



MASTER

SUSTAINABLE DEVELOPMENT

# MASTER IN MANAGEMENT OF DEVELOPMENT

1 NOVEMBER 2021 – 31 OCTOBER 2022  
TURIN, ITALY

# MASTER IN MANAGEMENT OF DEVELOPMENT

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ONLINE

**ITCILO E-CAMPUS**  
1 NOVEMBER 2021 –  
15 APRIL 2022

4 JULY 2022 –  
31 OCTOBER 2022



FACE-TO-FACE

**TURIN, ITALY**  
18 APRIL 2022 –  
1 JULY 2022



LANGUAGES

**ENGLISH**



APPLICATION DEADLINE

**20 JUNE 2021**

## 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 a 1-year, intensive blended learning programme with a succession of three phases: internet-based distance learning, interactive classroom attendance, and applied project preparation work. This Masters programme, conducted in English, is in its 19th edition and approximately 580 participants from more than 80 countries worldwide have successfully completed it.

## OBJECTIVES

The programme offers an applied learning opportunity to explore the theoretical, conceptual and operational frameworks for management of development. This is done 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 development programmes and projects.

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

- What are the defining characteristics of development in the age of the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals? Which issues and processes can be identified behind these broad concepts?
- What is the emerging landscape in international development cooperation?
- 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 other tools are applied in development practice?
- 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.

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

- Demonstrate an interdisciplinary understanding of the issues, processes, and the practice of development.
- 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.

## 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. The majority of participants is formed by practitioners, who already have years of experience in the development sector.

## FACULTY AND TUTORS

The core faculty of the programme are:

- Senior Professors from renowned universities worldwide;
- Development specialists from UN system organizations; and
- 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.

### MODERN METHODS

Learn by doing, through case studies, workshops, project work 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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Participants will benefit from the close support and involvement of specialized tutors who will assist and advise them throughout the learning period.

Most prominent among the various UN entities involved, is UNCTAD, the United Nations Conference on Trade and Development, which provides analysis, facilitates consensus-building, and delivers technical cooperation for helping countries to use trade, investment, finance and technology as vehicles for inclusive and sustainable development.

## CURRICULUM OF THE MASTER

### Part I Distance learning

The first phase of the programme consists of **22 weeks of distance learning** principally aimed at providing broad knowledge on development as an issue, using as structuring element the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals. In addition, the foundations are laid on Project Cycle Management and selected other tools for development work. Learning is supported by a dedicated distance learning platform on the Centre's e-campus, enabling several learning methodologies. Master students are assisted by a dedicated tutor during the full distance learning phase.

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### Part II Face-to-face learning

The second part of the programme consists of **11 weeks of face-to-face learning** principally aimed at making participants able to understand, critically question and interpret development as a process. This part also aims at making participants exercise the knowledge of development as an issue acquired in Phase I, and to explore the process under question from a practical perspective. The content will be clustered around themes, including:

1. Human Development, Human Rights and Migration
2. Development, Inequality and Growth
3. Environment and Sustainability
4. Local Development and Participation
5. Governance and Democracy
6. Actors, Partnerships and Financing
7. Result-based Management and Project Management
8. Methods and Techniques for Development

The face-to-face part also allows for in-depth preparation of the project-writing task, which will culminate in the preparation of a full-scale project document.

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## Part III

### Final paper

This final part of the programme is dedicated to the elaboration of an academic paper on a topic with direct relevance to the project idea developed into the project document in Phase II.

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## 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 various disciplines and specific development issues, processes and practices.

The programme is composed of three parts and is designed in a way to minimize participants' absence from work duties back home (only 11 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.

## DURATION, LANGUAGE 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: from 1 November 2021 to 15 April 2022;
- Face-to-face phase: from 18 April to 1 July 2022; and
- Preparation and submission of the final thesis by 31 October 2022.

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

### DEGREE

The Master in Management of Development is delivered as a First Level Master by the University of Turin, according to the so-called Bologna Process, which created the European Higher Education Area (EHEA) by making academic degree standards and quality assurance standards more comparable and compatible throughout Europe. Therefore, the Masters programme carries 60 ECTS (European Credit Transfer and Accumulation System) credits, equivalent to the workload of the full-time student during one academic year.

The Master's degree is awarded upon successful passing of all the exams, thesis submission and after having fulfilled all the conditions required.

