



UCL Institute for Innovation
and Public Purpose

MPA placement prospectus 2021/22

A prospectus for hosting IIPP Master of Public
Administration placements

Changing how public value is imagined, practiced and evaluated to tackle
societal challenges



About the UCL Institute for Innovation and Public Purpose

The Institute for Innovation and Public Purpose (IIPP) is a department in the Bartlett Faculty for the Built Environment at University College London. Founded and directed by Professor Mariana Mazzucato, IIPP's goal is to unite our teaching, research, public policy and engagement activities into a movement for change which positions the public sector as an equal, entrepreneurial and purpose-driven partner in solving 21st century challenges.

Our Master of Public Administration (MPA) in Innovation, Public Policy and Public Value focuses on the competencies, capabilities and leadership skills needed for purpose-driven organisations—in the public, private and civil sectors—to confront the grand challenges of the 21st century.



The opportunity

IIPP is inviting Expressions of Interest from public organisations seeking to host seven-week placements of our MPA students during April–June 2022.

The context

The challenges that confront us are complex and interconnected—inequality, ageing societies, populism, climate change, and a sense that capitalism is broken. Many organisations are working to solve these problems to achieve a fairer, more sustainable future. But today's challenges cannot be resolved by one organisation or sector alone. Finding solutions requires strategic collaboration and innovations that can only be delivered through the combined power of state, business, and the third sector.

IIPP dares people to imagine a new role for the public sector as an investor of first resort for innovation rather than a lender of last resort, and the state as an ambitious, entrepreneurial and dynamic partner in the delivery of solutions. This view that counters the narrative of public institutions as cumbersome, risk-averse fixers of markets. The public sector can and should co-create value and markets, and actively shape them to achieve prosperity and wellbeing of the majority.

The MPA

There is no equivalent post-graduate degree that combines our alternative approach to policy-making, with a focus on structural change and innovation, and centred on the dynamic capabilities required in the public sector to tackle the grand challenges. Our aim is to equip our graduates with skills that will help organisations to become challenge-led, driven by public purpose, and able to welcome and manage the explorative and risk-taking processes that structural change, innovation, and socio-economic transformation requires. Key to this is rethinking of public and societal value: how to create, nurture, and evaluate it.

In the 2021-22 academic year, we are working with 70 MPA students from over 25 different countries. Our students come from a wide-range of backgrounds, including design, law, government, and advocacy, and the majority have 3-5 years work experience. The MPA programme is divided over three terms in one academic year, with four core modules:

- **Public Value and Public Purpose:** Delves into different approaches to understand the creation and measurement of public value and different framings for purpose-led organisations.
- **Grand Challenges and Systems Change:** Considers how public value and purpose can direct innovation by multiple actors to tackle societal grand challenges, from those around climate and health, as well as to guide fiscal and financial frameworks.

- Creative Bureaucracies: Looks at governance frameworks geared to developing dynamic capabilities within organisations that need to be flexible, adaptable and willing to experiment.
- Transformation by Design: Develops strategic design skills and techniques for creating policy innovation cultures, processes, environments and organisations, particularly addressing the dynamics of digital transformation.

The placement programme

In the third term, our MPA students have the choice of writing a thesis or taking part in the placement programme; each year, approximately three-quarters of the students take part in the placement. The placement programme embeds teams of 3-5 students, each which is supported by an IIPP supervisor, with public sector organisations to work on analytical challenges they face.

Through this work, the students gain insights on how organisations use innovation and systems change to tackle challenges; how to create and articulate a sense of shared public purpose both within and between organisations; how to manage complex relationships with multiple stakeholders; and how to evaluate activities using dynamic metrics that capture the market co-creation process, going beyond static cost-benefit frameworks.

Host organisations benefit from our unique mix of skills and approaches to public sector challenges: an in-depth understanding of innovation in economics, technology and organisations, combined with cutting-edge thinking around public administration, governance, strategic design and digital transformation.

The placements take place during Term 3, April–June. Matchmaking with host organisations and students takes place in February.



The offer

Deep dives into organisational challenges

Public organisations often lack analytical capacities to look beyond day-to-day business or annual planning horizons. Our placement teams (students and supervisors) offer host organisations a unique way to expand their analytical depth; the placements are deep dives into an issue hosts define and where they lack skills, time, resources or all of the above.

Blend of skills

Our students are selected through a highly competitive admissions process. The placement groups will be very diverse in terms of backgrounds and skills of students. Where specific skills are needed by the host organisation, IIPP will seek to find appropriate matches.

