Master in Management of Development
Background

The International Training Centre of the ILO (the Centre) under the auspices of its Turin School of Development and in partnership with the University of Turin offers this Master in Management of Development. The Master is an intensive blended learning programme with a succession of three phases: internet-based distance learning, interactive classroom attendance, and practical research work. This Masters programme, conducted in English, is in its 17th edition and has been successfully pursued by approximately 520 participants from more than 80 countries worldwide.

Objectives

The programme offers an applied learning opportunity to explore the theoretical, conceptual and operational frameworks for management of development from a multi-disciplinary perspective, i.e. integrating socio-economic policies with in-depth understanding of the legal, institutional, local and managerial contexts for effective planning and implementation of national development programmes and projects.

The Master addresses a number of critical questions confronting development practitioners and planners like:

- What are the defining characteristics of sustainable development?
- How to plan and manage project interventions to achieve development objectives?
- What is results-based management and how is it applied in the development context?
- What are the opportunities and challenges of globalization, and what are the local impacts of globalized forces?
- What policies and strategies may contribute to sustainable transformations in terms of cultural, political, social, economic and environmental changes?

The programme’s objective is to provide personnel working in the field of sustainable development with the analytical and operational competencies that are indispensable for effective participation in the results-based framework of national development and in designing effective development projects and programmes.

At the end of the programme the participants will be able to:

- Demonstrate an interdisciplinary understanding of the context and processes of development work;
- Apply acquired technical and interpersonal competencies in order to enhance the economic and social benefits of development projects and programmes;
- Conceptualize and formulate a full-scale project proposal for a development initiative/project.

The contents and the learning delivery methods are designed to provide the participants with the full spectrum of competencies needed in order to effectively deal with the challenges faced by development professionals today in their pursuit of social and economic progress while preserving the living environment for future generations.

Faculty and tutors

The core faculty of the programme are:

- Senior Professors from the University of Turin and other renowned universities worldwide;
- Development specialists from the Centre and other UN system organizations;
- Leading development cooperation practitioners.

The combination of academic resource persons and development practitioners is a distinctive feature of this programme which enables a smooth integration of theory with practice.
The Centre contributes to the learning programme with its wide expertise and proven track record in the area of training for development. In addition the Centre has developed a variety of learning techniques that facilitate prompt absorption of lessons and encourage experience and knowledge sharing in adult education. Participants will benefit from the close support and involvement of four specialised tutors who will assist and advise them throughout the learning period.

The scientific committee of the programme is composed of:

- Egidio Dansero – Scientific Director, University of Turin
- Gianmaria Ajani – Rector, University of Turin
- Giuseppe Casale – Director, Turin School of Development, ITCILO
- Ralf Krüger – Manager, Sustainable Development Programme, ITCILO
- Guillaume Mercier – Senior Programme Officer, ITCILO
- Jean Philippe Platteau – Professor, University of Namur
- Alessandra Venturini – Professor, University of Turin
- Giovanni Balcet – Professor, University of Turin
- Irene Bono – Lecturer, University of Turin
- Elisa Bignante – Lecturer, University of Turin
- Astrig Tasgian – Professor, University of Turin
- George Jadoun – Capacity-building Expert

Methodology

The programme presents a number of unique features:

- Integration of theory and practice;
- In-depth coverage of the full spectrum of competencies for project cycle management as practiced in major development institutions; and
- An interdisciplinary approach that emphasizes the strong relationship between law, economic development, and social progress as well as the local aspects thereof.

The programme is composed of three parts and is designed in such a way to minimize participants’ absence from work duties back home (only 18 weeks in Turin).

Online and classroom interaction and teamwork are emphasized in order to prepare the participants for effective engagement in the participatory approaches of development work.

**Curriculum of the Master**

**PART I - DISTANCE LEARNING**

A self-learning tutor-assisted period of 12 weeks duration designed to introduce the participants to the pre-requisite entry level knowledge in the disciplines of Part II, namely law, economics, institutional development and social analysis, local development, and project management.

The training materials include selected chapters from key textbooks in addition to a number of articles from well-known journals. All the materials will be posted on the programme's online learning platform including a forum to interact with fellow participants and tutors. There will be weekly updates and regular assignments and assessments to ensure an effective learning period.

