Institute for Innovation and Public Purpose

MPA placement prospectus 2023-24

A prospectus for hosting IIPP Master of Public Administration placements

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

UCL

IIPP

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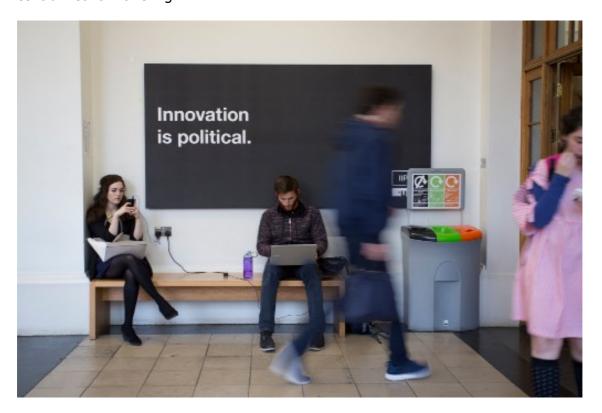
The Institute for Innovation and Public Purpose (IIPP) is a department in the Bartlett Faculty for the Built Environment at University College London. Founded and directed by Professor Mariana Mazzucato, IIPP's goal is to unite our teaching, research, public policy and engagement activities into a movement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

IIPP's research aims to understand the role of public policy beyond simply fixing market failures, towards a more ambitious role of actively co-creating and shaping markets to achieve inclusive and sustainable growth. To do so, we tackle the relationships between economic, technological and social changes, across four the cross-cutting themes of **Rethinking value**, **Shaping Innovation**, **Transforming Institutions** and **Directing Finance.**

Our Master of Public Administration (MPA) in Innovation, Public Policy and Public Value focuses on the necessary competencies, capabilities and leadership skills across these themes in order to build purpose-driven organisations in the public, private and civil sectors.

About MOIN

The Mission-Oriented Innovation Network (MOIN) is IIPP's policy network and peer-learning platform which brings together global public sector organisations to share the challenges and opportunities they face when stepping outside the market fixing box into a market-shaping role to respond to bold, difficult and complex 'grand challenges'. The opportunity for MOIN members to work with IIPP students on their real-world challenges constitutes a central network offering.

The opportunity

IIPP is inviting Expressions of Interest from public sector organisations, both within its MOIN network and beyond, seeking to host eight-week placements for our MPA students during 29 April and 21 June 2023.

Building new capacities and capabilities in the public sector

The challenges that confront us are complex and interconnected, including rising inequality, ageing societies, populism, and climate change. 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 we approach the state as an ambitious, entrepreneurial and dynamic partner in the delivery of solutions. This view 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 it can actively shape them to achieve prosperity and wellbeing of the majority. This new role for the public sector requires new capacities and capabilities in government; to deploy innovation and to address the necessary structural and institutional change to tackle grand challenges. Through our Masters in Public Administration, IIPP is equipping students with the necessary knowledge and skills to bring about this change.

Placement criteria

• **FOR THE PUBLIC**. The placement is carried out for public sector organisations, by embedding students within those organisations.

• **IN PUBLIC**. The findings from the placement are publicly available through public presentations, to support the sharing of knowledge and practice across public organisations.

• **PUBLIC VALUE DRIVEN.** The placement creates public value by addressing real challenges and brings a 'public-value' lens to the challenge at hand.

• **ADDITIONAL**. The 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. It also provides an excellent opportunity to scope an ambitious, new project through an IIPP lens.

• **SELF-CONTAINED** The scope of the placement projects are realistic given the timeframe of the programme and lead to mutually agreed outputs.

• **STRATEGIC**. Placement projects have high-level commitment and backing from senior leadership within host organisations.

The MPA

There is no equivalent post-graduate degree that brings together economics, politics, design, and public administration. The MPA is uniquely focused on how to address structural change and innovation and it examines the dynamic capabilities required in the public sector to tackle grand challenges. Throughout the course, we help students consider the explorative and risk-taking processes that change, innovation, and socio-economic transformation require. Our aim is to equip our graduates with skills that will help organisations to become challenge-led and driven by public purpose.

