

Executive Master of Public Policy



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CONTACT US

If you have any queries about the Executive MPP or MPA, our administrative team will be happy to answer your queries.

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If you have any queries about the involvement of the Civil Service in this course, the Policy Profession Support Unit are available at Policy.Profession@policyprofession.gsi.gov.uk



“ Civil Servants have long been responsible for providing a professional service to ministers – advising on public policy decisions and ensuring the effective implementation of those decisions. But this is the first time we have had a professional qualification recognising the specific skills and knowledge needed for policy advice. I am delighted to see leading policy makers working in partnership with the LSE faculty to create a rigorous, academically accredited qualification for those aspiring to reach the top of the policy profession. This will help us in meeting our ambition to be a creative, innovative and continuously improving Civil Service. ”

Sir Jeremy Heywood, Cabinet Secretary and Head of the Civil Service

Head of Civil Service Policy Profession **welcome**

I am delighted to welcome you to the Civil Service and London School of Economics Master of Public Policy. This unique venture partners the United Kingdom's central government with LSE's world-leading faculty in economics, political science and public policy. This degree has been co-created by the Civil Service and LSE, so that it equips senior civil servants with the cutting-edge analytical tools required to deliver effective policy in an increasingly complex and inter-dependent world.

The programme is aimed at the development of people with the talent and drive to reach the very highest levels of the Civil Service Policy Profession, whose careers will see them working on the biggest policy problems of the future. Our community will expect them to be proficient ambassadors for the best, most modern and most appropriate approaches to policy development; leading the Civil Service to become more open, more professional and consistent in the quality of its advice to the Government of the day.

As Chair of the joint Civil Service-LSE Steering Group which is shaping this programme, I am sure that this programme will provide a thorough mastery of practical, political and analytical environments in which senior civil servants operate. I do hope this programme appeals to you as a prospective candidate and I look forward to meeting you in the course of your experience.

Chris Wormald

Permanent Secretary, Department of Education and
Head of the Civil Service Policy Profession



Chris Wormald became the Head of the Policy Profession in 2011. He chairs a cross-government Board which leads the professional development of the policymaking community of practice.

The Policy Profession Board, which includes Heads of Policy Profession from all major departments, commissioned the open tender for this programme. The evaluation of this programme after three cohorts will report to the Board on the extent to which it is enhancing professional practice in policymaking.

Programme Directors' welcome

3 For more than a century, LSE has trained decision-makers in the public and private sector from around the globe. Among its alumni are numerous government and business leaders, and several Nobel Prize winners. The School's founders believed in the power of scholarship that addresses the fundamental socio-economic and political problems of our time to improve society. Throughout its history LSE has been at the cutting edge of research in the social sciences and the design of public policies.

The **Executive Master of Public Policy** (EMPP) brings together experts from across LSE to help train the future public policy leaders of the UK Civil Service. The curriculum emphasises a core set of skills in economics, policy evaluation and political science, and shows how these can be applied to analyse policies in a broad range of settings. We integrate technical training in the core subjects with a choice of specialisations, as well as practical policy workshops. The curriculum is organised around intense teaching blocks in which students interact with leading academics and policy practitioners who have hands-on experience with the challenges of policy-making. LSE has worked closely with the UK Civil Service to ensure the curriculum addresses areas of emerging and contemporary importance for the organisation. The EMPP shares some classes with the **Executive Master of Public Administration** (EMPA), an open-enrolment policy degree that comprises an internationally diverse student body from both the public and private sector. This allows EMPP students to benefit from the diversity of experience in the EMPA cohort and EMPA students to benefit from insight of senior government decision-makers. The EMPP/EMPA peer network will provide support and inspiration throughout your professional career.

We look forward to welcoming you to the Executive MPP.

Dr Daniel Sturm

EMPA and EMPP Programme Director, Department of Economics

Dr Joachim Wehner

EMPA and EMPP Programme Director, Department of Government



Daniel Sturm, MSc (LSE), PhD (LSE), is an Associate Professor of Economics at LSE and also a Research Fellow of the Centre for Economic Policy Research (CEPR). Prior to joining LSE in 2006 he was an Assistant Professor of Economics at the University of Munich. His research interests are primarily in the areas of international trade, economic geography and political economy.

