

Business Transformation

Enrolment and Admission Project

Overview

The International Training Centre of the International Labour Organization (the ITCILO), based in Turin, Italy, is the capacity development arm of the International Labour Organization (ILO). The ITCILO is a semi-autonomous entity under ILO oversight (but governed by its own statutes and strongly relying on earned income for financial sustainability). It offers a diversified range of capacity development services directed primarily towards ILO tripartite constituents. Through technology-enhanced, data-driven, and demand-responsive learning, the ITCILO empowers individuals and organizations from the ILO core constituency and from ILO development partners while fostering diversity, inclusion, and gender equality.

Background

The training activities are currently delivered in over 150 countries through online, blended, hybrid, face-to-face (on the Turin campus or in the field) modalities. Following the COVID-19 pandemic, ITCILO's business model shifted dramatically from a face-to-face learning model to an increasingly diversified range of learning modalities involving face-to-face (in Turin and in third countries), online and blended courses. The resulting diversification of learning products and delivery modalities has led to a substantial growth in the number of training activities managed by the Centre and to an exponential growth in the number of learners reached. As an example, in 2025, the total number of enrollments relating to the online, blended, and face-to-face modalities (both on campus and in the field) was more than 128,000.

However, the training participants' enrolment processes, related administrative systems, and supporting technologies have not evolved in line with this transformation. The Centre's pre-COVID enrolment process—originally designed for a significantly lower amount of in-person enrolments—was adapted during the pandemic to support online courses, despite significant differences between the two formats in terms of registration requirements and payment timelines. This legacy system has had to remain in place, as the Centre's operations cannot be paused. It relies on multiple databases and IT systems that are not fully aligned (interoperability). Certain databases must comply with stringent data security and privacy regulations, whereas others are not subject to the same level of compliance. The current system has no e-commerce capabilities for self-paying participants, limiting automation, user experience, and revenue optimisation. The enrolment process is managed by individual training programme teams, supported by the Participants Admission and Travel Unit, thus involving numerous internal stakeholders, each with their own needs, responsibilities,

accountability frameworks, and control mechanisms. Together, these factors have made the process of change particularly complex, despite broad agreement among internal stakeholders on the critical need to improve and further digitalise the process.

The enrolment process is central to ITCILO’s service delivery, connecting prospective participants, sponsoring institutions, and internal operational units.

The enrolment and admission process spans a wide range of course types (including online, blended, hybrid, face-to-face (in Turin and in the field), as well as both open and tailor-made activities) and involves multiple steps from initial registration through invoicing, payment verification, eligibility and credibility checks, visa and travel support (where required), and final enrolment. The process engages several internal units (including Facilities and Internal Services, Finance, ICTS, and the Training Department) and relies on multiple IT systems (such as an online registration platform, an internal application used to manage activities and participants, and the Centre’s learning management system). It is inherently complex, as it is governed by specific operational rules and accommodates diverse financial arrangements, including various payment methods, discounts, individual and group payments, and fellowship funding covering certain participation costs, alongside course-specific pricing structures.

A 2024 review identified issues and weaknesses in the current enrolment process focusing on the following :

PROCESS	<ul style="list-style-type: none"> <input type="checkbox"/> Designed for in-person delivery, not digital or hybrid <input type="checkbox"/> High manual workload (emails, invoices, follow-ups) <input type="checkbox"/> Unclear ownership and accountability <input type="checkbox"/> Redundant steps, bottlenecks, inconsistent practices
TECHNOLOGY	<ul style="list-style-type: none"> <input type="checkbox"/> Legacy systems not fit for online enrolment at scale <input type="checkbox"/> No e-commerce for self-paying participants <input type="checkbox"/> Limited automation (communications, payments, checks) <input type="checkbox"/> Fragmented platforms with weak integration
CONTROLS AND COMPLIANCE	<ul style="list-style-type: none"> <input type="checkbox"/> Manual verification → higher error and risk <input type="checkbox"/> Multiple approval layers and non-standardized procedures <input type="checkbox"/> Inconsistent sponsorship and eligibility checks <input type="checkbox"/> Weak segregation of duties <input type="checkbox"/> No automated preventive or detective controls
DATA AND REPORTING	<ul style="list-style-type: none"> <input type="checkbox"/> No single source of truth <input type="checkbox"/> Inconsistent data definitions and quality <input type="checkbox"/> Manual reporting and statistics <input type="checkbox"/> Limited real-time insight for management
PERFORMANCE MANAGEMENT	<ul style="list-style-type: none"> <input type="checkbox"/> No defined KPIs for enrolment efficiency or quality <input type="checkbox"/> Limited visibility on cycle times, bottlenecks, errors <input type="checkbox"/> No structured feedback loop for improvement <input type="checkbox"/> Reactive, not proactive, management
STRATEGY AND ORGANISATION	<ul style="list-style-type: none"> <input type="checkbox"/> No clear Target Operating Model <input type="checkbox"/> Enrolment not aligned with growth ambitions

