

Blavatnik School
of Government

A YEAR IN REVIEW

Annual Report 2018–19



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Our vision is of a world better led, served and governed. In pursuit of this vision, we **teach** current and future leaders; **research** pressing challenges; and **engage** with practitioners around the world.

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It's vital for countries to work together and understand each other. The MPP was an incredibly rewarding experience, and provides a starting point for future leaders in public policy to build dialogue and mutual understanding.

XIHENG JIANG, VICE PRESIDENT OF THE CENTRE FOR INTERNATIONAL KNOWLEDGE ON DEVELOPMENT IN CHINA

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INTRODUCTION



**Professor Ngaire Woods, Dean of the
Blavatnik School of Government**

Over the last year we have seen no let-up in the challenges facing societies. At the Blavatnik School of Government, we are acutely aware of three big questions confronting countries all over the world. One is how to hold communities together in the face of a toxic polarisation of societies exacerbated by social media. A second is how to reverse the demise in equal opportunity (such as access to an excellent education) which is causing people to question capitalism and their trust in the establishment. The third is how to navigate a world in which global leadership is changing, forcing governments to ask ‘with whom should we cooperate?’.

Social cohesion, thriving economic opportunity, and cooperation are central themes for the Blavatnik School of Government. When we founded the School in 2010, we did so with a clear vision: that we would draw lessons from all over the globe in our pursuit of a world better led, served and governed. These lessons would come not only from governments, but from the private sector and a multiplicity of disciplines. We bring together students from many nations and backgrounds to learn how to collaborate regardless of each other’s backgrounds and views.

In the year covered by this annual report, April 2018 to March 2019, we have worked with people from all over the world committed to positive change. In the 2018/19 year alone our students represent 54 different countries and territories; since our first 2012 intake, we have welcomed students from 119. Our speakers and visitors enrich our community still further. Over the past year we have hosted current or former heads of government from six different countries, leaders from business, technology and the arts, and two Nobel Peace Prize winners (Malala Yousafzai and Juan Manuel Santos).

In these pages you will find applied research on topics from poverty to female leadership and from big tech to improving children’s learning. You will see examples of how we have advised practitioners and politicians, whether on the crisis in auditing or what drones mean for state military action. You will see us grappling with the very biggest issues: the crisis in capitalism; stabilising fragile states; climate action; and what the technological revolution means for governments and citizens.

You will also get a flavour of our diverse and exceptional students and alumni. From Maria Soledad Nuñez Mendez, who was a minister in Paraguay before joining us for the Master of Public Policy degree (MPP), to Yifan Hou, MPP student and the world’s number one female chess player, our growing community provides support to one another across borders – rooted in common values and concepts gained within the School.

We are acutely conscious of the need to make an outstanding professional preparation for public service available to the very best people, regardless of means. This year 74% of our MPP students are on full funding and a further 11% on partial funding, bringing that vision closer than ever and highlighting the importance of our supporters.

Our global outlook has not stopped us engaging with the political upheaval on our own doorstep. Many of our alumni are directly working on Brexit, both on the UK and EU sides, while our faculty have been sharing evidence-based thinking on the subject both with politicians and, through media comment pieces, the wider public.

In the following pages I hope you will find that in a world where people are shouting at each other, we have started conversations; that amidst the geopolitics of division, we have built bridges. That we can do so is testament to the support of many who share our vision: from our donors and research funders to those who lend their time and expertise to our activities. Thanks to them, and to our exceptionally dedicated faculty and administrative staff, we are able to place service to others at the heart of what we do.

2018 MPP applications

797 applicants

119 places

2018 DPhil applications

135 applicants

6 places

TEACH

Communities around the world are yearning for better public leadership. Our degree programmes and short courses support those who are passionate about public service to address some of this century's most complex public policy challenges.

Our **Master of Public Policy (MPP)** is an intensive one-year postgraduate degree for current and future leaders, with a distinctively international and multidisciplinary approach. Students range from brilliant recent graduates who show great promise for public service to those who are already senior in their careers.

Our **Doctorate in Public Policy (DPhil)** is a three-year research programme for those wanting to bring in-depth rigour to real-world issues.

Our **non-degree fellowships and short programmes** allow senior leaders time for reflection and the chance to fortify their knowledge with the latest evidence-based thinking.

The pages that follow offer a flavour of our applied approach; of the cross-sectoral insight and expertise to which our students gain access; of the exceptional quality and diversity of our student body; and of the ways in which our alumni take the Blavatnik School mission out into the world.

OUR STUDENTS

Our 119 Master of Public Policy (MPP) and 25 doctoral (DPhil) students show exceptional ability as well as dedication to serving others, and represent a wide range of countries and life experiences. Our programmes are highly competitive and our admissions process considers each applicant as an individual, closely assessing their academic and analytical excellence; their commitment to public service; and their ability to show leadership and have impact.



STUDENT PROFILE

MARIA SOLEDAD NUÑEZ
MENDEZ

MPP 2018, Paraguayan

Inspired to serve

At just 31, Soledad was appointed as Minister of Housing and Habitat, becoming the youngest person ever to serve in Paraguay's cabinet and the first woman to hold this position. This followed her work in the NGO sector, where she led a project building over 4,000 emergency homes in very low-income communities. Soledad seized the opportunity of moving to a ministerial role, using her new position to strive towards a more egalitarian society. "It was a huge challenge, as I didn't have a political background, and corruption has given politics a bad reputation among young people. I accepted the role so I could try to change the system from within." Soledad joined the MPP following the completion of her four-year term in office, during which time she worked with a record 30,000 families.

In addition to her impressive professional achievements, Soledad demonstrates the value of humility in leadership and a clear commitment to public service. "I need to be better prepared in order to better serve my country, and I felt inspired by how the School is shaping leaders around the world", she says. "Some people are anxious about returning to education, but there's no time limit. Even if you are a minister or a CEO you can always learn something new."

Following the course, Soledad will apply the knowledge and skills that she has developed as she devotes herself to creating a more just and effective public service in Paraguay.

STUDENT NEWS

Young 1ove, an NGO in Botswana run by **Noam Angrist (DPhil, Israeli/American)** that connects young people with life-saving health information, signed a four-year Memorandum Of Understanding with the Botswana government to scale up nationally an evidence-based education programme in partnership with UNICEF. They have also signed a partnership with the Jameel Poverty Action Lab and Pratham to be an 'innovation hub' for the scale-up of the intervention across Africa.

Prosper Ahmed Amuquandoh (MPP, Ghanaian) received the Rising Star Award at the 2018 Ghana Energy Awards in Accra, for his work with the Ghana Energy Commission promoting and regulating renewable energy.

Christopher McIntyre (MPP, New Zealand) had his paper 'Exploring public sector managers' motivations in deploying decision support tools to the street level' published in the peer-reviewed *Policy Quarterly*.

Zile Huma (MPP, Pakistani) won an Agahi award (journalism awards in Pakistan) for an article on sustainable urban planning.

When working in Slovakia's Ministry of Foreign Affairs before joining the School, **Zuzana Hlavkova (MPP, Slovak)** had helped uncover procurement irregularities and abuse of power during Slovakia's EU Council presidency. She went on to become a campaigner with Transparency International, an anti-corruption NGO. She was recently interviewed by Radio France about the whistleblowing case she was involved in.

74%

of 2018's MPP class
are fully funded.
A further

11%

have partial funding.

STUDENT PROFILE

USMAN NIZAMI

MPP 2018, British



A chance to reflect

Usman joined the MPP programme from the UK government's Department for International Development (DFID), where he was most recently the representative to the Gulf States. Having already gained significant work experience, Usman sees the MPP as an opportunity to pause and reflect. "The 12-month commitment makes it an attractive sabbatical offer, without having the feeling that you have missed out on professional opportunities."

Usman appreciates the holistic view that the MPP gives students and cites the negotiations module as a highlight. "It's very impressive – we have access to people who have led some of the major conflict resolution negotiations in recent history."

Many people view the MPP as a chance to change direction, but Usman would also recommend the course for those looking to continue on an established career path. "The MPP gives you the chance to take time away from the routine of working life, think about the kind of leader you want to become and to refine that vision", he says. "Everything we are learning this year informs that thought process – we are being equipped to become the best public servants we can be."



STUDENT PROFILE

AARON MANIAM

DPhil in Public Policy 2017, Singaporean

Turning to technology

Doctoral student Aaron Maniam had a senior career in the Singapore government before joining the School, most recently serving as Senior Director (Industry) in the Ministry of Trade and Industry.

With a range of experiences under his belt, Aaron has turned his attention to technology. “My research focuses on comparative studies of digitalisation efforts by governments, in terms of public administration, public service delivery and the ramifications for democratic citizenship.”



STUDENT PROFILE

STEPHANIE IFAYEMI

MPP 2018, British

Seizing opportunities

With a diverse professional background ranging from commercial and corporate law to policy research and development, Stephanie is taking advantage of the MPP both to build on her existing knowledge and to fill the gaps she had identified in her skills.

As the second recipient of the Blavatnik School’s Duke of Cambridge Scholarship, which is awarded to a future British leader with outstanding potential, Stephanie has been able to make the most of the opportunities that come with studying at the School. “I’m learning Mandarin and working as a part-time research assistant at the Government Outcomes Lab (see p. 32), working on outcomes-based instruments in low- and middle-income countries. Without the Duke of Cambridge scholarship, these opportunities would have been out of reach.” Additional support from her college, University College, expanded her opportunities even further: “I attended the 2019 Global Solutions Summit, a pre-G20 meeting in Berlin”.

Stephanie’s interests include gender, data/technology, and strengthening governance and economic diversification to harness Africa’s demographic dividend. “As a UK national with Nigerian diaspora roots, this interest extends to reconstructing UK–Africa relations for mutual political-economic development.”

Stephanie is a Duke of Cambridge Scholar

HEARING IT FIRST-HAND

The UK public policy series gives our students exclusive access to senior figures in British public life, who give candid answers to wide-ranging questions. Over the past year students have had the chance to quiz Laura Kuenssberg, Political Editor of the BBC; Sir Jon Cunliffe, Deputy Governor for Financial Stability at the Bank of England; Kirsty McNeill, Executive Director of Policy, Advocacy and Campaigns at Save the Children UK (and former special advisor and speechwriter to Gordon Brown during his period as Prime Minister); Eleanor Shawcross, Special Adviser and Deputy Chief of Staff to George Osborne during his time as Chancellor of the Exchequer; Sir Suma Chakrabarti, President of the European Bank for Reconstruction and Development (EBRD); Ciaran Martin, CEO of the National Cyber Security Centre; Lord Gus O’Donnell, former UK Cabinet Secretary and Head of the Civil Service (2005–11); and the Rt Hon David Cameron, UK Prime Minister 2010–16 (right).



STUDENT PROFILE

ANNA ABELA

MPP 2018, Maltese



Broadening professional horizons

Anna, a lawyer, obtained her LLM with distinction from the LSE and her career so far has included working for the EU’s Delegation to Jamaica on reforming the Jamaican justice sector, and leading negotiations to establish the EU Asylum Agency. Speaking to a Blavatnik MPP alumnus confirmed her decision to undertake the MPP. “He told me that his cohort was the most inspiring he’d ever been in. His personal recommendation really made the difference for me.”