Cutting edge academic guidance

All placement groups are supervised by world class academic staff at IIPP. Working alongside hosts and students, supervisors will help design placement focus, research design and implementation. The supervisors will also periodically check in on students; and all students will feedback into the cohort during the halfway point of the placement, creating an additional layer of scrutiny and discussion.

Outputs

The placements groups will produce a group presentation delivered to the host at the end of the placement. Following the placement, each student will also write a 5000-word analytical report and a reflection blog to summarise the experience.

Benefits for staff of the host organisation

Through exposure to cutting-edge academic thinking and problem-based methodologies, staff at host organisations increase their analytical capacities and expand their line management experience.

Learning from peer network

IIPP hosts a Mission-Oriented Innovation Network (MOIN) that brings together more than 90 leading global policy-making institutions, to share the challenges and opportunities they face when trying to actively create and shape markets, not only fix them. During the placements, students are able to tap into the network for sharing experiences, gathering data and learning from best practices and global benchmarks.

Future talent

The student will graduate soon after the placement and this offers host organisations a first look at emerging public sector talent schooled in our unique MPA programme.

Profiles

Mariana Mazzucato

Founder and Director of IIPP



Mariana Mazzucato is Professor in the Economics of Innovation and Public Value at UCL. She works actively with policymakers on innovation-led inclusive growth. Her highly acclaimed books, *The Entrepreneurial State* and *The Value of Everything*, have been translated into 12 languages and have changed the global conversation about the role of the state in economic growth and the need for new economic frameworks to nurture and measure collective value creation.

Nora Clinton

Network Engagement Manager for the Mission-Oriented Innovation Network



Nora works as the Network Engagement Manager for the Mission Oriented Innovation Network at IIPP. MOIN is a global network of organisations who are pursuing mission-oriented and public value driven innovation. Nora has over 13 years experience in managing relationships and network structures in academic, charity and multinational business settings.

Rainer Kattel

Deputy Director of IIPP



Rainer Kattel is Professor of Innovation and Public Governance at UCL. He led Ragnar Nurkse School of Innovation and Governance for 10 years, building it into one of the leading innovation and governance schools in the region. Professor Kattel is a co-author of *Innovation Bureaucracies* (forthcoming 2022), the first book-length study on the topic. His recent research looks at how digital transformation processes influence public value creation.

Eligibility

Organisations

IIPP offers placements to public organisations, social enterprises, third sector organisations and public policy think tanks that share the ambitions of rethinking the state and can demonstrate commitment to the placement at senior level. Expressions of Interest are welcomed from individual organisations, from groups of more than one organisation and from individual organisations who wish to apply for more than one placement group.

Location

We are happy to welcome Expressions of Interest from both global and local organisations, as these placements can be held in-person, hybrid or fully virtual. For locally based organisations, our preference would be to have some element of in-person contact but we understand that this is Covid dependant and at the discretion of the hosting team. If you have questions in this regard please reach out to the IIPP team to discuss.

Criteria

- **FOR THE PUBLIC.** Placement is carried out for public sector organisations, by embedding students within those organisations.
- **IN PUBLIC.** The findings from placement are publicly available through public presentations, to support the sharing of knowledge and practice across public organisations.
- **PUBLIC VALUE.** Placement creates public value by addressing real need through real briefs and challenges.
- **ADDITIONAL.** Placement only carries out projects that host organisations do not have the capacity to commission otherwise — it is not an alternative way of delivering existing work.
- **SELF-CONTAINED.** Briefs for placement projects lead to clear outputs that are started and completed within the placement period.
- **STRATEGIC.** Placement projects have high-level commitment and backing from senior leadership within host organisations.

Timeframe

The placements take place from Monday 25th April to Friday 10th June 2022. Expressions of Interest are due Wednesday 15th December 2021. The shortlisting and matching students with organisations will take place week commencing Monday 31st January 2022.

Commitment of the host organisation

- Maximum group of five students to be placed.
- If shortlisted, you will enter into a Placement Agreement with UCL and work with IIPP to develop a Challenge Brief with all relevant background material including previous strategies and reports, mapping, drawings, data and other evidence.
- Identify a Lead Officer capable of dedicating one day per week throughout the placement, and a Senior Sponsor able to attend the final presentation.
- For in person placements, make full preparations for placements including any necessary desk space, security passes, internal communications, and budget to cover costs.
- Set up induction meeting for students including introductions to key officers and making all relevant information available.
- Facilitate meetings with users and key stakeholders where appropriate.
- Meet students on at least a fortnightly basis, giving regular and honest feedback.
- Arrange a final internal presentation to the internal stakeholders.
- Ensure Lead Officer and Senior Sponsor attend the final public presentation event.
- Give feedback and support with assessment at Offboarding Meeting.