**IMPORTANT:** A First Level Master does not give access to PhD programmes in Italy. Admission requirements to PhD programmes vary from country to country, as these depend on the university system of the country where the PhD programme is held. For more information on the minimum requirements, please directly contact the university offering the PhD programme you are interested in.

### **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, in either 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.

Candidates are requested to verify that the University they attended is an academic institution recognized by the Italian Embassy. In case of successful selection, the Declaration of Value of the university bachelor is required.

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

## **FEES AND APPLICATIONS**

The tuition fee is Euro 8,500.

The fee includes:

- Programme development and management;
- teaching equipment, training materials and documentation; and
- 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 11 weeks face-to-face part of the programme – if desired by the individual student – is Euro 4,235. 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:  
<https://www.itcilo.org/application>

Applicants interested in participating in this Masters programme should submit the application form available on the Masters website:  
<https://www.itcilo.org/courses/master-management-development-ed-2021-2022>  
along with the requested documents, no later than **20 September 2021**.

Only complete applications will be considered during the candidate selection process.

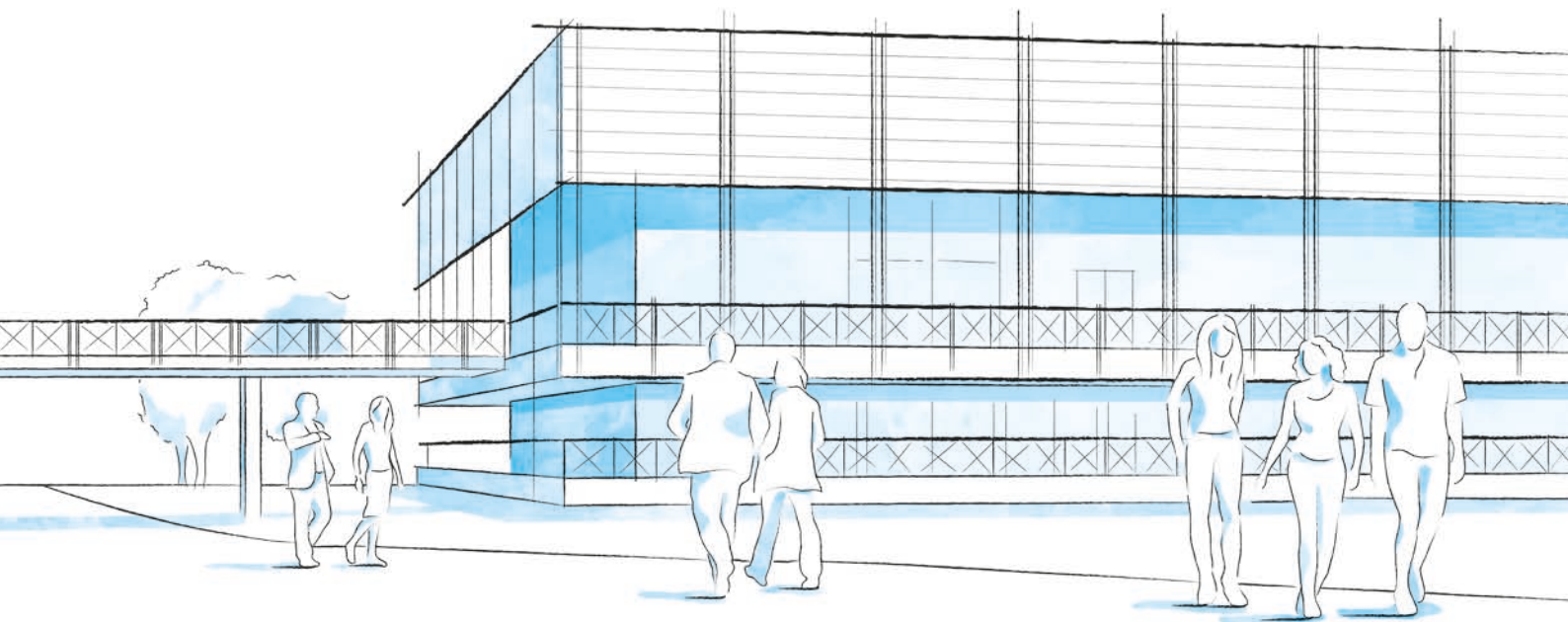
For further information, please contact via email: [mandev@itcilo.org](mailto:mandev@itcilo.org)



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OR VISIT

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## 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

#### **International Training Centre of the ILO**

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