The MPP has allowed Anna to broaden her skills, most notably by gaining a strong grounding in economics and statistics. She greatly values the knowledge and experience that her classmates have shared, both within and beyond the classroom walls. “The class of 2018 includes former cabinet ministers, high-level diplomats and civil servants, members of the military, and policymakers from UN agencies and international financial institutions. I have benefited immensely from my conversations with classmates, many of whom have shared with me the lessons they learned from some of the most defining moments in their careers.”

Anna is now planning her future career, making use of the University Careers Service, her academic supervisor and a highly regarded barrister and legal scholar who is mentoring her as part of the professional mentoring scheme.

REAL DILEMMAS IN THE CLASSROOM



Award for case study used in teaching

“The case method helps students build good judgment, so students may better navigate decisions that have no correct answers”, says **Karthik Ramanna**, Director of the Blavatnik School’s Master of Public Policy (MPP). “It’s common in business schools, but used less in schools of government. We’re changing that.”

Applied learning is central to our MPP, and case studies encourage students to move away from purely theoretical learning and reflect on how they would behave in real-world scenarios, where decision-making is not black and white.

The School’s Case Centre on Public Leadership, directed by Karthik, facilitates this applied element of the programme, presenting real policy challenges in areas from healthcare to judicial reform.

The approach was endorsed with an award in February 2019: the ‘Outstanding Case Writer’ prize in the international Case Centre Awards (dubbed the “business school Oscars” by the *Financial Times*). The Blavatnik School was the only non-business school so recognised.

Accept or decline? President Trump calling

The award-winning case study was based on the real-life dilemma faced by US Attorney Preet Bharara upon missing a phone call from President Donald Trump.

Imagine you’re the US Attorney for the Southern District of New York – Manhattan’s key federal prosecutor, a position appointed by the President of the US. One day you return to your office to see you’ve missed a phone call from newly elected President Donald Trump.

As a measure intended to avoid political influence in law enforcement, the US President would normally inform senior intermediaries in the Department of Justice before contacting a US Attorney. President Trump had not done so.

As chief law-enforcement officer in the jurisdiction that covers most of President Trump’s personal and business interests, you are keen to avoid any appearance of impropriety, but you

also know that President Trump is an unorthodox leader who wants to shake up government bureaucracy.

Would you return the call, in violation of the Department of Justice norms laid out by the previous (Obama) administration?

“Presented with this case, with all the accompanying detail and background, students usually start off evenly split on the decision of whether or not to return the call”, says Karthik. “The ensuing discussion often results in several participants changing their minds. This process of lively debate and in-depth reflection on controversial issues fosters a culture of open-mindedness and intellectual integrity – both invaluable qualities for individuals looking to shape institutions in a way that contributes to the School’s overarching vision of a world better served by its leaders.”

The case study aspect of learning is only one element of the applied nature of the MPP programme. Consideration of how and when concepts and evidence can help address current challenges is embedded throughout the year, including in specific applied policy modules, from negotiation to behavioural science to private finance. Modules on professional skills bring students into direct contact with senior practitioners currently at the heart of policymaking. Students also undertake policy simulations which include group role-playing: recent simulations have included climate change negotiations and Brexit.

STUDENT PROFILE

NATALIE BARNES

MPP 2018, Australian



Deepening diplomacy

Natalie came to the Blavatnik School with 12 years’ experience in the Australian Foreign Service. As a diplomat she has lobbied for human rights and disarmament in North Korea; built a green growth partnership in South Korea; supported Australia to open an embassy in Ulaanbaatar, Mongolia; and negotiated free trade agreements with Pacific Island countries.

Immediately prior to the MPP Natalie was based at The Hague as Australian Deputy Permanent Representative to the Organisation for the Prohibition of Chemical Weapons (OPCW). “There was a very active agenda for the council in light of the repeated use of chemical weapons in Syria and the unexpected, quite brazen Novichok attack in Salisbury”, she says.

While action against chemical weapons use has traditionally attracted consensus, a lack of unanimity in the UN – with repeated use of the veto in the Security Council on Syria – raised the stakes in the OPCW, which can operate on majority voting if necessary. “The objective was to ensure there was no impunity for those who would use such abhorrent weapons – if action was not going to be possible through the UN, it had to happen in The Hague”, says Natalie. “There was a counter-campaign to suggest that certain decisions went beyond the OPCW’s mandate. Suddenly this very beautiful, tranquil, quiet town became the epicentre of a lot of international diplomatic lobbying, intrigue and action.”

“By joining the School I’ve been able to round out the theory of what we were doing in practice”, says Natalie. “I’ve loved it. It has made me interrogate and challenge my assumptions.” When she returns to the Foreign Service, Natalie will be First Secretary (Political) at the Australian Embassy in Washington.

SUMMER PROJECTS: APPLYING THE MPP

The six-week summer project is the final part of the MPP programme and allows students to apply what they have learned to real policy situations through a work placement. In summer 2018 our students carried out placements with 82 different hosts in 24 countries. Host organisations included the UK Cabinet Office, the UK's Behavioural Insights Team, Facebook, the Singapore Ministry of Manpower, Save the Children UK, the OECD, the UK's Department for International Development (DFID), the World Bank, World Vision, the US India Policy Institute, the Scottish Government, the European Bank for Reconstruction and Development (EBRD) and the European Commission.

Perhaps the standout summer success in 2018 was **Felipe Rigoni Lopes (MPP 2017, Brazilian, Lemann Fellow)**, whose preparation for an election formed his summer project. Felipe was successfully elected as a federal politician in Brazil in autumn 2018 and now sits in the Brazilian House of Representatives.

Emily Mediate (MPP 2017, American, Rhodes Scholar) used her 2018 summer project to advance health policy in East Africa, working on a major issue for the region: the lack of access to pain-relieving drugs like morphine.

Efforts to stop dangerous drug use and addiction can make it very hard for patients to access the palliative care they need. In Uganda in 2015, the Narcotic Drug and Psychotropic Substance Control Act restricted narcotic drug prescription to medical officers, dramatically cutting the number of morphine prescribers in the country, with a knock-on impact on palliative care.

Working for the Palliative Care Association of Uganda, Emily worked with an ad-hoc committee to develop solutions, collaborating with consultants, government officials and organisations to develop recommendations for ensuring both the availability and the adequate regulation of controlled medicines.

The parent organisation, Global Partners in Care, was so pleased with Emily's work that they have actively recruited two MPP students to complete their summer project with them this year.

Emily herself has continued to pursue her interest in health policy and is now the Director of Presidential Affairs at the Planned Parenthood Federation of America.



Emily Mediate with Dr Amandua Jacinto, former Commissioner of Clinical Services at Uganda's Ministry of Health

STUDENT PROFILE

YIFAN HOU
MPP 2018, Chinese



Women's world chess champion

Yifan is a four-time women's world chess champion and currently the number one female player in the world, as well as the only woman in the world's top 100 chess players.

Others at the very top level devote themselves to chess full time. Maintaining it alongside full-time study (let alone in her non-native language) is, says Yifan mildly, "not easy". However, she has never wanted to restrict herself to a single field of endeavour: "I want to explore more than one thing."

She was drawn to the fact that the MPP covers a wide spectrum of knowledge and concepts, helping her consider options for what to do next. She is keen to combine chess with an area of policy – perhaps using chess within education, where research suggests it has promise not only for supporting critical thinking and strategy in early years, but for helping those with autism, or reducing reoffending rates among prisoners.

Yifan is a Rhodes Scholar

STUDENT NEWS

Chanda Chungu (MPP, Zambian) published books *Company Law in Zambia* and *The Law of Business Associations in Zambia* with Juta Publishing. He also had an article on unilateral variations of employment contracts in Zambia accepted for publication in the peer-reviewed *Industrial Law Journal*.

Noam Angrist (DPhil, Israeli/American) played a major role in building two components of the World Bank's recently launched Human Capital Index, which ranks countries according to health and education outcomes with the intention of incentivising nations to invest more in their human capital.



Jieun Baek (DPhil, American) has been conducting fieldwork in Myanmar (left). Jieun is interested in the early stages of dissent in authoritarian regimes. She is investigating the factors that motivate first movers of dissent in Myanmar, and what leads to dissent escalation. Here she is interviewing Htin Kyaw (on the left), a dedicated activist for labour rights and human rights. Jieun is also an expert in North Korea, and is the author of *North Korea's Hidden Revolution: How the Information Underground is Transforming a Closed Society* (Yale University Press, 2016) and the founder and director of Lumen, an NGO that works to send information into North Korea.



STUDENT PROFILE

LUCINDA FORD

MPP 2018, American

A pioneering submariner

Lucy joined the US Navy at 17 and was selected upon commissioning to be one of the first 200 ever female submarine officers. She chose to combine studies and military training by attending a military service academy: "I wanted to improve morally and physically as well as academically, and the Naval Academy allowed me to do that."

Lucy is proving her academic mettle with two consecutive master's degrees, including the MPP, and proving her grit when it comes to duty: time down on the submarine involves working seven days a week, 18-19 hours a day.

On the MPP, she has enjoyed "the professional side of the course and the ability to learn from the cohort." She revels in "really understanding the 'why' - why we make policy and why we choose certain policies over others. I look forward to bringing that back into the Navy."

On being a pioneer in terms of women's representation among submariners, Lucy says: "Part of what I want to do is help lead that path - to pave the way for others to come, but also to make sure that those in the submarine service are taken care of. I think that bringing women and diversity into different units really changes culture for the better. We need that in the military and we need that overall."

Lucy is a Rhodes Scholar



ALUMNI NEWS

BRINGING BOOKS TO CHILDREN IN AFGHANISTAN

Blavatnik School alumna recognised for innovative approach to literacy

In January 2019 alumna **Freshta Karim (MPP 2016, Afghan)** was named in the International Literacy Association's '30 under 30' list for her work to bring the joy of reading to hundreds of children around Kabul, Afghanistan, through a mobile library - and she has just been included in Forbes' '30 under 30' too.

Freshta grew up under the shadow of the Afghan civil war and Taliban rule, spending part of her childhood as a refugee in Pakistan, and eventually making her way to Oxford on a Chevening Scholarship. After the MPP, she and other young Afghans founded Charmaghz ('walnut', or more literally 'four brains', in Persian), to promote critical thinking and education in a country with a 64% illiteracy rate.

The organisation grants local children access to something that was all too rare during Freshta's own childhood as a refugee: books. They started a mobile library from a converted bus, with about 500 books (pictured above, with Freshta reading). Recently, the team converted another bus into a mobile cinema showing educational films. The collection provides services to about 200 children a day.

Ages of 2018 MPP class

21-46

OVERALL

28

MEDIAN

28

MEAN

ALUMNI

Our 534 alumni are key members of the School, taking our community and our mission across continents and sectors. Making waves in the public, private and not-for-profit sectors, they range from ministers and MPs to founders of NGOs; from senior civil servants to city mayors; and from ambassadors to those leading the efforts of multinational firms to engage with the public good. 253 associate alumni from our executive education programmes broaden our network and mission even further.

Throughout the year, our alumni have connected with the School and each other both virtually and in person, offering mutual support across borders and finding common reference in the School's vision of a world better led, served and governed. They have been critical to the day-to-day life of the School: helping recruit the next generations of students; offering advice and opportunities to those on course; and engaging with School events and faculty research.