Recently graduated class of 2020/21.

Timeline

December 15th 2021

Submit Expressions of Interest

February 2022

Shortlist of placements / challenge briefs released

February 2022

Selection of students

March 2022

Inductions

April 25th–June 10th 2022

Eight-week placement

May 16th–20th 2022

Interim presentations

June 6th–10th 2022

Final presentations

How it works

- Before submitting an Expression of Interest, please contact IIPP beforehand to discuss your interest.
- The Expressions of Interest are shortlisted by IIPP academic staff .
- Students express their interest among shortlisted host organisations. The Faculty staff will broker Zoom or in-person to confirm team composition, followed by team selection and assignment.
- Induction process for both students and host organisations will take place in April before the placement begins.
- Placement groups report back to IIPP supervisors on a weekly basis, with dedicated Slack channel available to students on a daily basis.
- Final presentation of findings delivered to participating organisations and staff. Offboarding takes place after final presentations as a feedback discussion between students, IIPP supervisor and host organisation.

How to apply

Book a call to discuss hosting a placement or submit an Expression of Interest by contacting our Senior Teaching and Learning Administrator, Isha Reid:

iipp.studentenquiries@ucl.ac.uk

Find out more about the MPA [here](#).

Testimonials

“We had the pleasure of virtually hosting two IIPP students in New Zealand this year. Both Nina and Nikol were highly professional and engaging and they produced two excellent pieces of research including an assessment tool for mission-led policy. We are using the insights to inform our thinking on taking mission-led innovation policy forward in New Zealand. We would highly recommend this programme.”

Donna Purdue

Chief Economist, Ministry of Business Innovation and Employment, New Zealand Government
Placement Host 2021



“The students from IIPP helped us map both our own practice and the practice of the Danish mission ecosystem. The framework they created based on their insights has served as direct inspiration in our subsequent work on exploring how design can be a valuable approach to launching and driving missions. The students were highly professional, had very relevant reflections and questions and quickly and eased seamlessly into our organization even though the collaboration had to be done online.”

Christian Bason

CEO, Danish Design Centre
Placement Host 2021

**Dansk
Design Center**

Testimonials

“We have many skilled policy professionals and analysts in the Scottish Government, but it was refreshing to have the students come at this work afresh, asking questions and making suggestions that those with pre-existing knowledge (or pre-conceptions) may not have considered. It helped us develop our approach, and understand the wider potential of our work, something the students were able to do by presenting their findings directly to the Cabinet Secretary for Economy, Fair Work and Skills.”

Chris Thomson

Head of Clyde Mission Team, Economic Development Directorate Scottish Government
Placement Host 2020 and 2021



“IIPP students Riedwaan and Andre did an excellent job of getting to know the areas for development required by the Urban Innovation Department at Limerick City and County Council. They were enthusiastic and brought a wealth of experience and learning to addressing our challenges for the future of the city. It was clear that the researchers and supervisors genuinely cared about Limerick and their final output exceeded our expectations. I would recommend to others.”

Rosie Webb

Head of Urban Innovation, Limerick City and County Council
Placement Host 2021



Testimonials

“It was great to work with IIPP students. They were professional and creative, and brought in their own experiences as well as their learning from IIPP. They really became part of the team and made a significant impact on the rough sleeping project and its direction.”

Claudia Knowles

Service Designer, Hackney Borough Council
Placement Host 2021



“At the Design Council, we were lucky to work with three students from the Institute for Innovation and Public Purpose (IIPP) over the summer 2020 to start exploring what a methodology for measuring the social and environmental value of design should be. Guided by us, the students carried out research into the concept and practice of value measurement and the value of design.

They conducted two experiments to see whether ‘bottom up’ methods of value measurement could be applied to design, and synthesised the insights into a series of recommendations for us to take forward and create a methodology for the Design Economy 2021 report. The work the students produced has been greatly beneficial to us at the Design Council and we thoroughly enjoyed this partnership.”

Cat Drew

Interim Chief Executive and Chief Design Officer Design Council
Placement Host 2020





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