the recommendation contained in paragraph 14.

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**Technical questions:**

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# **President's report on a proposed grant under the global/regional grant window to the International Training Centre of the International Labour Organization (ITCILO) for the Consolidation of Project Procurement Capacity-Building and Digital Transformation (BUILDPROC III)**

## **I. Background and compliance with the IFAD Regular Grants Policy**

1. BUILDPROC III is IFAD's flagship global procurement capacity-building initiative, designed to strengthen implementation performance in IFAD-financed projects through improved procurement, financial management and project management capacity in project management units (PMUs). The programme builds on the successful implementation of BUILDPROC I and II, which created a global learning platform for procurement professionals and officials working in IFAD-financed operations. Since its launch in 2021, BUILDPROC has reached 2,519 practitioners, with 2,210 participants successfully certified. BUILDPROC I exceeded its original outreach targets, while BUILDPROC II expanded the programme beyond procurement officers to include project directors and coordinators, recognizing their critical role in procurement approval processes, contract oversight and implementation decision-making. BUILDPROC II also strengthened IFAD's procurement knowledge ecosystem through enhanced digital learning and knowledge-sharing tools.
2. Lessons from BUILDPROC I and II have shown that strong procurement performance depends not only on the capacity of procurement officers but on effective coordination between procurement, financial management and project management functions within PMUs. BUILDPROC III addresses this need by strengthening collaboration across these disciplines and introducing a new integrated certification programme for procurement and financial management professionals. The programme also recognizes that, particularly in fragile, conflict-affected and capacity-constrained environments, fiduciary professionals must be able to apply risk-based judgement, fit-for-purpose approaches and practical problem-solving within IFAD's fiduciary framework. BUILDPROC III therefore seeks to strengthen the capacity of PMUs to make informed and proportionate decisions that support timely implementation, while maintaining appropriate oversight and accountability.
3. The proposed programme is aligned with the goal and objectives of the IFAD Regular Grants Policy (2021).<sup>1</sup> It contributes to the Thirteenth Replenishment of IFAD's Resources (IFAD13) priorities by strengthening implementation performance, fiduciary oversight and institutional capacity across IFAD-financed operations. The programme supports knowledge generation and dissemination, promotes innovation in procurement and financial management capacity-building, strengthens implementation in fragile situations and generates global public goods through certification programmes, coaching services, a community of practice and open-access learning resources that will benefit IFAD-supported projects across regions.
4. The recipient was identified through direct selection. ITCILO was competitively selected for BUILDPROC I and subsequently directly selected for BUILDPROC II, reflecting its successful delivery of the programme and unique position to ensure

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<sup>1</sup> See [EB 2021/132/R.3](#).

continuity and further development of the BUILDPROC platform. Direct selection for BUILDPROC III was approved by the Operational Strategy and Policy Guidance Committee on 29 May 2025. ITCILO has more than 50 years of experience in training, learning and capacity-building and is internationally recognized for its competency-based procurement training programmes developed in collaboration with multilateral development banks and other international institutions. ITCILO also possesses the specialized expertise, digital infrastructure, multilingual learning platforms and established network of IFAD project stakeholders required to deliver BUILDPROC III effectively. Direct selection preserves the substantial investments already made under earlier phases and maximizes the development impact of the BUILDPROC platform and knowledge ecosystem.

## II. The proposed programme

5. The overall goal of the programme is to enhance the efficiency and impact of IFAD's project implementation by strengthening project procurement capacity in PMUs, especially in fragile contexts. The objectives are to:
  - (i) Strengthen the capacity of procurement officers and project managers to improve procurement performance, reduce procurement-related delays and enhance the overall efficiency and impact of project implementation;
  - (ii) Strengthen cross-functional coordination between procurement, financial management and project management functions within PMUs to reduce internal bottlenecks, improve workflow alignment, increase compliance quality and accelerate project procurement and contract execution timelines; and
  - (iii) Broaden access to procurement knowledge and promote the dissemination of good practices through the BUILDPROC Community of Practice (CoP) and the Massive Open Online Course (MOOC).
6. BUILDPROC III will also provide continuity in fiduciary capacity-building across IFAD-financed projects while serving as a bridge towards longer-term, more sustainable delivery arrangements, helping to build demand, ownership and institutionalization of procurement and financial management capacity-building within IFAD operations.
7. The programme will target both direct and indirect participants:
  - **Direct target group 1.** This group consists of 300 ministry procurement and financial management staff working directly on IFAD projects. The group includes evaluation committee members and additional staff from ministries/public agencies, such as procurement committee members involved in the review and approval of procurement documents, vote controllers and project procurement and finance officers, as well as the heads of procuring entities who prepare and sign solicitation documents, evaluation reports and contracts and execute day-to-day project procurement operations.
  - **Direct target group 2.** This group is composed of 60 project directors, coordinators and managers from ministries or PMUs. These individuals are responsible for making key management decisions related to procurement, financial management and the Social, Environmental and Climate Assessment Procedures (SECAP) in IFAD-financed projects.
  - **Indirect target group.** At least 1,000 indirect participants, including PMU staff, project stakeholders and other development practitioners, who will benefit from the BUILDPROC CoP, MOOC, knowledge-sharing activities and outreach initiatives.
8. The programme will be implemented over two years and will have the following components:

- **Component 1:** Update training material and develop a newly comprehensive, customized and certifying capacity-building programme for procurement and financial officers (module 6 development), with a focus on fragile contexts.
- **Component 2:** Expand BUILDPROC I and II training and certification offer for PMU participants (modules M1–M4).
- **Component 3:** Expand the procurement strategic design and management course for new project coordinators (modules M1–M5).
- **Component 4:** Implement a new comprehensive, customized and certifying capacity-building programme for procurement and financial officers (module 6 implementation).
- **Component 5:** Tailored on-demand coaching for PMUs; CoP and outreach learning through BUILDPROC MOOC.
- **Component 6:** Programme management.

### III. Expected outcomes/outputs

9. The programme is expected to have the following main outcomes:
  - Strengthened skills of new procurement officers, particularly those working in fragile contexts, through the delivery of modules included in BUILDPROC I and II (M1, M2, M3 and M4);
  - Strengthened procurement skills of new project managers enrolled in a comprehensive customized programme that improves strategic oversight in procurement for efficient project implementation, with a focus on fragile contexts (M1 and M5);
  - Enhanced BUILDPROC curricula and effective collaboration between financial and procurement functions in risk-based project procurement decisions across the entire cycle; ensuring that design, procurement planning, bidding, evaluation and contract management concepts remain simple, practical and feasible for implementation in complex and fragile environments (M6);
  - Improved skills of PMU members to solve concrete project procurement problems through a newly created coaching framework (coaching);
  - Enhanced peer learning, knowledge exchange, problem-solving and sustained professional networking among project managers and procurement and financial officers through use of the expanded BUILDPROC CoP;
  - Wider dissemination of procurement knowledge, especially in fragile contexts, to IFAD's PMU network and related networks through their participation in MOOCs; and
  - Efficient and effective grant management achieved, leveraging the successes and valuable lessons learned from phases I and II.

### IV. Implementation arrangements

10. The programme will be implemented by ITCILO in close collaboration with IFAD's Procurement and Financial Management Division (PFM), which will serve as the sponsoring division and provide technical oversight. ITCILO will be responsible for day-to-day programme implementation, including curriculum development, delivery of training and certification programmes, management of digital learning platforms, operation of the CoP, delivery of coaching services, monitoring and reporting. PFM will provide technical guidance, facilitate engagement with regional divisions and PMUs, support quality assurance of learning content and ensure alignment with IFAD's procurement and financial management frameworks and operational priorities.

11. A joint steering committee comprising representatives from IFAD and ITCILO will meet regularly to provide strategic oversight, review implementation progress, validate annual workplans and budgets and support coordination on key programme deliverables.
12. There are no deviations from the standard financial reporting and audit procedures. As a United Nations agency, ITCILO relies on the internal auditor of the International Labour Organization.

## V. Indicative programme costs and financing

13. The total programme cost is estimated at US\$1.65 million. IFAD will provide a grant of US\$1.5 million, and ITCILO will contribute approximately US\$150,000 in kind through staff time, infrastructure and institutional support.

Table 1  
**Costs by component and financier**  
(Thousands of United States dollars)

| <i>Components</i>                                                                                                                                                                                                    | <i>IFAD</i>  | <i>ITCILO</i> | <i>Total</i> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|---------------|--------------|
| 1. Update training material and develop a newly comprehensive, customized and certifying capacity-building programme for procurement and financial officers (module 6 development), with a focus on fragile contexts | 109          | 15            | 124          |
| 2. Expand BUILDPROC I and II training and certification offer for PMU participants (modules M1–M4)                                                                                                                   | 454          | 54            | 508          |
| 3. Expand the procurement strategic design and management course for new project coordinators (modules M1–M5)                                                                                                        | 263          | 13            | 276          |
| 4. Implement a new comprehensive, customized and certifying capacity-building programme for procurement and financial officers (module 6 implementation)                                                             | 391          | 13            | 404          |
| 5. Tailored on-demand coaching for PMUs; CoP and outreach learning through BUILDPROC MOOC                                                                                                                            | 92           | 25            | 117          |
| 6. Programme management                                                                                                                                                                                              | 80           | 30            | 110          |
| Overhead                                                                                                                                                                                                             | 111          | -             | 111          |
| <b>Total</b>                                                                                                                                                                                                         | <b>1 500</b> | <b>150</b>    | <b>1 650</b> |