In the 2022-23 academic year, we are working with 70 MPA students from 25 different countries across the Americas, Asia, Europe, and North Africa. Our students come from a wide range of backgrounds, including government, design, law, and advocacy, and, on average, they bring 3-5 years of work experience. The MPA programme is divided over three terms in one academic year, with six core modules:

• **New Economic Thinking and Public Value:** Considers the alternative models for public policy, governance, and administration from those focused on 'market fixing' to new ones that can be expressed as 'market shaping'.
• **Economics of Innovation and Public Purpose:** Focuses on the economics of innovation and technical change, with attention to the theoretical contributions of evolutionary and structural economics.
• **Politics, Power and Systems Change:** Seeks to understand systems, actors in the systems, and institutions and the mechanisms behind the structural change. This includes an introduction to systems analysis, mapping, and exploring systems change cases.
• **Making Decisions: Evidence and Evaluation:** Combines a survey of policy evaluation methods, including qualitative, quantitative, and mixed- method approaches, with a deeper discussion of the connection between a phenomenon, measurement, interpretation and, ultimately, decision-making.
• **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.

In addition to the six modules outlined above, students select two further elective modules of their choice, from across UCL.

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 participate in the placement. The placement programme embeds teams of 3-5 students with public sector organisations; each team is supported by an IIPP supervisor. Over the course of the placement, the team works on an agreed analytical project, rooted in a challenge faced by the host organisation.

Over the last four years, these projects have ranged from supporting the UK's National Health System (NHS) develop a novel impact evaluation framework for public value, to providing insights into the governance structure of a new Community Wealth Fund for a local London council, to rethinking public value to inform mission-oriented innovation with the New Zealand Ministry of the Environment.

The projects that have been the most successful for both students and host organisations have been clearly defined and rooted in excellent access to data and stakeholders. Some examples of student placement work can be found on our website here.

During the placement, students have the opportunity to apply their MPA learnings in real world contexts. Students gain insights into 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, as well as the MPAs students' energy and commitment to research and analysis with potential real-world impact. Our students and their IIPP supervisors bring a strong interest in innovation policy, technology and organizational design, and are engaged 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 the bandwidth or analytical capacity to look beyond day-to-day business and annual planning horizons. Our placement teams (students and supervisors) offer host organisations a unique way to tackle questions or projects that otherwise are set aside; the placements are deep dives into an issue hosts define and where they may lack the skills, time, or resources to tackle.

Blend of skills

Our students are selected through a highly competitive admissions process and come to the placement following two terms of intense study. Our students are diverse in terms of their backgrounds, interests, and skills. Where specific skills are needed by the host organisation, IIPP will seek to find appropriate matches.

Academic guidance

All placement groups are supervised by world-class academic or policy staff members at IIPP. Working alongside hosts and students, supervisors help the student teams to clarify the placement focus and provide guidance to the students in their research design, elaboration, and communication of their findings. The supervisors regularly meet with the students; and all students present their work-in-progress to the MPA cohort during the halfway point of the placement, creating an additional layer of scrutiny and discussion.

Outputs

The placements groups present their research and findings in a slide-deck, which is delivered to the host at the end of the placement. Following the placement and as part of their academic work, each student will also write a 5000-word analytical report and a reflection blog to summarise the experience. While the host organisation is not the primary audience for this work, many students share this and other analysis.

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. Through the placement, the host organisation strengthens its links to academics and is introduced to students who are highly interested in working for public sector organisations.

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
Head of the Mission-Oriented Innovation Network

Nora works as Head of the Mission-Oriented Innovation Network at IIPP. MOIN is a global network of public sector organisations who are pursuing mission-oriented and public value driven innovation. Nora has over 15 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, and third- sector organisations who share the ambitions of rethinking the state. We ask that placement organisations can meet the commitments outlined below and have support for the placement at the senior level. Expressions of Interest are welcomed from individual organisations, from groups of more than one organisation, and from individual organisations that wish to apply for more than one placement group.

Location

We welcome Expressions of Interest from global and local organisations, as these placements can be hybrid or fully virtual. However, for those based in the UK and Europe, we suggest a hybrid placement — a mix of remote work and on-site visits. For all other hosts, a fully remote placement is perfectly acceptable. If you have questions in this regard, please reach out to the IIPP team to discuss.