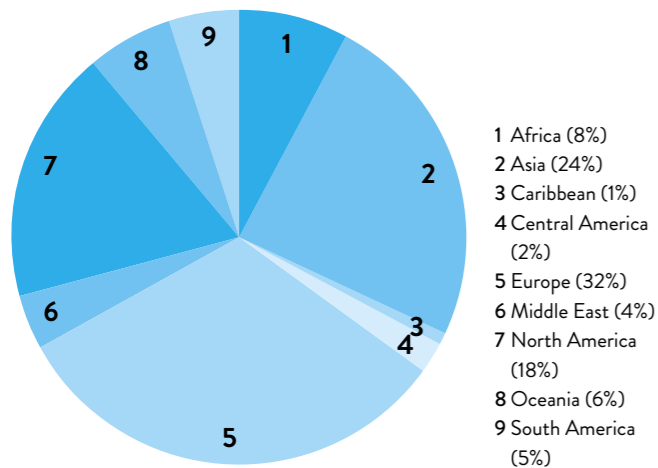
Look out for the alumni profiles dotted throughout this report to get a flavour of the Blavatnik School community across the globe.

Alumni shaping public life

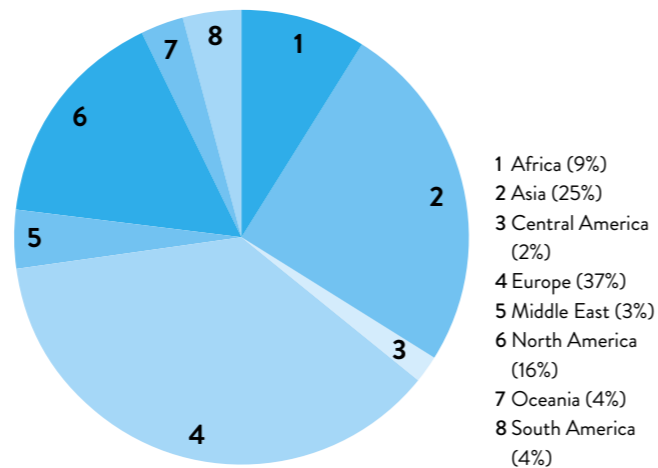
A number of Blavatnik School alumni have stood for, and won, elected office, and are now playing crucial roles in the political life of their countries. Many are among the youngest politicians in the world. They include:

- **Edison Broce Urriola (MPP 2015, Panamanian):** elected in 2014 as the youngest Member of Parliament in the Panama National Assembly. He undertook the MPP while holding office and was re-elected in 2019, and says: "The course was important because my inspiration and references are [now] from all around the world, and I can apply this to domestic politics".
- **Erdene Elbegdorj (MPP 2015, Mongolian):** elected to the Citizens' Representative Parliament of Bayanzurkh District, Mongolia, in November 2015.
- **Felipe Rigoni Lopes (MPP 2017, Brazilian):** elected to the federal Brazilian House of Representatives in October 2018, as the second most voted candidate in his state. He used the summer project element of the MPP to prepare his campaign (see p. 12).

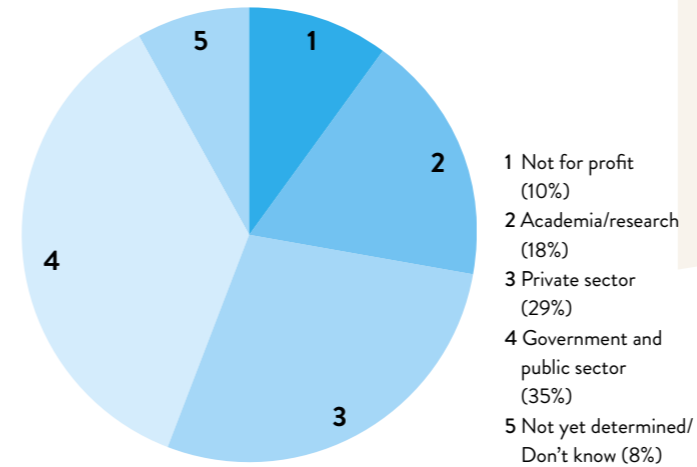
MPP alumni by region – all years



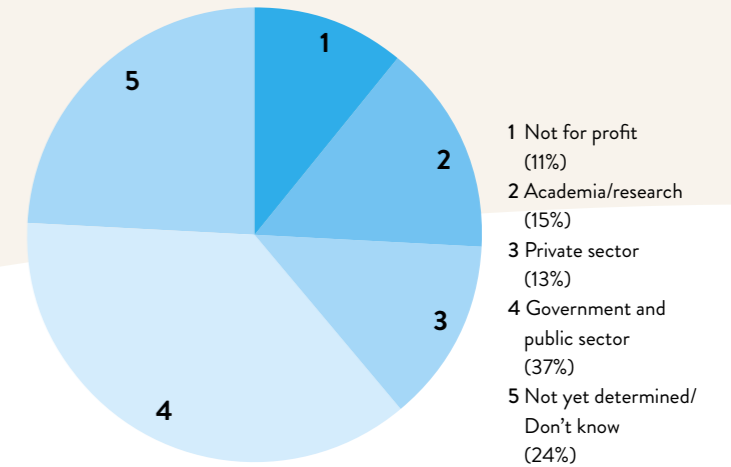
MPP 2017 alumni by region



MPP alumni by sector – all years



MPP 2017 alumni by sector



- **Jeremy Roberts (MPP 2015, Canadian):** elected as a Member of Provincial Parliament in the Province of Ontario, Canada in June 2018. See p. 39 for his profile.
- **Marian Schreier (MPP 2012, German):** elected mayor of German town Tengen in March 2015, making him the youngest mayor in Germany. He credits the MPP as providing "great preparation for crafting and running the campaign".
- **Gabriel Silva (MPP 2015, Panamanian):** elected in 2019 as a Member of Parliament in the Panama National Assembly.

Many other alumni are also playing pivotal roles in the life of their countries or regions as appointed senior public officials. Selected examples include:

- **Shamma Al Mazrui (MPP 2014, Emirati),** Minister of Youth Affairs in the United Arab Emirates, appointed in February 2016 at the age of 22. She is thought by some to be the youngest cabinet minister in the world.
- **Maria Teresa Almojuela (MPP 2012, Filipino),** Ambassador and Deputy Permanent Representative to the UN and other international organisations in Geneva for the Philippines.
- **Peter Bangura (MPP 2017, Sierra Leonean),** Director of Mines, National Minerals Agency, Sierra Leone.

Historically, mining has been a factor in instability in Sierra Leone, and Peter has been working towards reforms to ensure that Sierra Leoneans get maximum benefit from mineral resources.

- **Liliana Estrada Galindo (MPP 2015, Mexican),** Director of the Office of Science and Technology Information for the Mexican Congress at the Scientific and Technological Advisory Forum (see p. 56). The Forum's role is to advise the Mexican government on science and technology.
- **Xiheng Jiang (MPP 2017, Chinese),** Vice President of the Centre for International Knowledge on Development in China.
- **Lalita Kapur (MPP 2014, Australian),** a Free Trade Agreement Negotiator for the Australian government.
- **Ian Shepherd (MPP 2013, British),** a Deputy Director at the UK's Department for International Trade. He is head of Canada and Latin America.
- **Susan Thomas (MPP 2015, Indian),** Director for the National Institute of Fashion Technology under the Ministry of Textiles, government of India.
- **Enrique Zapata (MPP 2012, Mexican),** Coordinator of Data and New Technologies at the CAF, the development bank of Latin America, which has 19 member states.
- **Adnan Zaylani (MPP 2017, Malaysian),** an Assistant Governor in the Bank of Malaysia.

ALUMNI CONNECTIONS

Central to the Blavatnik School's vision is a network of policymakers and changemakers – our alumni – who can reach across countries and sectors to gain advice, support one another, and find common reference in the values and conceptual tools they have been given in their degree with us. Here are just a few examples of the many ways in which this vision has become a reality.

Jordan-Nicolas Matte (MPP 2016, Canadian) was one of a number of alumni who supported Jeremy Roberts (MPP 2015, Canadian) when he stood for election as a Member of Provincial Parliament in the Province of Ontario, Canada in June 2018. "Volunteering on Jeremy's campaign was an exhilarating experience", says Jordan. "It was a privilege to knock on doors for a friend whom I strongly believe in, a young politician that has already given a leading voice to his constituents. In my mind, Jeremy embodies the leadership qualities of the Blavatnik School, packaged with a good dose of humility. On election day, I met up with Connor Lyons (MPP 2015, Canadian) and two Oxford MBA graduates to give a final push for Jeremy. The ultimate success was Jeremy's victory after a nail-biting vote count."

Yuxuan Chen (MPP 2017, Chinese, right) met up with Karen Mumba (MPP 2015, Zambian, left) while working at Kivu International in Zambia for her summer project, having made contact through the alumni online community. "We had a good chat about our career aspirations as well as our different perspectives on the debt position in Zambia and the implementation there of China's Belt and Road Initiative – which was the focus of my project", says Yuxuan. "Karen also gave me useful advice on experts to speak to whilst in Zambia."



After graduating from the MPP, Ninon Godefroy (MPP 2016, French/Taiwanese) co-founded LEAP (the Life Expression and Aspiration Project), an innovative education programme in Taiwan that moves away from rote learning and high pressure. She has drawn on her fellow alumni to make the project possible.

"As I launched my first programme last summer, Cameron Winnett (MPP 2016, Australian), Matt Pierri (MPP 2016, Australian) and Ryan Terribilini (MPP 2016, American) flew over to teach classes on critical thinking and improv theatre. This year, Catalina Echeverri Gallego (MPP 2016, Colombian), Jo Rossiter (MPP 2016, Australian) and Maciej Kuziemski (MPP 2016, Polish) have also offered to come and teach.

"In addition, Freshta Karim (MPP 2016, Afghan), Judy Ka-wai Kong (MPP 2016, Hong Kongese) and I have started a group to exchange and support each other, as we are all working in the field of education. The hope is that they will also be able to come and visit my programmes in Taiwan. I also got precious help from Karthik Ramanna (Professor of Business and Public Policy at the Blavatnik School), who shared case studies with me over the winter.

"The support I got from my classmates and the School has been extremely valuable in two ways. First, launching something new can be a little scary and quite vulnerable. Having these friends flying over to help and believing in my cause gave me great confidence and courage to go out there and make change happen! Second, when building educational programmes you can quickly become absorbed by what happens in the classroom and at the curriculum level and forget the bigger picture. Exchange with my Blavatnik School friends always allows me to zoom out, and think about the policy aspect, the bigger picture."

"Urmila Pullat (MPP 2014, Indian) invited me to join the group and I think it is fantastic", says Bruno Schettini Goncalves (MPP 2015, Brazilian). He is referring to the policing and criminal justice group – one of eight sector groupings formed by alumni and supported by the School that allow alumni working in the same sector but across different countries and continents to share ideas, advice and opportunities. They include education; think tanks and start-ups; policing and criminal justice; international development and humanitarian affairs; healthcare; multilateral organisations; digital governance; and 'big tech' (which covers alumni working for the likes of Facebook, Amazon and YouTube).