Table 2  
**Costs by expenditure category and financier**  
(Thousands of United States dollars)

| <i>Expenditure category</i>             | <i>IFAD</i>  | <i>ITCILO</i> | <i>Total</i> |
|-----------------------------------------|--------------|---------------|--------------|
| 1. Salaries and related allowances      | 513          | 150           | 663          |
| 2. Training and workshops               | 660          | -             | 660          |
| 3. Consultancies and technical services | 216          | -             | 216          |
| 4. Other operating costs and overhead   | 111          | -             | 111          |
| <b>Total</b>                            | <b>1 500</b> | <b>150</b>    | <b>1 650</b> |

## **VI. Recommendation**

14. I recommend that the Executive Board approve the proposed grant in terms of the following resolution:

RESOLVED: that the Fund, in order to finance, in part, the Consolidation of Project Procurement Capacity-Building and Digital Transformation (BUILDPROC III), shall provide a grant in an amount of one million five hundred thousand United States dollars (US\$1,500,000) to the International Training Centre of the International Labour Organization (ITCILO) for a period of twenty-four months and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board herein.

Alvaro Lario  
President

## Results-based logical framework

|                                                                                                                                                                                                                      | Objectives hierarchy                                                                                                                                                                                                                                                         | Objectively verifiable indicators                                                                                                                                                                     | Means of Verification                                                                                    | Assumptions                                                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|
| <b>Goal</b>                                                                                                                                                                                                          | To enhance the efficiency and impact of IFAD's project implementation by strengthening the capacity of Project Procurement in PMUs specially in fragile contexts                                                                                                             |                                                                                                                                                                                                       |                                                                                                          |                                                                   |
| <b>Objectives</b>                                                                                                                                                                                                    | To extend and consolidate the BUILDPROC-I and II capacity development programme, broadening capacity-building efforts, dissemination of knowledge cultivating a strategic pool of project, procurement and financial practitioners in agricultural and rural development.    | Existence of a financing mechanism to sustain BUILDPROC beyond the grant duration<br><br>Number of active procurement practitioners in IFAD funded project who completed the certification programmes | IFAD agreement template, once (Year 3), IFAD responsible<br><br>BUILDPROC LMS Annual, ITCILO responsible | IFAD integrate BUILDPROC in financing operations                  |
| <b>Outcomes Component 1: Update training material and develop a comprehensive, customized and certifying capacity building programme for procurement and financial officers (M6) with a focus on fragile context</b> | Enhanced BUILDPROC curricula for project managers, procurement and financial officers through updating material for fragile contexts and developing a new programme for procurement and financial officers                                                                   | Project procurement performance (time and cost)                                                                                                                                                       | Annual Report, ITCILO responsible                                                                        |                                                                   |
| <b>Outputs Component 1</b>                                                                                                                                                                                           | Output 1.1: Learning tracks M1, M2, M3, M4 and M5 updated for fragile contexts<br>Output 1.2: Learning track for procurement and financial officers M6 created and integrated into BUILDPROC-III                                                                             | Existence of six certification programmes in four languages available online<br>Existence of a learning track for procurement and financial officers                                                  | Annual Report, ITCILO responsible                                                                        |                                                                   |
| <b>Outcomes Component 2: Expand BUILDPROC I and II training and certification offer for PMUs participants (M1, M2, M3 and M4)</b>                                                                                    | Strengthened skills of new procurement officers working specially in fragile contexts through delivery of modules included in BUILDPROC I and II (M1, M2, M3 and M4)                                                                                                         | Improvement of procurement practices - Quantitative data (knowledge) to be constructed at the beginning of the courses                                                                                | Course Evaluations, Annual, ITCILO responsible                                                           |                                                                   |
| <b>Outputs Component 2</b>                                                                                                                                                                                           | Output 2.1: 160 PMU participants are trained and certified in M1<br>Output 2.2: 160 PMU participants are trained and certified in M2<br>Output 2.3: 160 PMU participants are trained and certified in M3<br>Output 2.4: 160 PMU participants are trained and certified in M4 | Number of participants who obtain their certification, meaning that they have applied the knowledge to their work environment through the assignments (160)                                           | BUILDPROC LMS, Annual Report, ITCILO responsible                                                         | Participants remain motivated to complete the training programmes |
| <b>Outcomes Component 3: Expand Procurement strategic design and management course for new Project Coordinators (M1–M5)</b>                                                                                          | Strengthened skills of Project managers to improve procurement governance, reduce procurement-related delays, and enhance the overall efficiency and impact of project implementation                                                                                        | Improvement of procurement practices - Quantitative data (knowledge) to be constructed at the beginning of the courses                                                                                | Course Evaluations, Annual, ITCILO responsible                                                           |                                                                   |
| <b>Outputs Component 3</b>                                                                                                                                                                                           | Output 3.1: 60 certified Project Coordinators trained and certified (M1-M5) demonstrating improved procurement oversight competencies                                                                                                                                        | Number of participants who obtain their certification, meaning that they have applied the                                                                                                             | BUILDPROC LMS, Annual report, ITCILO responsible                                                         | Participants remain motivated to                                  |

