



MASTER

PROCUREMENT

# MASTER IN PUBLIC PROCUREMENT MANAGEMENT FOR SUSTAINABLE DEVELOPMENT

2024 – 2025 EDITION

14 OCTOBER 2024 – 13 OCTOBER 2025

TURIN, ITALY

# MASTER IN PUBLIC PROCUREMENT MANAGEMENT FOR SUSTAINABLE DEVELOPMENT

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ONLINE

**ITCILO E-CAMPUS**  
14 OCTOBER 2024 –  
30 MARCH 2025

14 JUNE –  
13 OCTOBER 2025



FACE-TO-FACE

**TURIN, ITALY**  
31 MARCH –  
13 JUNE 2025



LANGUAGES

**ENGLISH**



APPLICATION DEADLINE

**25 JUNE 2024**

## BACKGROUND

The International Training Centre of the International Labour Organization (ITC- ILO) in partnership with the University of Turin (Faculties of Law and Economics) & UNCITRAL (UN Commission on International Trade Law) offers this Master in Public Procurement Management for Sustainable Development that explores the legislative, regulatory, organizational and managerial foundations of a modern Public Procurement System. The programme is designed as a blended learning opportunity that combines policy/theory prescriptions with applied assignments and research work. It provides participants with direct access to expertise from academia, international organizations, think-tanks and the private sector. It prepares them for a range of executive and managerial functions connected with public procurement management and its supervision.

Over the past decades sound public procurement management has become a key milestone of good governance and national progress. Its significance for social and economic development is reflected in the fact that it constitutes a sizeable proportion of the national economy (15 to 30 per cent of national GDP). It is a valuable instrument for the promotion of environmental protection and “pro- social equity” policies and has, historically, been used by governments to encourage a more equitable economic growth. More recently, with the onset of “climate change”, relentless advance of globalization and the increased role of the private sector in governance, public procurement has emerged as an important market-based incentive for promoting Corporate Social Responsibility (CSR). Through public procurement, governments can “raise the bar” for the respect of labour and environmental standards by all market operators, thereby improving the “quality of jobs” and facilitating the achievement of national sustainable development goals. Hence the term “sustainable procurement”.

Public procurement has evolved from a simple routine clerical function conducted within an isolated department of a ministry into a key function of government’s “corporate management”. Today’s procurement professionals have to deal with increasingly dynamic markets, rapidly evolving technologies and ever-more complex legal and contractual frameworks. In addition to compliance with prescribed regulatory obligations, procurement practitioners also have to demonstrate their governments’ adherence to international agreements in human rights, labour and the environment as well as mitigation of corruption. Reconciling the tension between aforementioned sustainability objectives and the framework of international trade agreements, while respecting the primary obligations of “best value for money”, transparency and accountability, require an array of new competences in procurement.

This programme carefully interweaves all these knowledge areas and corresponding application competencies throughout the procurement process for goods, works and services.

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## OVERALL OBJECTIVE

The overall objective of this Master's programme is to help bridge the current deficit in qualified human resources and to enable procurement professionals to cope with the challenges of regulating, executing and monitoring public procurement in an economic and socially responsive manner while mitigating adverse environmental impact.

At the end of the programme, participants will have acquired a wide spectrum of knowledge and skills covering:

- internationally accepted principles governing sound public procurement systems
- legislative and regulatory frameworks and corresponding institutional models for successful discharge of the functions of a modern procurement system
- economic theory, assessment tools and financial analysis techniques and accounting standards relevant to public procurement operations.
- strategies and instruments for embedding social, environmental and human rights provisions at the relevant step of the procurement process/supply chain
- promotion of corporate social responsibility through public procurement
- execution of the procurement process for goods, works and services (including
- innovative contracting modalities like public private partnerships and e-procurement)
- risk management in procurement operations
- procurement audit, control and reporting techniques in public procurement
- design of systems for the prevention and detection of fraud and corruption in public procurement
- general interpersonal skills (negotiation techniques, team building and report writing).

## TARGET AUDIENCE

The programme targets:

- public procurement practitioners, managers and officials from ministries, local government bodies and public expenditure supervisory bodies
- procurement and financial auditors from the public and private sector
- project managers and procurement personnel from investment and technical cooperation projects financed by development agencies, e.g. IFIs, the United Nations, the EU, NGOs
- recent university graduates who intend to work in the field of public procurement or public expenditure management
- procurement trainers and professionals involved in the development and implementation of national procurement professional training programmes and certification schemes
- procurement practitioners from the private sector
- procurement consultants and procurement advisors

### MODERN METHODS

Learn by doing, through case studies, workshops, and group exercises

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### INSPIRING DISCUSSIONS

Exchange ideas with international students and faculty

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### HIGH-LEVEL RESOURCES

Engage with experts from the ILO and other international organizations

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## METHODOLOGY

The Master's programme is an intensive, blended learning offering of one year duration of which only eleven weeks require full classroom attendance. It requires the total dedication of the participants as well as their maximum intellectual commitment.