More groups are being formed as we gain critical mass in different areas, and various ways to connect are being piloted, including opportunities for alumni to tap into Blavatnik School faculty expertise: the digital governance group has held a webinar with Stefan Dercon, Professor of Economic Policy at the School, on addressing digital inequalities.

"Exchanging ideas and practices is the best way to learn and improve our skills", says Bruno. "The whole point is to provide an impact through public policies."

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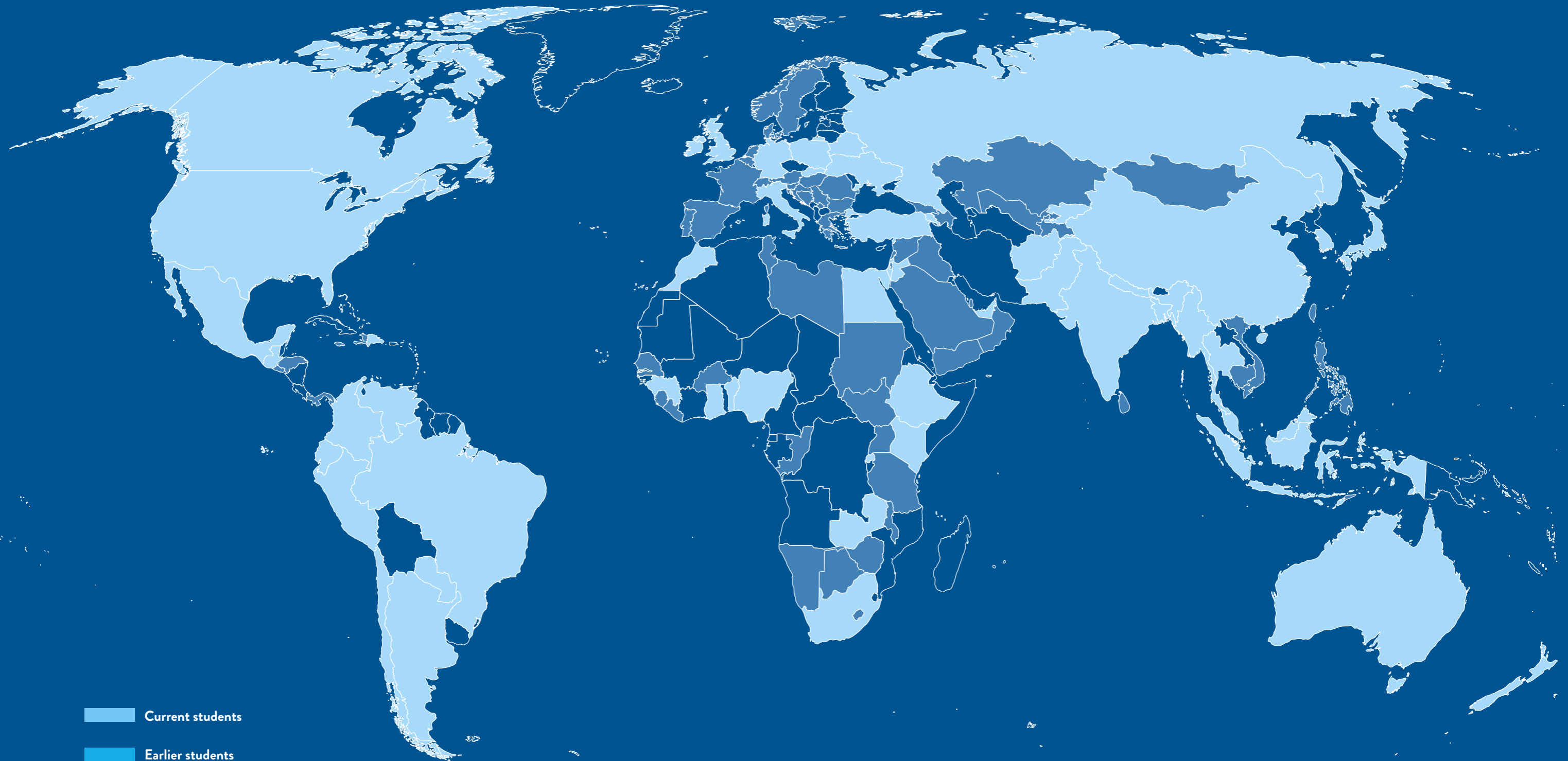
The friends and colleagues you make at the Blavatnik School open up the world to you. Even years later, we all are strong friends, keeping in touch, chatting about problems and visiting each other's countries. Of the many great things about the MPP, this is the most enduring and valuable.

DAVID BARDA
MPP 2015, AUSTRALIAN

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AN INTERNATIONAL MIX

Our degree students in 2018-19 represent 54 different countries and territories; and since our first intake in 2012 we have welcomed students from 119 countries and territories.



PROGRAMMES FOR SENIOR LEADERS



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The Blavatnik School has rapidly established itself as a leading education and research partner for senior public policymakers. If you want to be challenged and supported by smart people who share your commitment to public service, it's hard to beat.

LORD O'DONNELL, HEAD OF THE UK CIVIL SERVICE 2005-11

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Alongside our degrees (the DPhil and MPP), we deliver a range of programmes specifically for senior professionals and policymakers.

These fellowships (see pp. 64-65) and open and custom programmes support our mission to improve government and public policy worldwide by allowing us to work with those in leadership positions around the world.

This year we have been developing a new flagship executive education programme to launch in summer 2019. The two-week Executive Public Leaders Programme will convene an international group of those who head ministries, agencies or international organisations, or are likely to move into such positions soon.

Pictured on this page are participants on our Oil, Gas and Mining intensive five-day course for those working in the management and governance of these non-renewable resources. Countries with such resource wealth face opportunities to create prosperity for current and future generations, but challenges in ensuring mining and other extraction does not cause economic instability, social conflict, and lasting environmental damage. Through the programme, public and private sector leaders from multiple countries share their experiences while gaining expert insights.



ROOTED IN OXFORD

Oxford was ranked the world's number one university for the third successive year in September 2018 in the *Times Higher Education World University Rankings*.

The School is firmly rooted in the wider University, enriching our students' experience and allowing us to draw on the outstanding breadth and depth of disciplines across Oxford for research collaborations and to help policymakers.

Practitioners spending time at the Blavatnik School can connect with other parts of the University to dig deeply into relevant topics. Sir Chris Wormald, Permanent Secretary of the UK government's Department of Health and Social Care, spent time with researchers from Oxford's Department of Primary Care during his time on our Permanent Secretary Fellowship scheme. Our Transformational Leadership Fellows, leaders in the corporate world (see p. 64), have enjoyed Oxford tutorials with a sociologist, a historian and an Egyptologist, among others.

Blavatnik School events also engaged a variety of departments from the rest of the University: a popular talk with economist Mariana Mazzucato was jointly organised with the Oxford Martin School; our workshop on 'Governing in a digital age' involved experts from the Oxford Internet Institute; while colleagues from the History Faculty enjoyed hearing film director Peter Jackson's talk at the School on his film *They Shall Not Grow Old*, which uses original footage and audio of World War I. The Kyoto Prize at Oxford (the European leg of these international awards) brought world-leading scientists into the School to speak about their life's work, attracting many colleagues and students from cognate departments in Oxford.

Our students have second homes at 30 different Oxford colleges, and excel at University activities. In the 2018 MPP class, **Iskandar Muhammad (Singaporean)** and **Claudio Gonzalez (Mexican)** represented Oxford in varsity ice hockey, scoring a goal each to beat Cambridge, while **Joshua Nott (South African)** and **Richard O'Halloran (Australian)** represented the University in men's water polo. **Gaurav Jain (Indian)** served as chair of council for the Oxford University Student Union, the representative body for the entire Oxford student community. **Zile Huma (Pakistani)**, **Busan Prasain (Nepali)**, **Gaurav Jain (Indian)** and **Sameer Bhat (Indian)** founded the Oxford South Asian Society; **Valentina Rosas (Chilean)** served as treasurer of the Oxford Chilean Society; and Blavatnik School students played leading roles in organising University-wide events on Africa, Brazil and Chile.

RESEARCH

Our research identifies and develops practical strategies to address some of the most urgent problems facing governments and societies today.

In the coming pages you will find examples of how our faculty and researchers are shedding new light on major issues.

POVERTY IS RELATIVE

Putting poverty in context to explore its wider impact

How do we define poverty? Can you really be considered poor if you can afford to run a car or buy extravagant Christmas presents? What if doing these things mean cutting back on food or self-care throughout the year? This year, **Professor Jonathan Wolff, Blavatnik Professor of Public Policy**, has been focusing on such questions.

“I have been particularly keen to understand the nature of relative poverty,” he says. “Broadly speaking, this is the phenomenon of being able to meet the most basic needs of day-to-day survival, yet not having enough to do what is taken for granted in your own society, at least not without great sacrifice to other needs. When poverty is analysed in relation to its surrounding context, its definition is quickly revealed to be less clear-cut.”

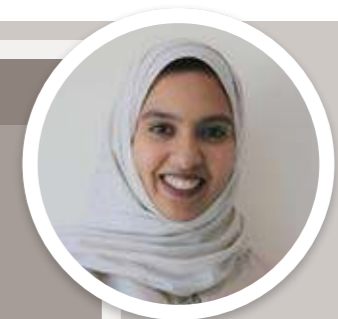
The news has been rife with poverty-related stories, with a particular focus on the increasing use of food banks, even by those working full-time jobs. Discussions around poverty are often weighed down by moral judgments on the choices of those in financial difficulty; many of the British public are familiar with the criticism of welfare recipients using their benefits to purchase cigarettes or high-end technology. Given this, says Jo, exploring how we define and discuss poverty is a necessary stepping stone to finding appropriate solutions.

“A common conservative line is that people can’t ‘really’ be poor if they can afford to go to the pub on a Saturday night,” says Jo, “but poverty researchers for more than a hundred years have pointed out the difference between those who have to make a choice between eating properly and having some sort of social life, and those, more comfortably off, who are not forced to make such choices; for effective policymaking, public discourse must catch up with this way of thinking.” Jo, whose work straddles the domains of political philosophy and public policy, brings these two fields together to articulate the moral debates around poverty, and consider the policy options around its avoidance and remedy.

ALUMNI PROFILE

BUSHRA AL-MASKARI

MPP 2014, Omani
Director of Planning and Economics at Oman’s leading energy company



Bushra Al-Maskari is an energy specialist working on environmental sustainability at Oman’s main buyer and seller of electricity. She leads the team that forecasts demand for power and water in Oman. In this role she combines her public and private sector experiences, providing data and insights to inform national energy policy. Having learnt about the structures of government on the MPP, Bushra is able to align the company’s plans with national energy strategies and understand the political aspects of her work.

BIG TECH'S 'PLATFORM POWER'

The tacit allegiance of billions of customers has created a deference among policymakers towards firms like Google and Amazon, allowing such companies to wield a particular type of power in rich democracies, according to **Pepper Culpepper, Blavatnik Chair in Government and Public Policy**, who has written a paper on the issue with Kathleen Thelen of MIT.

Pepper and Kathleen looked at large technology firms that operate as platforms to goods (Amazon), services (Uber), or information (Google). "Once these firms achieve a certain economic scale – which need not reach monopoly proportions – they are connected to a large number of consumers, who grow to rely on their convenience and integrate them into the fabric of their daily lives", explains Pepper.