In particular he works on the empirical implications of economic geography models and the effects of electoral accountability on policy choices. His work has been published in a number of academic journals, including the *American Economic Review*, *Quarterly Journal of Economics* and *Review of Economic Studies*.



Joachim Wehner, MA (Stellenbosch), MSc (LSE), PhD (LSE), is an Associate Professor of Public Policy at LSE, and a member of the Political Science and Political Economy (PSPE) research group and the Public Policy Group. He previously worked for five years as a policy analyst at the Institute for Democracy in South Africa (Idasa), specialising in public financial management

and budget analysis. He has also been a consultant for a number of government bodies and other institutions, including the World Bank and the Organisation for Economic Co-operation and Development (OECD). His research interests are in the field of political economy, in particular budgeting and fiscal policy.



Nelson Mandela



Bill Gates



Michelle Bachelet



Sri Indrawati



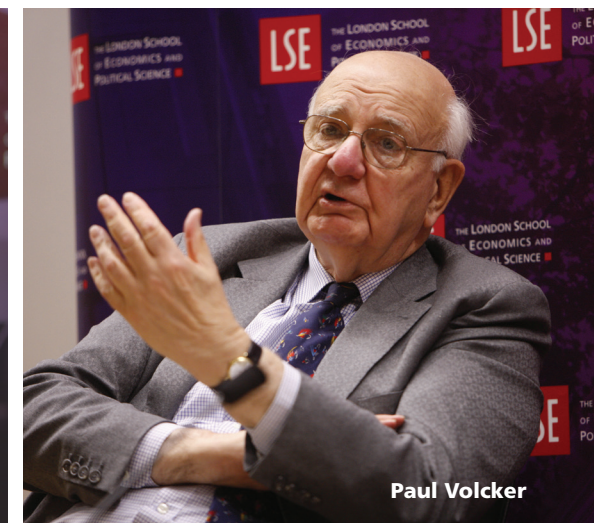
George Soros



Aung San Suu Kyi



Nicola Sturgeon



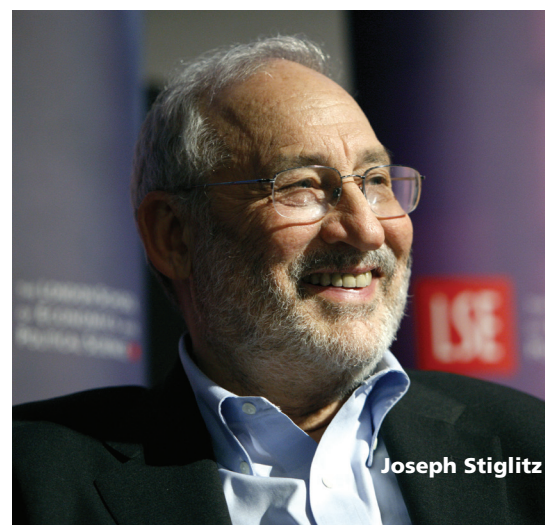
Paul Volcker



William Hague



Madeleine Albright



Joseph Stiglitz

Public events at LSE

The London School of Economics and Political Science brings the outside world onto campus by regularly welcoming some of the most influential figures in the social sciences to speak at lectures and conferences throughout the academic year.

Why a partnership between the Civil Service and LSE

- 5 LSE offers senior Civil Service practitioners the chance to reflect, study and develop their expertise at a university with a worldwide academic reputation, whilst learning from their most respected leaders and peers.

At the heart of modern government

All EMPP participants will be serving civil servants of Central Government, nominated to represent their home Department. They will have demonstrated considerable practitioner experience in bringing together evidence, political contexts and practicality into sound advice for ministers. The programme is designed with senior leaders of Government to ensure it enhances the proficiency of policy practitioners and equips them to tackle the biggest policy problems of the future.