Timeframe

The placements take place from Monday, 29 April to Friday 21 June 2024. Expressions of Interest are due Monday 22 January 2024. The shortlisting and matching students with organisations will take place in February, with the aim of informing the host organisations the week commencing 4th March 2024.

The 2022-2023 MPA cohort.

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 3-5 hours per week throughout the placement, and a Senior Sponsor able to attend the final presentation.

- For in-person work and/or site visits, make full preparations for placements, including any necessary desk space, security passes, and internal communications. If significant travel from London is desired, we will be in touch regarding how to cover those 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 a weekly basis, giving regular and honest feedback.

- Arrange a final internal presentation to the internal stakeholders, with the intention that the Lead Officer and Senior Sponsor attend the final presentation.

- Give feedback at Offboarding Meeting and complete the final feedback form.

Timeline

November 20nd (13:00 GMT)
MPA student placement Q&A group call for potential host organisations

January 22th 2024
Deadline for submission of Expressions of Interest by host organisations (EOI)

January 26th 2024
Placement shortlisting by the IIPP Team

w/c January 29th 2024
Shortlisted EOIs shared with students for selection

w/c March 4th 2024
Hosts informed of student choices and placement outcome

w/c March 11th 2024
Onboarding – hosts, supervisors and students' introductions

April 29th–June 21th 2024
Eight-week placement

w/c May 20th 2024
Interim presentations

w/c June 17th 2024
Final presentations and end of placement

How it works

1. **Initial consultations:** If your organisation is interested in taking part in the placement programme, we would be happy to have a call to answer any of your questions. IIPP members will also be able to support the development of the project brief. Programme promotional call to be held on 22nd November.

2. **Expression of Interest (EOI) Submission:** Organisations submit their Expression of Interest, including the project brief, by Monday 22 January 2024.

3. **Placement Selection and Team Formation:** IIPP team shortlists the EOIs received. Shortlisted submissions are then shared with the students who review the project briefs and indicate their top three choices. Placement choices are allocated and student teams are formed. Host organisations are informed of the student choices and outcome.

4. **Placement Induction and Onboarding:** The induction process for both students and host organisations take place in the week commencing 11th March 2024 before the placement begins.

5. **Placement:** Student placement teams officially start their placement with host organisations on 29 April 2024. The teams have regular check-ins with IIPP supervisors for support and guidance in their project.

6. **Final Presentations:** Final presentation of findings delivered to participating organisations and staff.

7. **Offboarding and Feedback:** Offboarding takes place after final presentations as a feedback discussion between students, the IIPP supervisor and the host organisation. IIPP will also circulate a feedback form, enabling anonymous feedback.

How to apply

Book a call to discuss hosting a placement or submit an Expression of Interest by contacting us

- Senior Teaching and Learning Administrator, Lena Rinder (Iipp.studentenquiries@ucl.ac.uk)

- Stakeholders and Partnerships Manager, Barbara Chesi (barbara.chesi@ucl.ac.uk) and Nora Clinton, Head of MOIN (n.clinton@ucl.ac.uk)

Find out more about the MPA here.

Testimonials

"The experience demonstrated the value of academic thinkers working side by side with practitioners to problem solve together."

Kieran Whiteside
Policy Designer, Camden Council, Placement Host 2023

"I cannot recommend this placement programme highly enough. As a local authority we got so much out of the placement due to the sheer breadth of knowledge and energy the team brought to the project."

Belfast City Council
Alistair Charles, City Innovation Office, Placement Host 2023

"We were grateful to have hosted 3 extraordinary IIPP student's last spring. They have contributed to the Spanish entrepreneurial strategy, through good international benchmarking and academic framework insights. Beyond ENISA, other relevant stakeholders have been involved along the placement and the student's work will be soon published in a national specialized magazine."

Jordi Garcia Brustenga
Director of Operations and Strategy, ENISA Placement Host 2022

Testimonials

"We (as VisionZeroCancer) apply the principles of mission-driven innovation to healthcare, a space that is complex and highly regulated. It was a pleasure to have IIPP students with us to share our concepts and to discuss our work!"

Bettina Ryll
Subject Matter Expert, Nollvision Cancer Placement Host 2022

"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 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