This 'platform power' attracts deference from policymakers that does not come from any of the tools traditionally assumed to underlie the power of business in politics: lobbying, campaign contributions or the threat of disinvestment. Instead, says Pepper, "it comes from the tacit allegiance of consumers, who can prove a formidable source of opposition to regulations that threaten these platforms."

Not surprisingly, Pepper and Kathleen's data shows that parliaments, which are heavily influenced by public opinion, are less likely to throw up regulatory challenges for platform companies than non-parliamentary regulators, such as the EU Competition Commissioner.

This type of 'platform power' creates distinctive vulnerabilities for such firms, however. Events that split the consumer-platform alliance significantly weaken the power. So do events that make users focus on their role as political citizens rather than consumers – for example foreign interference in elections via Facebook. "These challenges to public support have paved the way for the current regulatory challenges confronting Facebook in the United States and the European Union", says Pepper.



BEST IN CLASS

How teacher bonuses can improve learning outcomes

"Many education systems in the developing world are failing to equip students with the skills they need to be successful adults in their local, national and global communities", says **Clare Leaver, Associate Professor of Economics and Public Policy** at the Blavatnik School. "I'm interested in policies that can address this learning crisis." One of her projects this year found that pay-for-performance shows promise as a tool to recruit and retain effective teachers and deliver improved learning for all.

Clare and three colleagues partnered with the Rwanda Education Board to compare the effects of two alternative ways of increasing teacher salaries, each with the same total costs: a pay-for-performance contract that paid the top 20% of teachers in a district a bonus of 100,000 Rwandan francs (15% of the average salary), and a fixed-wage contract that paid every teacher an extra 20,000 Rwandan francs (3% of the average salary). The top 20% were identified by assessing four 'P's: their presence, preparation and pedagogy and their students' performance.

After two years, the study showed that pay-for-performance produced better learning outcomes than fixed wages by improving teacher presence and classroom conduct, and that the scheme was popular among teachers.

"We wanted to separate out whether improved outcomes were down to the incentive changing how people worked, or down to pay-for-performance attracting a different type of job applicant in the first place", says Clare. "We designed a novel, two-tier randomised control trial to tease these factors apart. We measured the recruitment effect by comparing teachers who applied under different contracts and then worked under identical conditions, and the incentive effect by comparing teachers who applied under identical conditions and then worked under different contracts."

They found those recruited under pay-for-performance contracts were more 'money oriented' but, on average, just as effective as fixed-wage recruits. In the second year, pay-for-performance recruits outperformed their peers – and this recruitment effect accounted for one quarter of the improvement in learning outcomes.

The results suggest that such a scheme could improve learning outcomes if rolled out nationally – and the Rwandan government has expressed interest in scaling it up.

The research was funded by the UK Department for International Development (DfID), the World Bank and Oxford University's John Fell Fund. The research team comprised Clare Leaver, Owen Ozier (World Bank

Development Research Group), Pieter Serneels (University of East Anglia) and Andrew Zeitlin (Georgetown University).

ENDING STATE FRAGILITY

Putting long-term process before short-term outcomes can end the state fragility trap

It is estimated that, by 2030, half of the world's population will live in countries that are fragile. Often as a result of corruption and conflict, governments of fragile states are left unable to deliver basic necessities to their citizens, who, in the absence of reliable infrastructure, institutions and functioning rule of law, are left with little security, no rights and little hope for a better future.

Many states are currently stuck in a 'fragility trap', with the efforts made by international actors, such as donor governments and NGOs, often proving counterproductive. In 2018, the LSE–Oxford Commission on State Fragility, Growth and Development published its report, *Escaping the fragility trap*, which not only pinpointed the mistakes being made, but presented an alternative approach to help these countries move towards stability and prosperity.

The report, jointly authored by **Sir Paul Collier (Blavatnik School of Government)**, Sir Tim Besley (LSE) and Adnan Khan (LSE), criticises the circumventing of national governments and imposition of priorities by external actors, instead arguing for national ownership of the stability-building process.

The situation in Zimbabwe following the fall of Robert Mugabe provides a recent case study: international donors pushed for elections as a condition of providing financial support, but without the essential building-blocks of democracy in place, this rush to elections resulted in a façade of democracy and wasted an

opportunity to address the underlying issues. Such cases demonstrate the need for a long-term approach and a focus on national priorities, the report argues.

The Commission's work is already generating real change. In February, the School hosted the first meeting of the World Bank Group on developing a strategy to address state fragility. As a direct outcome of this event, the World Bank expressed its intention to apply the recommendations to its own institutions.

In another first, the School hosted high-level representatives from 27 Development Finance Institutions (DFIs) to explore how they can better address state fragility. DFIs support private-sector development in developing countries, through financing, and reducing the risk of, private investment; this work is particularly important in fragile and conflict-affected environments. The success of the event led to the decision to turn it into an annual meeting, creating an ongoing legacy for the Commission's work.

"State fragility is a leading factor in a number of global issues, such as human trafficking and terrorism", says Paul Collier, who alongside Tim Besley serves as academic director of the Commission. "Successfully implementing solutions to the fragility trap will have a wider positive impact on global peace and prosperity."

The Commission on State Fragility, Growth and Development was launched under the auspices of the International Growth Centre (a partnership between the LSE and the Blavatnik School supported by the UK's Department for International Development) in March 2017. It is funded from the LSE Knowledge Exchange and Impact Fund and the British Academy's Sustainable Development Programme through the Global Challenges Research Fund. The Commission is co-chaired by David Cameron, former UK Prime Minister, Donald Kaberuka, former President of the African Development Bank and currently the Special Envoy of the African Union Peace Fund, and Adnan Khan, Research and Policy Director of the International Growth Centre. Eight leading figures from the public sphere, academia and the private sector serve as commissioners, including the Blavatnik School's dean, Professor Ngaire Woods.



ALUMNI PROFILE

WANJIKU NYOIKE

MPP 2012, Kenyan
Working for the UN on refugee integration in Afghanistan

The MPP allowed Wanjiku Nyoike, who had previously worked at the International Criminal Court, to move into the humanitarian field by giving her a grounding in economics, politics and development. She has since worked to make refugee voices heard in the South Sudan peace talks of 2018 and helped review the UN's regional refugee response plan. Currently, she is based in Afghanistan as Executive Assistant to the Representative of the United Nations High Commissioner for Refugees. She supports the reintegration of returnees from Pakistan and Iran, enabling them to become independent and rebuild their lives.

PARTNERSHIP IN PUBLIC SERVICES

Most governments don't deliver public services alone – they collaborate, partner and outsource. How can we share lessons about what works?

The UK spends over £250 billion per year on outsourcing and 13.7% of GDP on public procurement. High-profile failures, most notably the collapse in January 2018 of Carillion, with its billions of pounds' worth of UK government contracts, have put the outsourcing of public services under the spotlight. And how governments can best collaborate with the private, voluntary and not-for-profit sectors is of interest around the world. **The Government Outcomes (GO) Lab** at the Blavatnik School, led by **Mara Airoidi**, brings robust academic research to the outsourcing and collaboration debate.

GO Lab has particular expertise in Social Impact Bonds (SIBs), a policy tool aimed at improving social outcomes that has been pioneered in the UK, with international interest. Their report in July 2018, 'Building the tools for public services to secure better outcomes', showed that SIBs may help to overcome three perennial public sector challenges. They may support *collaboration*; they may encourage earlier intervention to *prevent* a crisis, saving money in the longer term; and they may bolster *innovation*, as risk is transferred to the investor. Certain circumstances can better unlock these benefits, such as the social intent of the organisation delivering the service, or the way performance is managed.

GO Lab has also been looking more broadly at collaborations between the public and other sectors, sharing some findings in their March 2019 report 'Are we rallying together? Collaboration and public sector reform' (see below).

GO Lab's work is being applied at the regional, national and international level. They have worked in Greater Manchester and Sheffield to test how a place-based approach in conjunction with a clear focus on outcomes can be used to deliver better-connected services. They presented to senior officials from across the UK government at a roundtable at 10 Downing Street (the Prime Minister's base) in September 2018, in the run-up to the UK's annual spending review. They are cited in the UK government's Civil Society Strategy. Internationally, their annual conference attracted over 100 academics and policymakers from across the world, including Japan, South Africa, Germany, Finland and Sweden.

Dissecting collaboration

Brexit has distracted politicians from local issues, yet the UK's local authorities are scrabbling for spare change to help the most vulnerable. The GO Lab team has found that local councils are turning to their own communities for help to deliver

ALUMNI PROFILE

IVAYLO IAYDJIEV

DPhil 2014, Bulgarian



A seat at the Brexit negotiating table

As a policy analyst looking to undertake further study, Ivaylo was drawn to the DPhil by its emphasis on academic rigour. Having completed his studies in autumn 2018, he believes that the Blavatnik School is ideal for those aiming to obtain rigorous analytical training with an international, multidisciplinary approach.

As a European living in the UK at the time of the EU referendum, Ivaylo felt particularly engaged with Brexit issues. "I was encouraged by my supervisor to nurture my interest in Brexit and engage with policy issues. From the very beginning, what I expected from the DPhil was a balance of academic thinking and applied policy, and the School delivered on that." He wrote a number of comment pieces and reports on the subject, including analysis of Brexit's impact on his home country, Bulgaria. This ultimately led to an offer to become an advisor to the Minister of Foreign Affairs of Bulgaria, which he took up shortly before putting the final touches to his DPhil.

Ivaylo was posted to Brussels to represent Bulgaria in the Article 50 negotiating team and was later offered the chance to join the European Commission, working directly with Chief Negotiator Michel Barnier to see out the negotiations with the UK.

Now a member of the European Commission's 50-strong negotiating team, Ivaylo deals in particular with relations with member states and with the European Parliament. He thinks that the DPhil equips graduates with the skill to quickly 'tool up' on new issues, which makes them particularly effective problem-solvers. "To succeed in my current role, I have to get up to speed very quickly on issues that I previously knew next to nothing about. The DPhil has taught me how to pick up knowledge quickly and think across disciplines, precisely because I had already been immersed in a multidisciplinary environment for years."

Ivaylo was a Clarendon Scholar

vital public services – both to save money and because conventional approaches to problems like homelessness, chronic unemployment and educational underachievement have not worked.

'Are we rallying together?' dissects the new approach in 10 places across the UK, including Oldham, Wigan, Wirral and Plymouth, looking at partnerships forged between councils and local businesses, voluntary organisations and individuals. GO Lab identified four key ingredients that characterise collaborative working: a new style of leadership that rejects top-down working; a more trusting culture, where frontline workers can use their judgement; practical changes such as co-locating teams or sharing use of data; and conversing with the community differently, moving from "what can we do for you?" to "what would you like to be able to do and what's required to do it?"

The GO Lab is funded through a partnership between the School and the UK government's Department for Digital, Culture, Media & Sport, and has also received funding from UBS Optimus Foundation.

CLUB RULES

Banking standards set by 'big hitter' countries affect lower-income nations too

"International banking standards are intended for the regulation of large, complex, risk-taking international banks with trillions of dollars in assets and operations across the globe", says **Emily Jones, Associate Professor of Public Policy (Global Economic Governance)** at the Blavatnik School, "yet they are being implemented in countries with nascent financial markets and small banks." She led a multinational team to investigate why and examine the impact.

