



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, organisational 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 globalisation 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.



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



Methodology

The Master’s programme is an intensive, blended learning offering of one year duration of which only four months 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 minimising 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.

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

Part II – Face to face

The second part consists of face-to-face learning: lessons will be held in Turin at the ITC-ILO campus from 28 January to 31 May 2019. 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:

- International Legal instruments governing PP (WTO, EU, UNCITRAL, WB, COMESA)
- Institutional models for PP and integration with Public Expenditure Management
- Economics of Procurement Management, game theory and reverse auctions
- Companies’Balance Sheet analysis and financial reporting standards
- The design of centralized public procurement strategies*
- Procurement Process, Project cycle and risk management
- Procurement methods
- Intellectual Property issues related to Public Procurement
- Public Procurement in the Health sector
- Procurement Management of Supply Contracts
- Procurement of Physical Services
- Works Procurement Management
- Procurement of Consultancy services
- Procurement in the Utilities sector and Defence Procurement
- Procurement remedies (bidders’complaints procedures)
- Contract Law and Dispute settlement
- Supply Chain Management: Logistics, Insurance Policies and Incoterms

- Legal framework and Economics of Public Private Partnerships
- Sustainable procurement: social, economic and environmental considerations in public procurement
- Advanced Contract Management
- Fraud and Corruption in Public Procurement
- Procurement Audit
- E-Procurement (Legal issues and implementation models)

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

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 May 2019 and is to be completed before October 2019.



Faculty

The core faculty of the programme is composed of:

- Professors from the University of Turin and other eminent institutions/universities worldwide
- Specialists from ITC-ILO, IFIs, other UN system organisations 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 ITC-ILO’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.