A world centre of research and teaching

Our research informs and constantly invigorates our teaching. Graduate students play a valued and important role in the School's contribution to scholarship, through the research they undertake during their studies. LSE supports the research of its staff through academic departments and institutes, and also through a range of interdisciplinary research centres. Some 97 per cent of LSE academics are actively engaged in research. Staff are regularly sought out as advisers, consultants and commentators, becoming involved in the practical impact of the subjects they teach and research.

The School's international reputation and London location ensure that in times of crisis it is to LSE that the media turn first for a response. Professor Nicholas Stern (climate change), Professor Conor Gearty (human rights), Professor Anne Power (housing policy), Professor Tony Travers (London and local government) and Professor Danny Quah (the weightless economy) will all be familiar names to many news addicts. For a guide to staff research and consultancy experience, and their leading publications, please see lse.ac.uk/experts

Research quality

The Research Assessment Framework (formerly the Research Assessment Exercise – RAE) is a UK-wide assessment

of research at universities undertaken by the Higher Education Funding Council every five to seven years. The most recent REF took place in 2013 and the results (released in December 2014) confirmed LSE's position as a world leading research university, with the School topping or coming close to the top of a number of rankings of research excellence.

Individual subject areas at LSE also head national tables of excellence. LSE's Department of Media and Communications, European Institute and the combined entry of Management, Accounting and Finance all came top in the UK, based on a grade point average. When taking into account the percentage of research rated 4* or 3*, the departments of International Development, Social Policy, Media and Communication and Government and International Relations (combined entry) are all ranked first.

A partnership of co-design and co-delivery

The programme has a dedicated Steering Group comprising EMPP Programme Directors and senior representatives from the Policy Profession, HM Treasury, No.10 and those with considerable experience of the role of ministers and innovative policy practice. The Group has met regularly since October 2014. They ensure each topic of the programme features the most relevant and informed academics and practitioners and that they co-deliver each element with the quality and rigour one would expect from a world centre of teaching.



“The EMPP continues LSE's proud history of working closely with the UK Civil Service. Our training in this field is long-established and will equip the next generation of policy-makers with the rigorous analytical skills required for effective policy-making combined with political skills and a focus on delivery. The benefits of this collaboration for both LSE and the Civil Service are real and profound.”

Professor Julia Black, Pro Director for Research at LSE

Programme overview

The EMPP is a part-time degree for working professionals who typically have at least five years post-degree work experience. The programme is designed to be completed over 19 months. To obtain the EMPP, students must complete eight modules.

Designed for working professionals

The EMPP is a part-time degree for working professionals with at least five years of post-degree work experience. The programme comprises eight modules taught over a period of 19 months starting in December. Participants require some additional time out of the office, but the programme is designed specifically to allow students to continue to work whilst they study for their degree.

Intensive modular teaching

The EMPP is taught in a combination of week-long modules and Policy in Practice weekends. The week-long modules usually take place on the LSE campus from Monday – Friday. The Policy in Practice weekends usually run Friday – Sunday and also take place on campus.

We use a variety of assessment methods, including individual written assignments and exams. Students complete a total of eight modules:

- three core modules that develop fundamental analytical skills;
- one option module from our options list;
- three Policy in Practice weekends; and
- Capstone Project.

Refining skills for public policy

The core modules develop skills for the political and economic analysis of public policy, as well as quantitative methods. These skills are applied to current policy challenges in a series of Policy in Practice weekends. In addition, a choice of one option module allows students to develop skills in an area of specialisation that is most relevant in the context of their area of responsibility. The EMPP shares some classes with the **Executive Master of Public Administration (EMPA)**, an open-enrolment policy degree that comprises an internationally diverse student body from both the public and private sector.