| Objectives hierarchy                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                | Objectively verifiable indicators                                                                                                                                                                                                                                                                                                                                               | Means of Verification                                | Assumptions                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------------------|
|                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                | knowledge to their work environment through the assignments (60 for M1-M5)                                                                                                                                                                                                                                                                                                      |                                                      | complete the training programmes                                  |
| <b>Outcomes Component 4: Implement a new comprehensive, customized and certifying capacity building programme for procurement and financial officers (M6)</b> | Strengthened crossfunctional coordination and operational efficiency between procurement and financial officers reducing internal bottlenecks, improving workflow alignment, increasing compliance quality, accelerating project procurement and contract execution timelines                                                                  | Improvement of procurement practices - Quantitative data (knowledge) to be constructed at the beginning of the courses                                                                                                                                                                                                                                                          | Course Evaluations, Annual, ITCILO responsible       |                                                                   |
| <b>Outputs Component 4</b>                                                                                                                                    | Output 4.1: 100 PMU participants are trained and certified to strengthen project procurement (M6)                                                                                                                                                                                                                                              | Number of participants who obtain their certification, meaning that they have applied the knowledge to their work environment through the assignments (100 for M6)                                                                                                                                                                                                              | BUILDPROC LMS, Annual report, ITCILO responsible     | Participants remain motivated to complete the training programmes |
| <b>Outcomes Component 5: Tailored OnDemand Coaching for PMUs; Community of Practice and Outreach learning through BUILDPROC MOOC</b>                          | Strengthened PMUs' problem-solving capacity to reduce delays, and improve procurement performance and wider dissemination of procurement knowledge to IFAD's PMUs network and related communities, improving procurement outcome and community involvement                                                                                     | Existence of a on the job coaching programme for project management units<br>Deployment of CoP for knowledge exchange and problem-solving among project managers and procurement and financial officers<br>Deployment of MOOCs to extend access to foundational procurement knowledge beyond direct project participants and support broader institutional capacity development | Annual Report, ITCILO responsible                    |                                                                   |
| <b>Outputs Component 5</b>                                                                                                                                    | Output 5.1: 40 coaching requests from PMUs successfully resolved within agreed timeframes<br>Output 5.2: 500 registered members participate in the Community of Practice annually.<br>Output 5.3: 20 documented good practices or case studies shared through the CoP<br>Output 5.4: 600 participants enrolled in the BUILDPROC MOOC annually. | Number of requested resolved (40)<br>Number registered in CoP (Registered members in Phase I and II plus 500)<br>Case studies documented (20 case studies)<br>Participants enrolled (Registered participants in phase I and II plus 600 annually)                                                                                                                               | BUILDPROC LMS, Annual report, ITCILO responsible     |                                                                   |
| <b>Outcomes Component 6: Programme Management</b>                                                                                                             | Efficient and effective grant management achieved, leveraging the successes and valuable lessons learned in phase I and II                                                                                                                                                                                                                     | Participants satisfaction rates in courses (4.5/5)<br>Course completion rates (90%)<br>Project delivery rate (100%)                                                                                                                                                                                                                                                             | Project Monitoring, continuously, ITCILO responsible |                                                                   |
| <b>Outputs Component 6</b>                                                                                                                                    | Output 6.1: Evidence based and agile project management approach is used. The approach is characterised by its agility, efficiency, transparency, and fiduciary robustness                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                 |                                                      |                                                                   |