**PART II - FACE-TO-FACE LEARNING**

**Introduction**

- Introduction to Sustainable Development
- Overview of the “development sphere”
- Important actors: UN system, World Bank, IMF, NGOs, private sector, philanthropic foundations, etc.
Module I: Enabling legal context for development
- Enabling legal framework for effective and sustainable development
- The role and function of key actors in development, inter alia, multilateral and bilateral development agencies and NGOs
- Human rights-based approach to development programming
- Labour standards with emphasis on gender and prevention of child labour

Module II: Economics of Development
- Economic development theories
- Economic policy in practice
- Strategies of economic development
- International economics and development
- Environmental economics
- Inequality and poverty
- Cost and benefit of migration in sending and destination countries

Module III: Local Development
- Geography, development and cooperation: scale, places, regions
- A territorial approach to development
- Local development practices and policies
- Inclusion, participation, conflicts, local knowledge
- Global and local dialectic in sustainability challenges

Module IV: Institutional development and social analysis
- Factors influencing “institutional efficiency”
- Political regimes and instruments of participation
- Development, politics and culture: perspectives from political science
- Family, gender and participation (special reference to problems of health and education)

Module V: Programme and project cycle management
- Logical framework approach
- Operational planning and budgeting
- Monitoring and evaluation
- Risk management

The participants will be asked to sit written exams in order to assess their learning achievement in the subject matter of Part II. Participants will also be tasked with selecting, formulating, and presenting a project idea and a respective document – to be further improved and delivered in the final stage.

PART III - INDEPENDENT WORK FOR PROJECT FINALIZATION

This part is dedicated to formulation of a full-fledged project document in response to a perceived “development need” in a sector and country related to the participants’ work or field of interest. The quality of preparation and presentation of the project document serves as an indication of the participants’ understanding of the main disciplines of development work.

The project document or development proposal will be assessed for quality and consistency by a panel of experts from the University of Turin, the Centre and selected external experts, and is a prerequisite for graduation.

Participants’ profile

The programme is intended for professionals from public and private institutions and NGOs working in the area of development or graduates aspiring to work in this area.

Language, duration and venue

Language

The Masters programme is entirely delivered in English. Knowledge of the English language is a prerequisite.
Duration

The programme’s duration is divided as follows:
• Distance learning module: from October 16, 2017 to January 19, 2018 (considering holidays from December 23 to January 7) 12 weeks
• Face-to-face phase: from January 22, 2018 to June 1, 2018
• Preparation and submission of the final thesis: the dissertation is to be presented by October 15, 2018.

Class attendance is compulsory. Participants who pass the prescribed examinations will be awarded with a Masters degree from the University of Turin.

Venue

The face-to-face phase of the programme will be held at the campus of the Centre in Turin, Italy. The campus and its facilities provide an ideal environment for living and studying, sharing experiences, learning from one another, and creating networks.

Entry requirements

Applicants must have successfully completed a first level university degree of at least 3 years’ duration, either in law, economics, political sciences, engineering, agriculture, languages, literature, business administration or equivalent.

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

Ideally applicants should have 2-3 years of work experience in the field of development cooperation.

Fees and applications

The tuition fee is Euro 8,000.
The fee includes:
• Programme development and management;
• Teaching equipment, training materials and documentation;
• Use of training facilities and support services.

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 Centre’s campus during the 18 weeks residential face-to-face part of the programme is Euro 5,550. 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.

For information regarding payment, cancellation and refunds please consult http://www.itcilo.org/en/training-offer/how-to-apply.

Applicants interested in participating in this Masters programme should submit the application form available on the Masters website (http://mandev.itcilo.org), along with the requested documents, no later than September 17, 2017.

Early application is encouraged as first confirmations may be provided as early as March 2017!

Scholarships

A limited number of partial fellowships may become available from sponsors in order to facilitate the participation of candidates from developing and transition countries that are unable to meet the full tuition fees.

Important: only complete application forms will be considered during the candidate selection process.
Located in Turin, the city of the 2006 Winter Olympic Games, in an attractive park on the banks of the River Po, the Centre’s campus provides a congenial environment in which to live and study. It contains 21 pavilions with fully equipped modern classrooms, conference halls and meeting rooms fitted out for multilingual simultaneous interpretation, a computer laboratory, and a computerized documentation centre linked to various databases. The campus has 210 single fully serviced study/bedrooms, 66 double bedrooms and 12 suites, each with private bathroom, telephone, 24h free internet access and flat screen television.

It also has:
- a reception desk open 24 hours a day
- a restaurant, a self-service canteen and a coffee lounge, all catering for international dietary needs
- a bank
- a travel agency
- a laundry service
- a post office
- two gyms
- facilities for outdoor sports (football and tennis)
- a medical service

Social events are regularly held both on and off campus, so that participants from different cultural backgrounds can make the most of a stimulating international environment.

For further information about the Master and all other communications, please contact the course secretariat:

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