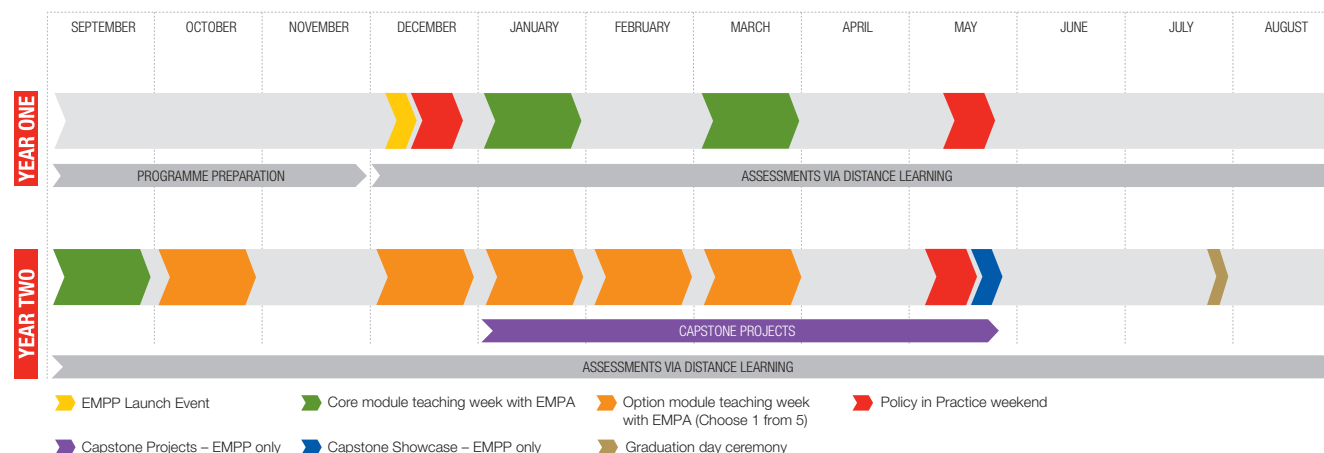
This allows EMPP students to benefit from the diversity of experience in the EMPA cohort and EMPA students to benefit from insight of senior government decision-makers.

Capstone Project

Students will undertake a group project (in teams usually of 3 to 5 people) relating to a major public policy problem faced by the Civil Service. The group will have a period of approximately 3 months to work on the issue investigating and developing a workable solution to the problem. The Capstone Project requires students to synthesise learning from across the programme and apply it to produce solutions of significant practical value. Capstone teams will be supported by a faculty supervisor and a Civil Service mentor.

LSE faculty

The Institute of Public Affairs draws on faculty from across the School. We also collaborate with carefully selected academic contributors from other institutions, as well as senior policy practitioners.



Curriculum information

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Core Modules

Policy in Practice Workshops I, II and III

Each policy workshop applies the analytical tools that are taught in the week-long modules of the Executive MPP to specific policy areas. Teaching is based on a series of case studies. The case studies are taught by specialists in a particular policy area and are complemented with group working sessions and presentations by policy practitioners involved in the policy area.

Political Science and Public Policy

This course introduces a range of theoretical and empirical tools to analyse the politics of public policy-making. The main focus is on political institutions in modern democracies and how they relate to public policy. Topics include elections, representation, delegation, accountability, interest groups, legislatures, executives and decentralisation.

Empirical Methods for Public Policy

The course introduces students to the quantitative evaluation of public policies. The focus of the course is on practical applications of state of the art empirical methods. The course begins with an overview of the key benefits of randomised experiments and then covers a number of other widely used approaches to determining the effectiveness of public policy interventions.

Economic Policy Analysis

The course is an introductory graduate course providing an economics background suitable for high-level public policy-making. The emphasis is on acquiring sound models and methods suitable for appraising policy-making issues and applicable in a wide variety of contexts. The course focuses on key microeconomic policy issues and provides an overview of macroeconomic issues.

Option Modules

Public Economics

This course introduces students to public economics which studies the public sector and the role of the government in the economy. Topics covered in the course include issues of equity and efficiency, models of public goods and externalities, who ultimately bears the cost of taxes, the role of welfare programmes in theory and in practice and the effects of taxes and transfers on labour supply and migration.