The unique learning path offered by this programme through a succession of distance learning, face-to-face interactive learning and applied research ensures an optimal transfer of competences while minimizing disruption of the participants' ongoing job obligations at home.

The award of a first level Master's degree by the University of Turin is conditional on participants' successful performance in the formal examinations and coursework assignments, as well as on the submission of a viable dissertation exploring a procurement topic of direct interest to the participant or his/her organization.

## DETAILED CURRICULUM OF THE MASTER

The Master is an intensive learning programme of 12 months' duration structured in three different parts as follows.

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### Part I – Distance learning

The Distance learning period is designed to impart to the participants the necessary grounding in the key learning disciplines of the Master namely:

- Introduction to the legal framework for public procurement
- Introduction to procurement management
- Introduction to economics of public procurement

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### Part II – Face-to-face

The second part consists of face-to-face learning: lessons will be held in Turin at the ITCILO campus from 8 April to 21 June 2024. Attendance of classes is compulsory. This is the core period of instruction, incorporating application work and group/individual solutions of assignments.

During this part participants will study 23 compulsory "core themes" covering the expanded contents of the Three Learning disciplines of the Master as follows:

1. International Legal instruments governing PP (WTO, EU, UNCITRAL, WB, COMESA)
2. Institutional models for PP and integration with Public Expenditure Management
3. Economics of Procurement Management, game theory and reverse auctions
4. Companies' Balance Sheet analysis and financial reporting standards
5. The design of centralized public procurement strategies\*
6. Procurement Process: Project cycle and risk management
7. Procurement methods

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\* designed and delivered by experts from Consip – The National central purchasing body, Italy

8. Intellectual Property issues related to Public Procurement
  9. Public Procurement in the Health sector
  10. Procurement Management of Supply Contracts
  11. Procurement of Physical Services
  12. Works Procurement Management
  13. Procurement of Consultancy services
  14. Procurement in the Utilities sector and Defense Procurement
  15. Procurement remedies (bidders' complaints procedures)
  16. Contract Law and Dispute settlement
  17. Supply Chain Management: Logistics, Insurance Policies and Incoterms
  18. Legal framework and Economics of Public Private Partnerships
  19. Sustainable procurement: social, economic and environmental considerations in public procurement
  20. Advanced Contract Management
  21. Fraud and Corruption in Public Procurement
  22. Procurement Audit
  23. E-Procurement (Legal issues and implementation models)
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### Part III – Final dissertation

The third part is the preparation and submission of a final dissertation.

Participants are required to carry out individual research and submit the final dissertation on a selected procurement topic, under the guidance of their supervisor. The outline of the final dissertation is to be presented in Turin by June 2025 and is to be completed before 13 October 2025.

## FACULTY

The core faculty of the programme is composed of:

- Professors from the University of Turin and other eminent institutions/universities worldwide
- Specialists from ITCILO, IFIs, other UN system organizations and the private sector

The combination of senior procurement practitioners, leading professors and researchers in the programme's faculty is a special feature of this Master's programme. In addition, the Programme draws upon ITCILO's experience in the design and delivery of procurement training as well as the lessons derived from its involvement in consultancy assignments for public procurement reform in developing and transition economies.

## ENTRY REQUIREMENTS

Applicants must have successfully completed a first level university degree of at least 3 years' duration preferably in public administration, engineering, law or social sciences or related discipline.

The validity of non-Italian degrees must be recognized under Italian laws and regulations.

Proof of fluency in English language is required.

## LANGUAGE, DURATION, VENUE

### LANGUAGE

The programme is entirely delivered in English. Knowledge of the English language is a pre-requisite and must be proven in the application form with supporting documents

### DURATION

The programme lasts one full year with the following timetable:

- distance learning: from 14 October 2024 to 30 March 2025;
- residential phase: from 31 March to 13 June 2025;
- preparation and submission of the Master Thesis: the outline of the dissertation is to be presented in Turin by June 2025 and to be completed by October 2025.

### VENUE

The residential phase of the programme will be held at the campus of the International Training Centre of the ILO in Turin, Italy.  
Class attendance is compulsory.

## SCHOLARSHIPS

A limited number of partial scholarships covering tuition fees only may become available for students from developing countries/transition economies on a competitive basis among deserving candidates.

## FEES AND APPLICATIONS

The tuition fee is **Euro 9,400**.

The fee includes:

- programme development and management;
- teaching equipment, training materials and documentation;
- use of training facilities and support services.
- Insurance medical care and participant's service

Board, lodging, travel expenses, transports and personal expenses for the period in Turin are not included in the cost of participation.

The cost of accommodation (bed and breakfast) at the ITCILO campus during the 11-week residential face-to-face part of the programme is 4,235 Euro. Meals are excluded and must be paid directly by participants in accordance with consumption.

However, participants may seek off-campus accommodation like in university residences which may be less costly. The Programme Secretariat will provide interested participants with telephone and e-mail contacts of such residences.