	<input type="checkbox"/> Siloed improvement efforts <input type="checkbox"/> Limited benchmarking with best practice
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Following the review, and in line with its recommendations, ITCILO prioritized the need for a holistic **redesign of the enrolment process as a central business transformation initiative** under its Strategic Plan 2026-29 and Programme and Budget 2026/27. This workstream has been prioritized as part of Programme and Budget Output 3.3 Improved and effective policies and systems, promoting efficiencies and optimizing resources. As per the Programme and Budget indicators, this workstream, along with other (more limited) digital transformation initiatives on HR Payroll and Activity Budgeting, are expected to:

- i. increase the number of core operational workflows digitized and integrated in the Centre’s operational systems,
- ii. reduce average processing time for administrative procedures by 15-20%, and
- iii. support the development of a common Performance Dashboard for programme, financial and operational monitoring.

To deliver these results, the objective is to develop and deploy end-to-end redesign, that leverages simplification, automation, and systems integration with clear KPIs for improved efficiency, stronger controls and better data and scalable growth.

To this end, ITCILO has put in place a Project Steering Committee that will ensure overall strategic direction and decision making to overhaul the Participants' Enrolment and Admission project. The Steering Committee is supported by a Project Team, composed by subject matter experts coordinated by a Project Manager, who will work closely with the service provider across the different tasks.

The overall objective of the initiative encompasses the development and implementation of an integrated Participants’ enrolment and admission processes, procedures and systems that will attain the following:

- Streamline, standardize and automate the end-to-end enrolment cycle across online, blended, hybrid, face-to-face on Campus and in the field courses.
- Reduce manual intervention, email-based communications, strengthen simplification and risk-based approaches, and improve efficiency and automation.
- Enhance experiences of users including training participants, sponsors and internal ITCILO staff.
- Improve integration of relevant systems and/or development of new systems when needed.
- Define key metrics and provide real-time data, analytics, while strengthening controls, data governance, and reporting capabilities.
- Enable scalability to meet future growth in digital and blended learning.
- Ensure that there is a process supported by clearly defined workflows and regulatory instruments (standard operating procedures, guidelines, etc.).

- Ensure that relevant users are well trained to apply relevant processes, procedures and use the applicable system(s).

The ITCILO plans to undertake this initiative in two phases:

- Phase I – Discovery and Target Operating Model definition (subject of this procurement process), which is a diagnostic and definition exercise. It will establish the foundation for transformation by validating existing analyses through structured workshops, reviewing existing documentation of the “As-Is” processes, and formulating high-level “To-Be” requirements.
- Phase II – Detailed design and technical specification as well as implementation of the agreed Solution (to be handled through a separate procurement process that will factor in the results of Phase I).

Such a phased approach is envisaged to ensure that any future system or process implementation is grounded in a clear understanding of current practices, pain points, and opportunities for optimization.

Objectives of the assignment

The overall objective of Phase I is to redesign the Participants’ Enrolment and Admission process and create a clear, standardized, and efficient “To-Be” model that can be implemented in Phase II.

The above-mentioned 2024 review documented the present process, analyzed the relevant issues, and made proposals for the way forward. During Phase I this “As-Is” diagnostic needs to be validated and, where necessary, improved. More importantly, during Phase I, there is a requirement to ensure early and full engagement of stakeholders across ITCILO so that the outcomes are results of shared vision and informed by user-driven practical insights that will validate, enrich and expand on the existing documentation on the relevant issues.

A workshop-based and participatory approach is envisaged to take the analysis to a deeper, more operational level thereby taking advantage of cross-functional insights, and practical solution-building. This is expected to eventually facilitate collective ownership of the redesigned to-be process and affirm wider stakeholder buy-in to the finally implemented solution.