Capstone Project

Students will undertake a group project (in teams usually of 3 to 5 people) relating to a major public policy problem faced by the Civil Service. The group will have a period of approximately 3 months to work on the issue investigating and developing a workable solution to the problem. The Capstone Project requires students to synthesise learning from across the programme and apply it to produce solutions of significant practical value.

Regulatory Analysis

This course examines contemporary issues in regulation in OECD countries and elsewhere. The focus is on exploring competing approaches towards regulation in the context of different domains ranging from utility, environmental to health and safety regulation. Particular attention is paid to issues such as institutional design, enforcement and compliance, as well as the relationship between politicians, regulators, business and other important actors. Topics include institutional design, development and regulation, standard-setting, enforcement, "better regulation", and accountability.

Fiscal Governance and Budgeting

The course examines contemporary issues in fiscal governance and public budgeting in OECD countries and elsewhere. The focus is on executive and legislative actors and the institutional structures within which they make budgetary choices. Following an introduction to theoretical approaches to the study of budgeting, topics include medium-term frameworks, top-down budgeting, fiscal rules and fiscal councils, performance

budgeting, legislative budgeting, fiscal decentralisation, budget transparency, audit and accountability.

Other options available for audit and on request:

Development Economics

The main focus of this course is on acquiring the necessary theoretical and empirical skills to engage in the rigorous analysis of public policies, in the context of developing countries. Topics include trade liberalisation, growth, access to finance, technology adoption, education, health, infrastructure, mass media and political accountability.

Global Market Economics

This course focuses on the economic interdependence between countries in a global economy. The first part of the course examines the structure and geography of world trade; the second analyses macroeconomic issues such as the effects of international capital flows, fixed versus flexible exchange rates and the economics of a common currency.