Applications will be reviewed by the Selection Committee in two different rounds of admission. Interested candidates should duly complete and submit the on-line application form and the requested documents at the following link:

<https://oarf2.itcilo.org/MSTF/A9717058/en> no later than **25 June 2024**.

For information regarding payment, cancellation and refunds please consult

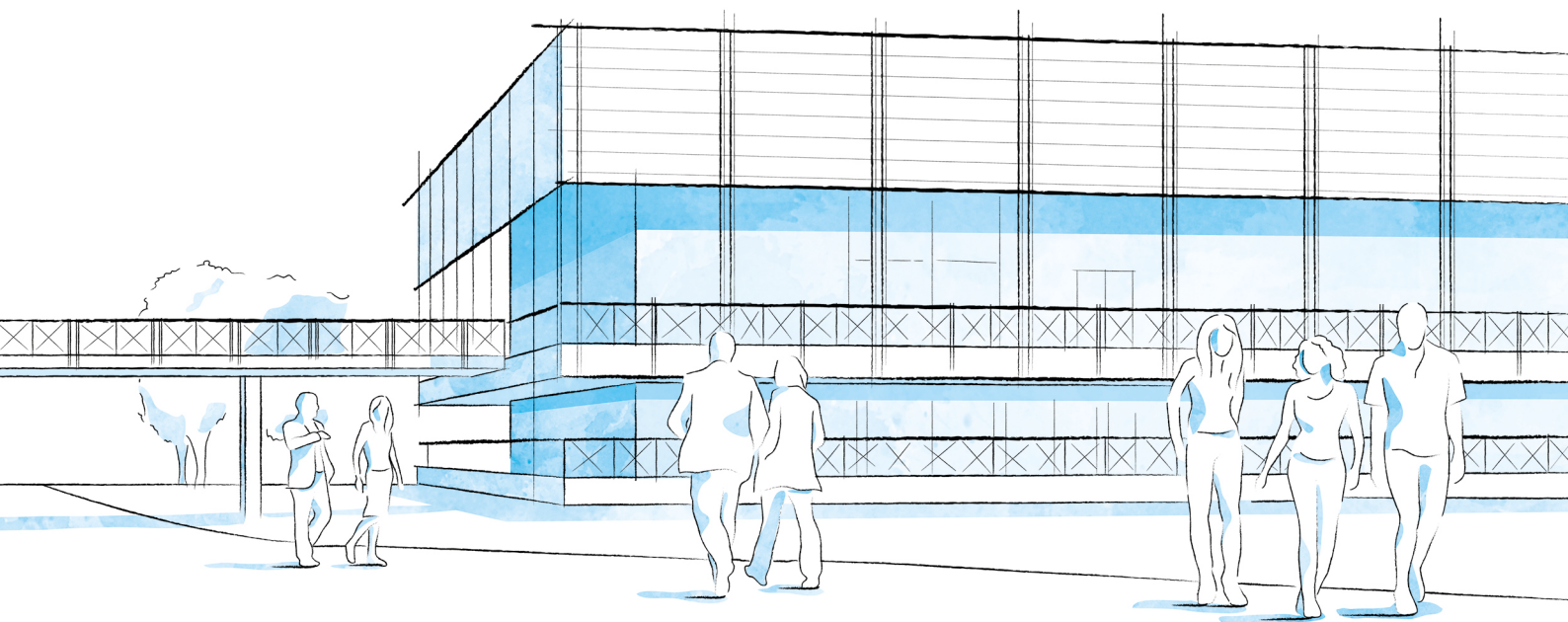
<https://www.itcilo.org/turin-school-of-development/admission>



SCAN THE QR CODE  
OR VISIT

[bit.ly/2YMU0iV](https://bit.ly/2YMU0iV)





## CAMPUS LIFE

### A THRIVING UNITED NATIONS CAMPUS AND COMMUNITY OF PROFESSIONAL PEOPLE FROM AROUND THE WORLD

- **Three organizations** from the United Nations system on campus
- **More than 300 training courses** and activities in a stimulating international environment
- **Thousands of participants** from all over the world

### ENVIRONMENT AND SURROUNDINGS

**Grab a campus bicycle and explore the Turin Centre.** Located in a leafy park on the banks of the Po River, it's a great place for study and collaboration. Experience innovative learning and training methods in modern classrooms equipped with simultaneous translation services.

### HOUSING, DINING, AND MORE

Comprising more than 280 private dormitories, the **Turin Campus provides a broad range of services for course participants and partners** including a free-flow restaurant, bank, travel agency, laundry, post office, gym, medical services and a reception desk open 24/7.

### COMMUNITY ENGAGEMENT AND DIVERSITY

**Participants can enjoy social events organized by the Turin Centre** as well as by their course facilitators. Whether on or off campus, people from different cultural backgrounds have the opportunity to listen to live music together, cook and share traditional foods, or team up to play games and network.

## INFO

### FOR FURTHER INFORMATION PLEASE CONTACT

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