In the context of the above, therefore, the objectives of this assignment are outlined as follows:

- Using a participatory, cross-functional approach, validate the current (“As-Is”) processes, data flows, roles, system interactions, and related pain points, inefficiencies, bottlenecks and control weaknesses across all modalities (online, face-to-face, and field).
- Propose guiding principles for process improvement, standardization and digitalization and define “To-Be” processes and requirements. This must clearly outline what the future process should achieve based on workshop outputs and validated insights from existing materials. This is expected to cover related data standards and performance metrics.

- Synthesize findings into a consolidated document that will serve as a reference package to inform and guide Phase II, where detailed design and implementation will take place.

Description of requested services (scope of work)

In view of achieving the foregoing objectives, the selected firm will work closely with the Project Team and Steering Committee to undertake the following key tasks:

a) Planning and mobilization

- Review existing documentation and data sources, including the 2024 review report, any existing SOPs, templates, and process descriptions.
- Propose and agree on methodological approach, including workshops and engagement plan outlining participants, facilitation approach, and expected outputs.
- Finalize a detailed workplan and timeline with ITCILO's Project Manager and the Project Steering Committee.

b) Validation of the "As-Is"

- Based on the existing documentation and prior analyses, validate and where necessary complete/improve the mapping of the current processes, roles, data gaps and dependencies, processing time KPIs, system interfaces/touchpoints, as well as controls and compliance issues. This should include a validated typology of learning products and identify related process variations (online, face-to-face, field), confirming with key stakeholders and process owners where differences in procedures, risks, or duplication may occur.
- Prepare and facilitate workshops with staff from different internal units to consolidate and validate the end-to-end "As-Is" process map for the participants' selection and enrolment cycle, including a log of confirmed pain points, bottlenecks and control gaps.
- Synthesize validated findings, producing concise Issues and Opportunities Summary.

c) Formulation of the "To-Be" Process

- Facilitate meetings and/or workshops with relevant organizational units (including Facilities and Internal Services, Finance, ICTS, and the Training Department) to review findings, explore options, assess trade-offs, gather inputs, and clarify operational requirements;
- Guide discussions towards concrete, informed decisions on the desired characteristics, guiding principles, and key requirements of the future enrolment process.
- Facilitate a participatory staff workshop to present and validate emerging directions, foster alignment, and build shared understanding and ownership of the proposed "To-Be" model.
- Outline target outcomes and high-level process logic, identify opportunities for simplification, standardization, and improved control.
- Define high-level process flow concepts, governance roles, metrics and success criteria, without developing detailed functional or technical specifications.

- Summarize key enablers needed for success such as policy streamlining, change management, and system integration considerations.
- Throughout, ensure alignment with the ITCILO typology of learning services and strategic priorities
- Proposed solutions should be accompanied by a clear analysis of implications, including any required adjustments to existing internal rules, procedures, and financing arrangements.

d) Development of simplified SOPs and functional requirements

- Consolidate all validated “As-is” documentation, findings and “To-be” requirement statements into a single, well-structured reference package.
- Produce a validated set of simplified SOPs, roles and accountabilities (RACI matrices), KPIs and internal controls.
- Define structured functional and non-functional requirements at a level of detail sufficient to inform and support a subsequent procurement process, including system integration, data architecture, control requirements, and scalability considerations, without prescribing specific technical solutions.
- List possible technological options, if any.

Deliverables

The selected firm shall produce the following outputs:

Inception and work plan:

Detailed workplan, stakeholder mapping, workshop schedule, facilitation approach and refined methodology.

As-Is assessment report:

Validated and, where necessary, enhanced documentation of the current state, including end-to-end process maps, roles and responsibilities, system interactions, data flows, key performance indicators (where available), as well as identified gaps, pain points, bottlenecks, risks, and opportunities for improvement.

To-Be requirements report:

A structured definition of the future enrolment and admission model, including

- guiding principles,
- standardised process frameworks,
- governance arrangements,
- key functional requirements, including user journeys, workflows, key features,
- non-functional requirements (security, privacy, performance, scalability),
- data and integration requirements,
- control and compliance requirements,
- reporting and KPI framework.

Final Report

comprehensive and coherent package consolidating all findings and outputs, including:

- validated and simplified SOPs,
- clearly defined roles and accountabilities (RACI matrices),
- internal control framework,
- prioritised requirements (e.g. must-have vs desirable),
- recommendations and options for technological solutions and system architecture (without prescribing specific brands, systems or vendors),
- key considerations and inputs to support Phase II procurement and implementation.