EMPP class 2015 – 17

Departments represented

Cabinet Office

Department for Environment, Food and Rural Affairs

Department for Business, Innovation and Skills

Department for Communities and Local Government

Department for Education

Department for Energy and Climate Change

Department for Transport

Department for Work and Pensions

Foreign and Commonwealth Office

HM Revenue and Customs

HM Treasury

Home Office

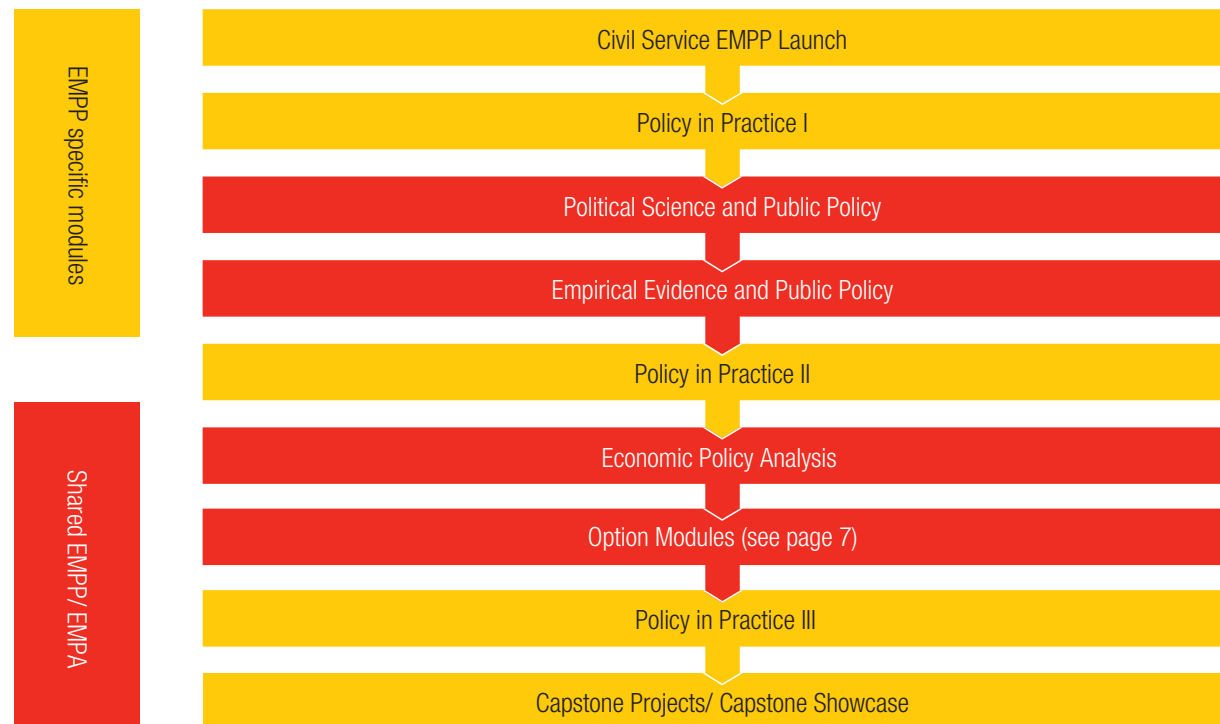
Ministry of Defence

Ministry of Justice





Part-customisation in **practice**



“ LSE provides a unique environment in which to study policy. Many members of the LSE community move seamlessly between academia and policy-making. It is a place where ideas are both generated and debated in classrooms, public forums and research publications. The aim is to seek out effective long-term solutions to problems, not short-term palliatives. This means having the kind of grounding in rigorous thinking that LSE offers. The Executive MPP and MPA broaden the ways in which those aspiring to make policy better can access what LSE has to offer. ”

Professor Tim Besley

Teaching and assessment

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The Executive MPP modules are taught in either a week-long teaching block or long weekend format. A summary of teaching methods for both formats is included below.

Week-long teaching blocks

The intensive week-long teaching blocks normally take place from Monday – Friday (inclusive) on campus at LSE. The timetable for these modules is a combination of lectures, seminars and group work exercises. Teaching for each module will typically be around 30 classroom hours in total. This excludes additional hours required for personal study and individual preparation prior to the start of each module. Please note that students on the EMPP Programme will receive a number of core readings prior to the start of each modular block, which they will be required to study in advance of their teaching session.

Policy in Practice weekends

The Policy in Practice weekends normally run from Friday – Sunday (inclusive). The teaching over the course of the weekend will take a varied format, with sessions run by leading practitioners and policy makers. The teaching and group work sessions will be facilitated by an LSE academic who will oversee proceedings.

The Policy in Practice weekends will usually involve around 18 hours of contact time, which excludes preparation and private study time. Relevant course materials will be forwarded to students ahead of the weekend, with instructions for advance preparation.

Networking opportunities

The week-long teaching blocks and the Policy in Practice weekends will also include a number of networking opportunities with fellow EMPP and EMPA students, other LSE Executive programmes, alumni, faculty and keynote speakers.

Capstone project

Students will undertake a group project (in teams usually of 3 to 5 people) relating to a major public policy problem faced by the Civil Service. The group will have a period of approximately 3 months to work on the issue investigating and developing a workable solution to the problem. The Capstone Project requires students to synthesise learning from

across the programme and apply it to produce solutions of significant practical value. Teams must submit a 10,000 word report and make a presentation to a panel of senior civil servants.

Assessment methods

EMPP modules are assessed by a combination of policy and data analysis exercises, and final examination. The detailed assessment methods for each module can be found in the assessment section of the Graduate Course Guides, which are available on the LSE website: lse.ac.uk/resources/calendar/courseGuides/graduate.htm. Students are required to attend all core modules, Policy in Practice weekends, one option module and complete the Capstone Project.

For more information on teaching and assessment, please contact the EMPP Programme Office (execmpp@lse.ac.uk).

Optional Maths and Statistics Refresher

At the start of the EMPP students will be offered the chance to participate in a specially designed two-day maths and statistics refresher module to bring them up to the required level of knowledge for the programme. The module, delivered by an experienced LSE faculty member, will involve pre-reading, lectures and individual and group exercises.