The team conducted more than 200 interviews with regulators, bankers and experts in 11 countries across Africa, Asia and Latin America. "We found international considerations loom large for low- and lower-middle-income countries", says Emily.

Politicians and banks in countries on the periphery of global finance are on a quest for international capital and integration into global finance, and so feel compelled to adopt international banking standards – even when they are ill-suited to their needs. "They have to walk a line between harnessing the prudential, reputational and competitive benefits of international banking standards while avoiding the implementation risks and challenges associated with wholesale adoption", says Emily.

Much more could and should be done at the design stage to ensure that international standards work for developing countries, the team concludes.

First, lower-income countries should have a seat at the table when regulations are made, says Emily: "Standard-setting processes happen behind closed doors. They could be opened up to more meaningful input from peripheral developing countries."

Second, the design stage should incorporate thought about how standards can be applied in different contexts. "Regulators in developing countries are left with the onerous task of figuring out exactly how to modify international standards to suit their local context", says Emily. "Instead, proportionality could be built in much more systematically at the design stage, so that this resource-intensive task of adjusting standards is not left to the regulators with the least resources."

The research team is led by Emily Jones and Ngaire Woods (Blavatnik School of Government) and Thorsten Beck (Cass Business School, University of London).

The research was funded by the UK's Economic and Social Research Council (ESRC) and Department for International Development (DFID).



ALUMNI PROFILE

LUKAS LAUSEN

MPP 2016, German Policy and press advisor to a Member of the European Parliament

For Lukas Lausen, a key benefit of the MPP has been the international network he developed while at the School. In his role supporting a Danish MEP on policymaking and media relations, he calls upon his European classmates to gain insights from their countries. Helping to represent Danish interests in the European Parliament, Lukas is working on policies to tackle tax evasion and financial crime. Climate change is another focal point, and he is developing a proposal to restrict investment in environmentally harmful projects.

ALUMNI PROFILE

ZAHRA LATIF

MPP 2015, British

A civil servant coordinating the UK Prime Minister's domestic policy



Zahra came to the Blavatnik School to become a policymaker and widen the impact she was having in her third-sector work. She joined the UK Cabinet Office after a successful summer project placement and is now Private Secretary in the Prime Minister's Policy Unit. Covering all of UK domestic policy, Zahra coordinates advice from across the civil service to help realise the Prime Minister's goals. She is committed to policy work of her own and hopes to become an MP in the future.

"I DESERVE IT"

How the idea of merit influences views on tax

The increase in inequality within countries across the globe, especially the Anglosphere, has given rise to much debate about whether and how to tackle the issue. **Anandi Mani, Professor of Behavioural Economics and Public Policy** at the Blavatnik School, has been exploring the stories people are prone to tell themselves about their own life outcomes, and how these influence their views on wealth redistribution.

"While there is broad agreement that the people at the bottom deserve more, the issue of who to tax money away from has been trickier", says Anandi. "Most people feel that meritocracy is important: that people deserve money earned through hard work, rather than luck. But how do we separate the role of hard work versus luck in individual success, to establish what each person 'deserves'?"

In a laboratory setting where this is possible, Anandi asked participants to propose tax rates on incomes earned through luck or effort. "I found that views of the non-poor about tax-based redistribution are very much shaped by a self-serving narrative of their own outcomes", she says. "The rich, especially ones who succeeded through effort (the 'meritocratic rich'), do not favour high tax rates, because they believe effort should be rewarded – but they discount the possibility that those who ended up poor may have put in as much effort and just had bad luck."

She found that maintaining a favourable self-narrative trumped financial self-interest: non-poor participants were less likely to look for evidence that could contradict their favourable self-narrative, even when incentivised to do so.

The research was conducted in collaboration with Daniel Sgroi and Sharun Mukand of Warwick University, and funded by the ESRC.

 Vera Songwe, UN Executive Secretary of the Economic Commission for Africa and an official observer for the Pathways for Prosperity Commission, speaking at the Blavatnik School

MAKING THE TECH REVOLUTION WORK FOR ALL

The Pathways for Prosperity Commission on Inclusive Growth and Development focuses on opportunity

The new wave of technology is radically transforming people's lives and livelihoods, but how can we be sure that the world's poorest countries will also benefit from the digital age? With three billion people predicted still to be offline in 2023, and many more failing to reap the internet's full potential, it is time to address digital exclusion.

The Pathways for Prosperity Commission provides hard evidence to help developing countries take control of new technologies and chart their own pathways to growth. Since its launch in early 2018, the commission has been working to start and nurture a conversation between governments, business leaders, civil society and citizens about the challenges and opportunities for technology in developing countries.

Bringing together policymakers, tech entrepreneurs (including from developing and emerging economies) and academia, the commission is co-chaired by Melinda Gates, Indonesian Finance Minister Sri Mulyani Indrawati, and Zimbabwean entrepreneur Strive Masiyiwa. The project is founded and managed by the Blavatnik School of Government, and **Stefan Dercon, Professor of Economic Policy** at the Blavatnik School, is Academic Director.

Supporting countries to be 'digital ready'

In October 2018, the Pathways for Prosperity commission launched two reports under the academic leadership of the Blavatnik School's Stefan Dercon and Benno Ndulu (former Governor of the Bank of Tanzania).

'Digital lives: Meaningful connections for the next 3 billion' explores how people in developing countries are actually using digital services. The report highlights how digital exclusion exacerbates existing inequalities and how countries can ensure marginalised people, including women and those without education, are not left further behind.



'Charting pathways for inclusive growth: From paralysis to preparation' examines the impact of technological innovation on growth, jobs and livelihoods in developing economies. As technological innovation is likely to create disruption in developing countries' economies, the team identified five areas of opportunity (or 'pathways') for future inclusive growth. The 'pathways' range from embedding technological advances in established sectors such as agriculture and manufacturing, to more innovative opportunities such as unlocking integrated services, linking the informal economy to the formal economy, and connecting domestic economies.

Pathways for Prosperity also identified three priorities for governments and stakeholders: investing to create digital-ready countries, guiding markets towards innovation, and ensuring the gains are inclusive. Through the 'Toolkit for Digital Readiness', they are piloting a framework and methodology for governments to focus on these priorities and put the reports' policy recommendations into practice.

The toolkit comprises three 'how to' guides on preparing diagnostic digital readiness assessments, undertaking dialogue to develop an agenda for change, and translating these priorities into impact through digital strategies and action plans.

The 'Toolkit for Digital Readiness' is supporting the digital plans of the governments of South Africa and Mongolia, and Pathways for Prosperity plans to partner with a range of other countries.

In a conscious effort to continue engaging new voices, Pathways for Prosperity polled 100,000 young people about their concerns for the future of work to inform the 'Charting pathways for inclusive growth' report. In addition, the team hosted a policy hackathon in Johannesburg on tech-policy solutions to public service challenges such as digitising access to legal aid in Namibia and minimising illegal substance abuse in South Africa. The event brought together 20 young civil servants and entrepreneurs from 11 southern African countries.

ENDING VOTES- FOR-CASH

A simple flyer can focus both politicians and voters on policies, not favours

Many democracies run elections based on gifts, favours and connections, rather than policies. “In many developing countries, votes go to whichever candidate offers the most in exchange”, says **Julien Labonne, Associate Professor in Economics and Public Policy** at the Blavatnik School. Voters have little reason to pay attention to campaign promises, and politicians little reason to make them.

Such ‘clientelist’ politics are dominant in the Philippines; at the same time, voters are uninformed about the policies that politicians control. Julien’s work, though, shows that a little information can go a long way.

Over two consecutive mayoral elections in 2013 and 2016, Julien and fellow researchers worked with a local NGO to distribute flyers informing households about a key municipal public policy and candidate stances on that policy – representing the first time voters had been systematically exposed to such information.

By the time of the 2016 election, politicians and voters acted as if policy mattered. The number of projects financed by incumbent mayors between 2013 and 2016 increased drastically in the municipalities in which the experiment was implemented; while in 2016 informed voters were more likely to support the candidate whose policies were closer to their own preferences.

Why don’t candidates provide this information themselves, since, if well targeted, it could secure them votes? The answer is a simple cost-benefit calculation. “We calculate that flyers returned 16 votes per \$500, versus 40 votes per \$500 spent on vote-buying”, says Julien. “One way through this is for non-governmental or media organisations to provide the information; over time, this compels politicians to deliver on their promises, leaving less flexibility and resources to buy votes, and so changing the incentives.”

The research offers hope for better democracies: after the intervention, candidates knew that voters were informed about policy and cared about it, voters knew the policies that candidates proposed to implement, and both acted as if policy mattered. The lessons learned could help provide a pathway for more developing countries to shift to a policy-based democratic system.

The flyers intervention was implemented by the Parish Pastoral Council for Responsible Voting. Julien Labonne’s co-authors on the project are Cesi Cruz and Francesco Trebbi at the University of British Columbia and Philip Keefer at the Inter-American Development Bank.



IS SHARING CHEAPER?

Ideas that intuitively sound good don’t always stand up to evidence

The UK government has cut its grants to local councils significantly since 2010, and, to help them manage these budget reductions, has encouraged councils to collaborate, pool resources and ‘share services’ in order to generate economies of scale.

Thomas Elston, Associate Professor in Public Administration at the Blavatnik School, and **Ruth Dixon, Research Fellow** at the School, examined whether this strategy had worked – in other words, had delivered significant financial benefits. They looked at shared back-office administrative and professional services, widely regarded as one of the most promising areas for council collaboration. They found no evidence of any financial gains arising from this type of collaboration, leading them to question some of the key assumptions underpinning the policy.

Thomas and Ruth have taken a number of opportunities to share the findings with practitioners. In November 2018 Thomas spoke to the US Association of Government Accountants at their Washington DC conference. Attendees – mainly US federal civil servants – gained professional development credit for attending.

The work was published in the *Journal of Public Administration Theory*. Research was funded by the British Academy and the Leverhulme Trust.

ALUMNI PROFILE

JEREMY ROBERTS

MPP 2015, Canadian

A Member of Provincial Parliament in Canada



Jeremy Roberts (MPP 2015) was elected Member of Provincial Parliament in the Province of Ontario, Canada in June 2018. Fellow Canadian alumni **Jordan-Nicolas Matte (MPP 2016)** and **Connor Lyons (MPP 2015)** supported the electoral campaign (see p. 18).

Inspired to advocate for people with developmental disabilities by growing up with a brother with autism, Jeremy became politically engaged as a teenager. The MPP gave him confidence in his own potential to create a more inclusive society, and he made use of insights from the behavioural economics module in his election campaign. During his four-year term, he will seek policy solutions to address issues facing individuals with autism.

IMPROVING GLOBAL LEARNING



Research on Improving Systems of Education (RISE) is a £43m multi-partner, multi-country project jointly led by the Blavatnik School that aims to identify how to improve education systems in developing countries to deliver better learning outcomes for all. **Clare Leaver, Associate Professor of Economics and Public Policy** at the School, is Research Co-ordinator, **Calum Miller, the Blavatnik School's COO and Associate Dean**, is Co-Director, and **Lant Pritchett**, also based at the Blavatnik School, is Research Director. RISE teams are operating in Ethiopia, Tanzania, India, Pakistan, Indonesia and Vietnam.