Proposal preparation

In response to the tender, the bidders should submit the following documents:

- a) Technical proposal
- b) Financial proposal
- c) Signed General Conditions of Contracts (Annex 1) and Non-Disclosure agreement (Annex 2).

Technical Proposal

The technical offer should include the following elements:

- Company profile and relevant experience.
- Understanding assignment and proposed methodology.
- Work plan and resource allocation per workstream.
- Team composition, CVs, and roles.
- Risk management and quality assurance approach.
- Change management and user engagement approach

Qualifications and experience

The bidders must demonstrate:

- Proven experience in business process reengineering and operating model design within international or UN contexts.
- Experience mapping multi-system administrative processes (ERP, CRM, LMS, or similar).
- Expertise in stakeholder facilitation, change management, and requirements definition.
- Understanding of digital transformation and data governance principles.

Approach and methodology:

Bidders must propose a structured and participatory approach that includes:

- Process mapping and validation workshops with process owners and end-users.
- Use of standard tools (e.g. the ISO sanctioned standard - BPMN, or other ISO compatible model such as SIPOC) for visualization.

- Co-creation of To-Be design, with active involvement of staff who actually use, manage, or depend on a process (not just consultants or senior staff). This is to ensure ownership and adoption.
- Integration of content from existing reports and ITCILO's strategy documents.
- Regular progress reviews with the internal Project Manager and, when needed, with the Steering Committee.

Financial Proposal

The total amount of the financial proposal must be less than 100,000€.

The Centre expects that the assignment will involve both remote and in presence activities with a certain number of workshops to take place in Turin.

The financial proposal should contain:

- Detailed cost breakdown by deliverable.
- Unit rates, travel costs (if applicable), and total fixed price.
- Payment schedule linked to deliverables and acceptance milestones.

The Centre will not be liable for any costs incurred by the company in the preparation of the tender or any associated efforts, including supply of presentation materials, brochures, manuals for evaluation, and return of such items to the bidder.

The ITCILO is not bound to accept the bidder that proposes the lowest price. It reserves the right to refuse any part of any tender, unless the bidder expressly stipulates to the contrary at the time of tendering.

All information contained in this call for tenders must be kept in the strictest confidence and should not be disclosed to any third party other than as necessary for the purposes of submitting tenders.

Tentative Timeline

Phase 0 – Planning	Remote	May – mid June
Phase 1 – As-Is validation	Mission + Remote	Mid- June - July
Phase 3 – To-Be design	Mission + Remote	July-September
Phase 4 – Consolidation & deliverables	Remote	October
Final Report	Remote	November

Evaluation criteria

Evaluation of the technical proposal

Proposal evaluations will be graded according to a point system. Submitted proposals that do not substantially respond to the requests outlined in this call for tenders will not be considered. Graded proposals that do not reach the minimum score of 70% will not be considered.

Item	Maximum score
Criteria 1	
Expertise and dimension of the company	20
Criteria 2	
Proposed methodology, risk management and quality assurance	40
Criteria 3	
Team composition, CVs, and roles	40
Total TP score	100
Minimum TP score	70

Evaluation of the financial proposal

Only the financial proposals of bidders who meet the minimum technical score will be opened for further evaluation.

Overall evaluation and scoring method

The overall evaluation score will be based either on a combination of the technical score and the financial offer or the lowest evaluated financial proposal of the technically qualified bidders.

Technical Rating = (Total Score Obtained by the Offer / Max. Obtainable Score for TP) x 100

Financial Proposal Rating = (Lowest Priced Offer / Price of the Offer Being Reviewed) x 100

Total Combined and Final Rating of the Proposal = (TP Rating) x 60% + (FP Rating) x 40%

Companies may be invited on Microsoft Teams for interviews and final evaluations of technical and financial offers and teams.

SUBMISSION OF OFFERS

Offers should be sent to contracts@itcilo.org by 4 May, 2026

Clarifications should be sent to icts@itcilo.org by 22 April, 2026.

CONTRACT DETAILS

The contract is estimated to start on 27 May, 2026.

The expected duration is 6 months from contract signature.

Work may be performed remotely, with at least one in-person mission to Turin for workshops and validation sessions.

Payment will be done upon presentation of invoices following approval by the Centre within 30 days.