“ I have found that the administrative Civil Service, in our modern liberal democracy, characteristically needs to engage in four distinct but related activities: the accumulation of knowledge, the transmission of decisions; advice; and guardianship. I have hopes that this programme, in its pilot years, can allow participants to engage simultaneously and successfully in each of these four types of activity. Where the Civil Service succeeds in pulling off that trick – which, at its best, it does – it brings something of inestimable value to Britain. ”

Rt Hon Oliver Letwin MP, Chancellor of the Duchy of Lancaster (Cabinet Office)

The EMPA

The student community

Students who choose LSE are intent on experiencing an active and varied programme. The structure of our degrees emphasises the need for self-study and rigorous intellectual skills where an individual student's opinion matters. The student community at LSE is one of the most internationally diverse in the world, with students from over 145 countries living and studying on campus. This mix encourages a truly global and international approach to intellectual discovery and academic life at LSE, which cannot be matched elsewhere. The total student population at LSE is around 9,250 full-time and 900 part-time, 59 per cent of whom are studying at graduate level. If you are the kind of student who enjoys being challenged – intellectually, socially and personally – then choose LSE.

EMPA 2014 – 2016 class profile (36 students)

LOCATION	NATIONALITY	SECTORS	AGE AND GENDER
Afghanistan	Afghan	Charity	Age range
Australia	Argentinian	Chemicals	25 – 45
Austria	American	Consulting	Average age
Azerbaijan	Australian	Diplomatic	35
Belgium	Austrian	Education	Gender
Colombia	Azerbaijani	Financial services	Female 53% Male 47%
Denmark	Belgian	Government	
France	British	Healthcare	
Germany	Canadian	Marketing	
India	Colombian	Media/Journalism	
Luxembourg	Egyptian	NGO/IGO	
Oman	French	Oil/Gas/Energy	
Qatar	German	Politics	
Switzerland	Hungarian	Professional services	
UK	Indian	Social enterprise	
USA	Lebanese	Think tanks	
	Mexican		
	Moroccan		
	Polish		
	Portuguese		
	Spanish		



“ LSE attracts truly outstanding individuals, passionate to make public policy more effective. Their interaction with leading members of our faculty engenders fundamental debate and innovative ideas. The Executive MPP and MPA allow like-minded professionals to learn from our experienced faculty as well as from their uniquely talented peers. ”

Professor Oriana Bandiera

The faculty

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The EMPP and EMPA programmes are delivered by LSE faculty associated with the Institute of Public Affairs. Below is an indicative list of faculty teaching on the various modules.

Faculty members



Professor Oriana Bandiera

Department of Economics
Development Economics



Professor Andrew Bernard

Tuck School of Management
Global Market Economics



Professor Timothy Besley

Department of Economics
Policy in Practice weekend



Professor Robin Burgess

Department of Economics
Development Economics



Francesco Caselli

Norman Sosnow Professor of Economics
Policy in Practice weekend



Professor Torun Dewan

Department of Government
Policy in Practice weekend



Professor Patrick Dunleavy

Department of Government
Policy in Practice weekend



Dr Paolo de Renzio

International Budget Partnership
Fiscal Governance and Budgeting



Dr Andy Eggers

Nuffield College, Oxford
Political Science and Public Policy



Dr Greg Fischer

Department of Economics
Empirical Methods for Public Policy



Professor Conor Gearty

Institute of Public Affairs
Policy in Practice weekend



Professor Simon Hix

Department of Government
Political Science and Public Policy



Dr Ethan Ilzetzki

Department of Economics
Economic Policy Analysis



Professor Stephen Jenkins

Department of Social Policy
Policy in Practice weekend



Dr Mathias Koenig-Archibugi

Department of Government
Policy in Practice weekend



Professor Martin Lodge

Department of Government
Regulatory Analysis



Professor Michael Murphy

Department of Social Policy
Policy in Practice weekend



Professor Henry Overman

Department of Geography and Environment
Policy in Practice weekend



Professor Gerard Padró i Miquel

Department of Economics
Economic Policy Analysis



Dr Daniel Sturm

Department of Economics
Empirical Methods for Public Policy



Dr Joachim Wehner

Department of Government
Fiscal Governance and Budgeting

Frequently asked questions

Who should apply?