RISE ran multiple projects across the world during 2018/19, including looking at the impact of distance from school on girls' enrolment in Pakistan, and gathering a coalition of government representatives, donor partners and researchers in Ethiopia behind a project to determine whether the country's new equity strategies for education are appropriate to meet the learning needs of different groups, and whether these strategies are implemented effectively.

In early 2019 RISE established a new partnership with the Bill & Melinda Gates Foundation and received additional funding from the UK's Department for International Development, increasing its total funding by almost £7m to around £43m. The new funds have been earmarked for another country research team in Africa and the creation of a team to synthesise RISE research.

At your own pace: technology that caters to individual learning styles gets results

In India, despite primary school enrolment rates of over 95% and substantial increases in education spending, over 60% of children aged 6-14 cannot read at the level expected of a seven-year-old. Educational technology programmes such as Mindspark – an adaptive learning programme for mathematics and language that caters to each child's pace and style of learning – are seen as a potential solution.

A RISE team recently completed a study in Delhi to determine whether Mindspark improved learning outcomes. Results showed that in Hindi, students had an increase in right answers from 7% to 19%. Even more encouraging was an increase in correct answers in mathematics from 12% to up to 36% (depending on the difficulty of the question). The study also showed that impacts did not vary significantly by level of initial achievement, gender or wealth, implying that the programme was equally effective in teaching all students.

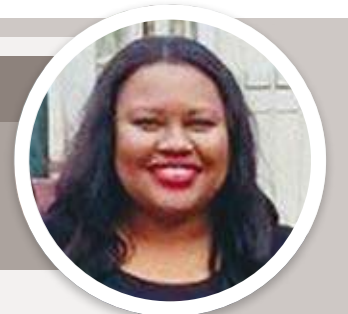
The team is currently working on a scale-up of the Mindspark programme in India's Rajasthan State to determine whether it will have the same results over a larger group and in a different modality.

RISE is supported by £36.8m in funding from the United Kingdom's Department for International Development (DFID), A\$9.85m from the Australian Government's Department of Foreign Affairs and Trade (DFAT), and US\$1.7m from the Bill & Melinda Gates Foundation. The programme is led through a partnership between the Blavatnik School and Oxford Policy Management.

ALUMNI PROFILE

FATOU WURIE

MPP 2016, Sierra Leonean



Digital technology for disaster relief

A social justice advocate formerly working in her local community in Sierra Leone, Fatou has found the MPP helpful in scaling up her work to the international level. "I wanted to be part of the systematic change within national and global humanitarian structures", she says, "and for that I needed to learn policymaking and implementation."

After graduation, Fatou joined UNICEF, where she is now the emergency specialist for a project that facilitates links between emergency personnel and digital innovation and communication teams, putting disaster-affected populations at the heart of the response process. "By using technology, we can be in direct contact with citizens and integrate their voices for more responsive programming." She is also working on a digital tool, U-Report, for reporting sexual abuse and exploitation committed by aid workers in emergency contexts.

Fatou was an Africa Governance Initiative Scholar

WOMEN AT THE TOP

How scandals around female presidents affect voters' views

“For someone who works on gender and Brazil, the past 12 months of politics have been depressing”, says **Anna Petherick, Departmental Lecturer in Public Policy** at the Blavatnik School. “But they have also presented an opportunity to pick apart what it means for other women aiming to achieve power when a first example of a female president is not much liked.”

Dilma Rousseff, the Brazilian president who was impeached in 2016, is a prime example – but not the only example among Latin America’s first crop of *presidentas*. Laura Chinchilla of Costa Rica, Michelle Bachelet of Chile and Cristina Kirchner of Argentina all left office with tarnished reputations, and, in most cases, national records for low-approval ratings.

Leading up to the 2018 elections, Anna sought to find out what this meant for the future of women’s representation in the region, running a survey with Malu Gatto of UCL to understand how reflecting on Rousseff’s presidency affected Brazilians’ assessments of women competing in non-presidential elections.

“As expected, when we asked about explicit opinions in a straight-talking fashion, our respondents gave the socially desirable answer – that Rousseff’s ups and downs in no way cast doubt on women’s general appropriateness for political office”, says Anna.

“However, when we probed their opinions in a way that hid their answers from those administering the survey, as is the situation when people vote, gender bias came through.”

The same happened when the researchers measured how rapidly respondents’ brains could subconsciously link women’s political roles with the attributes that Brazilians consider most important for politicians to possess. In these cases, reflecting upon Rousseff’s presidency made female voters more sceptical about female leaders; curiously, there was no such change among men. “This is most likely because – as we also demonstrate – women think of her as the first female president, while men just see her as a politician.”

Anna says: “I expect these results to inform how academics understand the impact of female leadership, and, at least as important, how feminist activists channel their efforts.”



Brazilian protesters marching in São Paulo in December 2015 calling for the impeachment of then president Dilma Rousseff.

THE FUTURE OF CAPITALISM

Paul Collier finds our economic system to be broken – but not irretrievably

In what Nobel Laureate George Akerlof describes as “the most revolutionary work of social science since Keynes”, **Sir Paul Collier, Professor of Economics and Public Policy** at the Blavatnik School, analyses what has gone wrong with capitalism, and how it can be fixed.

A *Financial Times* book of the year and a *New York Times* book of the week, Paul’s latest work, *The Future of Capitalism: Facing the New Anxieties*, published in October 2018, makes the case for a pragmatic approach to the current crisis, arguing for a restoration of ethics to the heart of capitalism.

Looking at society’s divisions through both a class and spatial lens, *The Future of Capitalism* counters the argument that we need to implement an alternative economic system, instead illustrating how divisions can be healed by a form of capitalism that places active public policy at its core.

The book evaluates the power dynamics between the well-educated living in metropolitan areas and the less-educated living in the provinces and how they have influenced the trend towards populism. Paul draws on his personal experience as someone whose life has straddled both sides of the divide – from his upbringing in Sheffield, surrounded by the outcomes of poor public policy, to his academic career in Oxford at the heart of metropolitan success – to argue for a fairer kind of capitalism that works for everyone.

At a time of growing public distrust in current economic and political systems, the book has attracted widespread interest from key policymakers, leading Paul to meet with top officials at the Home Office and give seminars at the House of Commons, House of Lords, and the Policy Unit at 10 Downing Street. Further afield, Paul was interviewed by German television, radio and newspapers following the launch of the book’s German translation and, in addition to an extensive public lecture tour in the UK, has spoken in several cities across Germany and Switzerland.

The Future of Capitalism is published by Allen Lane.

ENGAGE

Engaging with policymakers all over the world is at the heart of our mission – whether by discussing the implications of our research findings or convening diverse people to solve pressing problems.

The ‘research’ section of this report gave a flavour of how our faculty engage practitioners on specific findings; the following pages show how we bring our expertise to bear more broadly, furthering our real-world impact.

You will also find examples of how we use events, meetings and conferences to bring people together across sectors and nations to bridge divides.

Our digital and media engagement brings our thinking to an even wider audience. We have nearly 16,000 followers on Facebook and over 11,000 on Twitter; while 100,000 hours of Blavatnik School content was viewed on YouTube in the past year – more than double the year before. Our faculty’s expertise on topics ranging from Brexit to the crisis of capitalism has appeared extensively in the news media, from BBC News and the BBC World Service to the *Financial Times*, *Time*, *The Spectator*, *New Statesman*, the *New York Times*, *Washington Post*, *Le Monde* and Bloomberg.

NEW NETWORK OF AFRICAN CHIEF ECONOMIC ADVISORS

Blavatnik School professors **Stefan Dercon** and **Paul Collier** have played a key role in brokering a new network of African chief economic advisors to government. Chief economists and chief economic advisors from 24 African countries met in Oxford for the founding meeting, co-organised by the Centre for the Study of African Economies (a research programme based at the Blavatnik School) and the World Bank Africa Region. The intention is to set up a peer network that will meet regularly. Stefan, Paul and Benno Ndulu, the former governor of the Bank of Tanzania (who now has close involvement with the Blavatnik School), act as advisors to the group.

OMAN’S FUTURE

Our Dean, **Ngaire Woods**, spent two days in December 2018 advising the Omani government on their 2040 Vision – a roadmap for the country that aims to set national priorities to 2040 and harness widespread input from citizens on Oman’s future. The government has expressed interest in coming to the School during 2019 for further sessions developing the plan.

INTEGRITY IN AUSTRALIA’S CIVIL SERVICE

Blavatnik School philosophers have played a key role in evaluating the integrity regime of the Australian Public Service (APS), Australia’s federal civil service. The research was commissioned by a once-in-thirty-year review panel and completed with the Australia and New Zealand School of Government. It is expected to be the primary work informing one of the review panel’s five key recommendations for reform this year.

The School’s ‘Building Integrity’ programme, led by Director **Nikolas Kirby**, researches integrity within public institutions across the globe. It has developed a novel framework for conceptualising and evaluating the integrity of public institutions. This framework was used within the report to critique current understandings of public integrity within the APS, with suggestions to move from an individual to an institutional approach and to move from minimum standards to a defined higher goal.

Other suggestions included incorporating behavioural science into the APS’s approach and establishing a new federal integrity agency which is more than merely another ‘anti-corruption’ commission. The review also reflected on risks and challenges to APS integrity, such as contracting out service delivery, public engagement in infrastructure delivery, use of technology, and whistleblower arrangements.

CHINA’S BELT AND ROAD INITIATIVE

As part of a new project looking at the sustainability of China’s Belt and Road Initiative, **Thomas Hale, Associate Professor in Global Public Policy** at the Blavatnik School, convened a workshop in Beijing in October 2018 in partnership with the Asian Infrastructure and Investment Bank (AIIB). He is working on a joint publication with the AIIB highlighting the institution’s potential role as a trendsetter on sustainable infrastructure investment in Asia. Separately, Tom met the US Congressional Research Service to discuss the Belt and Road Initiative, covering sustainability and the broader geopolitics.

A CRITICAL TIME FOR UK TRADE NEGOTIATION

Emily Jones, Associate Professor in Public Policy (Global Economic Governance) at the Blavatnik School, has been working to support the UK government to develop its trade policy and trade negotiation skills – a particularly pressing concern given the Brexit uncertainties that have plagued the past 12 months. She has run short executive education courses on negotiation strategy for senior UK negotiators and other civil servants, and sits on two expert advisory committees for the UK Department for International Trade – one on trade and development, and the other on trade and sustainability.

More widely, Emily has been interviewed in the media on international trade issues, including on UK trade relations with commonwealth countries for a *Financial Times* podcast; on UK–Africa trade relations for BBC Radio Scotland; on US trade negotiations with Mexico and Canada for BBC Business Briefing and the BBC World Service; and on UK–US relations for BBC Radio 4 and National Public Radio in the US.

Our Dean, **Ngaire Woods**, has also been advising the UK government on trade – including in the context of Brexit – as a member of an academic advisory panel brought together by the government’s Department for International Trade.

ADVISING THE BANK OF ENGLAND

In January 2019 **Pepper Culpepper, Blavatnik Chair in Government and Public Policy**, spoke at a workshop at the Bank of England on the theme ‘What can the Bank of England learn from political science?’. He spoke to them about risks of media representation of central banks generally, and of the Bank of England in particular.