The EMPP has been developed in partnership with the UK Civil Service for members of the UK Civil Service. If you are not a UK civil servant please see the Executive MPA.

What if my maths or statistics knowledge is a little rusty?

The EMPP does not require in-depth knowledge of maths or statistics. However, it does require you to understand a few basic concepts to fully benefit from the programme learning. For this reason, at the start of the EMPP students will be offered the chance to participate in a highly recommended **specifically designed two-day maths and statistics refresher module** to bring them up to the required level of knowledge for the programme.

When does the programme start?

The first day of class is Friday 9 December 2016. Each module requires reading and preparation and successful applicants should anticipate starting to prepare for the EMPP from September 2016. Teaching finishes on Sunday 20 May 2018.

How can I put myself forward? What's the deadline?

Please speak to your department's Head of Policy Profession to voice your interest. (If you are not sure who that is, you can contact Policy.Profession@policyprofession.gsi.gov.uk). Details of application procedures including deadlines will be advertised well in advance by individual departments.

What does the application form look like – what are the criteria?

There will be a single application form for this process. If you would like a copy, please contact Policy.Profession@policyprofession.gsi.gov.uk.

We will need to know about your reasons for applying; what you hope to get out of the programme and what you would bring to it. LSE criteria for admission to the EMPP include a 2:1 or equivalent standard in a first degree from any discipline and at least 5 years work experience. If your degree falls short of the required standard, LSE will consider any relevant professional or personal experience that might compensate.

What if I don't have a degree?

The joint Civil Service and LSE Steering Group need to be confident you can rise to, and fully benefit from, the academic challenge. A prior degree is one way of gauging your aptitude for a higher level qualification. However, LSE will consider qualifications and training that fall short of a full degree and professional experience in assessing suitability for the programme.

How many people will be part of each cohort? Will each cohort represent all government departments?

Each cohort has up to 35 students. Each major Government Department has agreed to buy places on the programme. Each cohort should therefore have cross-government representation.

What does it cost and who pays?

Each major Government Department has agreed to buy their place, or places, so there will be no cost to individual students.

Who decides who goes on the course and who doesn't?

Departments nominate their candidates by sending completed application forms to the joint LSE and Civil Service Steering Group. LSE will provide expert guidance on an applicant's suitability to successfully tackle the Executive MPP challenge and successful applicants must satisfy LSE's admissions criteria on prior academic performance.



“ The Executive MPP and MPA have been designed to provide students with a rigorous and inter-disciplinary training in economics and political science. Our graduates will depart understanding key theories with the practical knowledge of how to apply them effectively. The programmes feature a wealth of in-depth contributions from internationally renowned academics and practitioners, which makes it a truly unique offering in the School's portfolio. ”

Professor Simon Hix



 Civil Service Learning
Executive Master
of Public Policy

Registered address: The London School of Economics and
Political Science, Houghton Street, London WC2A 2AE

The London School of Economics and Political Science holds the
dual status of an exempt charity under Section 2 of the Charities
Act 1993 (as a constituent part of the University of London), and
a company limited by guarantee under the Companies Act 1985
(Registration no. 70527).

Freedom of thought and expression is essential to the pursuit,
advancement and dissemination of knowledge. LSE seeks to
ensure that intellectual freedom and freedom of expression
within the law is secured for all our members and those we
invite to the School.

The School seeks to ensure that people are treated equitably,
regardless of age, disability, race, nationality, ethnic or
national origin, gender, religion, sexual orientation or personal
circumstances. Equality and diversity are integral to the School's
priorities and objectives. We will support inter-faith and inter-cultural
dialogue and understanding and engage all students in playing a
full and active role in wider engagement with society.

This brochure can be made available in
alternative formats on request. Please
contact: Institute of Public Affairs

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and Political Science
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lse.ac.uk/IPA/EMPP