HELPING UK PARLIAMENT THINK ABOUT ARMED DRONES

Armed drones pose new opportunities and threats in military action, and the UK has drawn on Blavatnik School expertise in considering their use. The All-Party Parliamentary Group on Drones conducted a two-year inquiry on ‘The UK’s use of armed drones: working with partners’, to which **Dapo Akande**

(**Professor of Public International Law**) was legal advisor, and **Tom Simpson (Associate Professor of Philosophy and Public Policy)** gave evidence.

The inquiry’s report, released in July 2018, concluded that the UK’s current mechanisms for transparency and scrutiny of drone use – directly and through joint military operations – has not kept pace with the rapidly shifting landscape. The inquiry found a growing body of expert opinion that current UK processes in mitigating civilian harm and remedying any errors are not fit for purpose. The report also outlined the danger posed by the government’s expanded notion of ‘imminence’ in anticipatory self-defence, and the risks of proceeding with partner operations without a clear position on the geographical scope of armed conflicts with non-state groups (such as ISIS). These legal principles are central to the protection of civilians in areas where the UK is involved, from Syria to Yemen, and the report emphasised the urgent need for clarity.

G20 AGENDA-SETTING

Paul Collier, Ngaire Woods and **Eric Beinhocker** of the Blavatnik School all spoke at the Global Solutions Summit in Berlin in March 2019. The event, at which Angela Merkel was the keynote speaker, provides input into the G20 Leaders’ Summit in June 2019, and was attended by senior representatives of G20 governments.

Ngaire spoke in the opening plenary about the challenges facing multilateralism and new, positive opportunities for global cooperation; as well as on a panel on regional contributions to cooperation. She also participated in a special G20 agenda-setting meeting with officials from the G20 ‘troika’ (Argentina, Japan and Saudi Arabia – the 2018, 2019 and 2020 hosts).

Eric drew on recent research on human ‘prosociality’ to call for new moral foundations for the economy: “For over a century, economics has portrayed humans as individuals who maximise their narrow self-interest. But the reality is we are highly social, cooperative, and other-regarding creatures. Policies can harness the ‘better angels of our nature’ to help solve problems like poverty, inequality and climate change.”

In the closing panel, Paul gave some hard-hitting thoughts on the common problems of social divergence besetting many of the G20 states, and of their common failure to address the frustrations of their less educated, provincial populations by enhancing their opportunities to be productive where they are. “My message is that we need to humanise globalisation by using it to bring productivity to people where they belong, rather than expecting people to move to productivity”, he says.



BRIDGING BRAZIL’S DIVIDES

“Every government needs to prioritise”, says **Ngaire Woods, Dean of the Blavatnik School**, “and every government needs to bridge divides.” The *Encontro de Autoridades* (‘Meeting of Authorities’) in November 2018 created time away in a neutral location – the Blavatnik School – to support the Brazilian authorities in doing so. The event (pictured) was organised by the Lemann Foundation in partnership with Brava Foundation and the Blavatnik School of Government.

More than 65 influential leaders from Brazil’s government, academic, business and non-profit sectors came together for a two-day programme in which they heard about relevant research by Blavatnik School faculty and other international experts, and, crucially, discussed current issues in Brazil. Participants came from across the political spectrum and included governors, senators and members of congress. With a focus on people management and the critical positions of leadership, the event provided a unifying moment after a divisive election process.

BRINGING PEOPLE TOGETHER

Attendees thronging the Blavatnik School for an event (left); Serbian Prime Minister Ana Brnabić (top right); and Alexander Diaz (bottom right), MPP alumnus and Chief of Staff for Public Policy at YouTube.

Over the last year we have run nearly 70 public events, and scores more for our students or invited audiences. Participants have heard from private sector leaders such as former Tesco CEO Terry Leahy; leading thinkers in technology such as Nigel Shadbolt, co-founder (with Tim Berners-Lee) of the Open Data Institute; those at the top of public life such as Susana Malcorra, former Foreign Minister of Argentina, Georgina Wood, former Chief Justice of Ghana, and various heads of government (see p. 59); and those in both the sciences and the arts, including Oscar-winning film director Peter Jackson. Audiences have also been gripped by the human drama that politics and policy deals with – from photojournalist images of extrajudicial killings in the Philippines drug war to lessons from the front line of the 2014 Ebola crisis.



AUDIT REFORM

There is a crisis in auditing: in recent years the 'Big Four' accounting firms have been hit by scandal after scandal, including GE in the US, Carillion in the UK and the Gupta family businesses in South Africa. **Karthik Ramanna, Professor of Business and Public Policy** at the Blavatnik School, has offered expert insight throughout 2018-19 to the public and politicians. In January 2019 he gave evidence at the UK's House of Commons Select Committee on proposals to reform the audit profession and create a new auditing regulator. His regular commentary in the *Financial Times* and other media outlets has provided insight for a wider audience.

"Capitalism is facing its deepest crisis of confidence since the Great Depression, and the auditing industry is at the centre of this public distrust", he says. "The scrutinising role of the auditor has been corrupted by high-margin consulting profits, which have also been used to capture the auditing regulators. We must press the reset button on auditing regulation or risk even more damaging populism."

INTEGRITY ON THE AGENDA

Anna Petherick, Departmental Lecturer in Public Policy at the Blavatnik School, has been speaking at key events in which integrity was explored by the OECD and in relation to the EU. She gave a keynote lecture at the kick-off conference in Vienna for a project on EU integrity to an audience of public sector anti-corruption experts from many European countries, all aiming to fight corruption without contributing to already low levels of public trust in their respective governments and departments. She also spoke on the gender panel at the OECD's Global Anti-Corruption and Integrity Forum, also to an audience of policymakers. "It was a rare chance to explain the tricky association between gender and corruption, and to outline how current knowledge can sensibly inform policy design", she says.

WATER USE IN AUSTRALIA

Work by **Adam Webster, Departmental Lecturer in Law and Public Policy**, detailing the history of water use in Australia's Murray Darling Basin (in an article in the *Adelaide Law Review*) was cited in the South Australian Royal Commission's report in January 2019 investigating water use and management within the Basin. The Murray Darling Basin drains around one-seventh of the Australian land mass and is one of the most significant agricultural areas in Australia.

REHABILITATING NATIONALISM

Maya Tudor, Associate Professor of Government and Public Policy at the Blavatnik School, explored the origins of rising populism and nationalism across the globe in a November 2018 public panel on 'Nationalist and populist trends in democracies' at Stanford University. "I argued that, because of historical connotations with nationalism and the ascendance of identity politics, there has been a notable reluctance of the liberal progressive left to embrace an inclusive nationalism in such places as India, Europe and the US", she says. "The right has filled the vacuum and monopolised (typically exclusive) nationalism as a political resource."

ALUMNI PROFILE

MANJIT NATH

MPP 2013, Indian

Developing the Indian workforce's skills



A computer science graduate determined to bring about meaningful change, Manjit Nath joined the Blavatnik School in 2013. After completing the MPP, he returned to India intending to take up a role in government. However, unprecedented flooding in his native area, Agia, diverted his attention and he led efforts to respond to the crisis. This experience inspired him to spend a full year working as a volunteer.

"I wanted to challenge myself, and give back to the country and, more specifically, the region that shaped me. The Blavatnik School instilled this perspective in me."

During this time and his subsequent work on technology transformation programmes for the Indian government, Manjit started focussing on the need for skills among the country's workforce. The lack of training and employment opportunities for young people is something he had witnessed close to home, with some of his childhood friends drawn to insurgency movements for want of other prospects.

The desire to give people the industry-relevant skills to support themselves and lead a dignified life led to a drastic career change. As Deputy Head of the National Skills Development Corporation (NSDC), Manjit plays a major role in the creation of a skill development framework to give people training opportunities and recognition of their prior abilities, bringing order into what used to be a fragmented system.

The need for a skilled workforce has been acknowledged as a pressing issue in Indian public policy only in the last decade. The NSDC is a non-profit organisation within, and is the implementing agency for, the Prime Minister's Kaushal Vikas Yojana (PMKVY), a flagship government initiative for improving employability and employment rates. The PMKVY project focuses on areas where there may be a high level of school drop-outs, and its aim is to train 10 million people by 2020, ultimately promoting equality.

The training offered spans many different sectors, including automotive, oil and gas, beauty and wellness, logistics, and agriculture, to name but a few. Relevant industry experts are consulted to define a framework within the sector, with each job role assigned to a skill qualification level, known as National Skill Qualification Framework (NSQF). It's a country-wide initiative, with training positions allocated in all regions.

Working with the government can have its challenges, and to deal with these Manjit often calls upon lessons from the MPP. "The 'Foundations' module gave me a helpful thought process for dealing with pressures. I can now easily deal with unwanted inputs, as well as undesired outcomes, because I can appreciate the basic philosophy of the existence of a state in a democracy like India."

He also uses skills from the negotiating course, and the analytics optional module has helped him with the data analysis he carries out day to day.

Manjit also cherishes the Blavatnik School community – he often meets up with other alumni and has shared his experience with numerous prospective students.

DEVELOPMENT IN AFRICA

Sir Paul Collier, Professor of Economics and Public Policy at the Blavatnik School, has had wide-ranging engagement across the African continent over the year.

In October 2018, he gave the keynote address at a major conference in Accra on encouraging investment in Ghana, co-hosted by the President of Ghana and the British Foreign Office. He also had private meetings with senior members of the Ghanaian government about enhancing confidence in economic policy.

He gave the opening keynote and took part in a panel discussion at the Pan-Africa Conference of the Economic Commission for Africa (ECA), an annual pan-Africa conference run under the auspices of the UN Development Programme (UNDP). His theme was the importance of generating productive jobs, and the centrality of firms in doing so.

Early in 2019, he was invited to Malawi by the President and the Minister of Finance to serve as the advisor to their new Commission on the Economy. The idea of the Commission is new, and, Paul says, “potentially very hopeful”: it is the first time since independence that there has been a cross-party agreement to think long-term about why Malawi has been stagnant for decades, and what can be done about it. Paul will return in June or July 2019, once the current elections are over, to discuss with the new government.

ADVISING UNDP

Our Dean, **Ngairé Woods**, an expert on global governance and development, has been advising the UN Development Programme (UNDP) during the year. In September 2018 she had an informal session with the UNDP’s senior management team on the future of UN governance and the role of the UNDP. In February 2019 she advised the head of the UNDP and his senior team in a two-day meeting in London on the future of development.

TAKING RESEARCH INTO WHITEHALL

The Blavatnik School works in partnership with the training arm of the UK’s civil service to run masterclasses for civil servants at deputy director level and above. The sessions take our faculty’s research direct to the heart of government, enriching both our research and the civil servants’ practice.

Over the last year these ‘Blavatnik School in Whitehall’ sessions have included **Peter Kemp (Professor of Public Policy)** discussing ‘generation rent’, the rise of renting rather than home ownership among younger adults priced out of the housing market; **Don Moynihan (Visiting Professor)** outlining the impact of cognitive biases in performance management; and **Martin Williams (Associate Professor in Public Management)** discussing the trade-offs between bureaucratic autonomy and the use of performance management tools.

“

I can say that you succeeded in creating a safe space for people who care about making governments better and thus the world better to be able to engage, and I’m sure the impact will be tremendous beyond the conference.

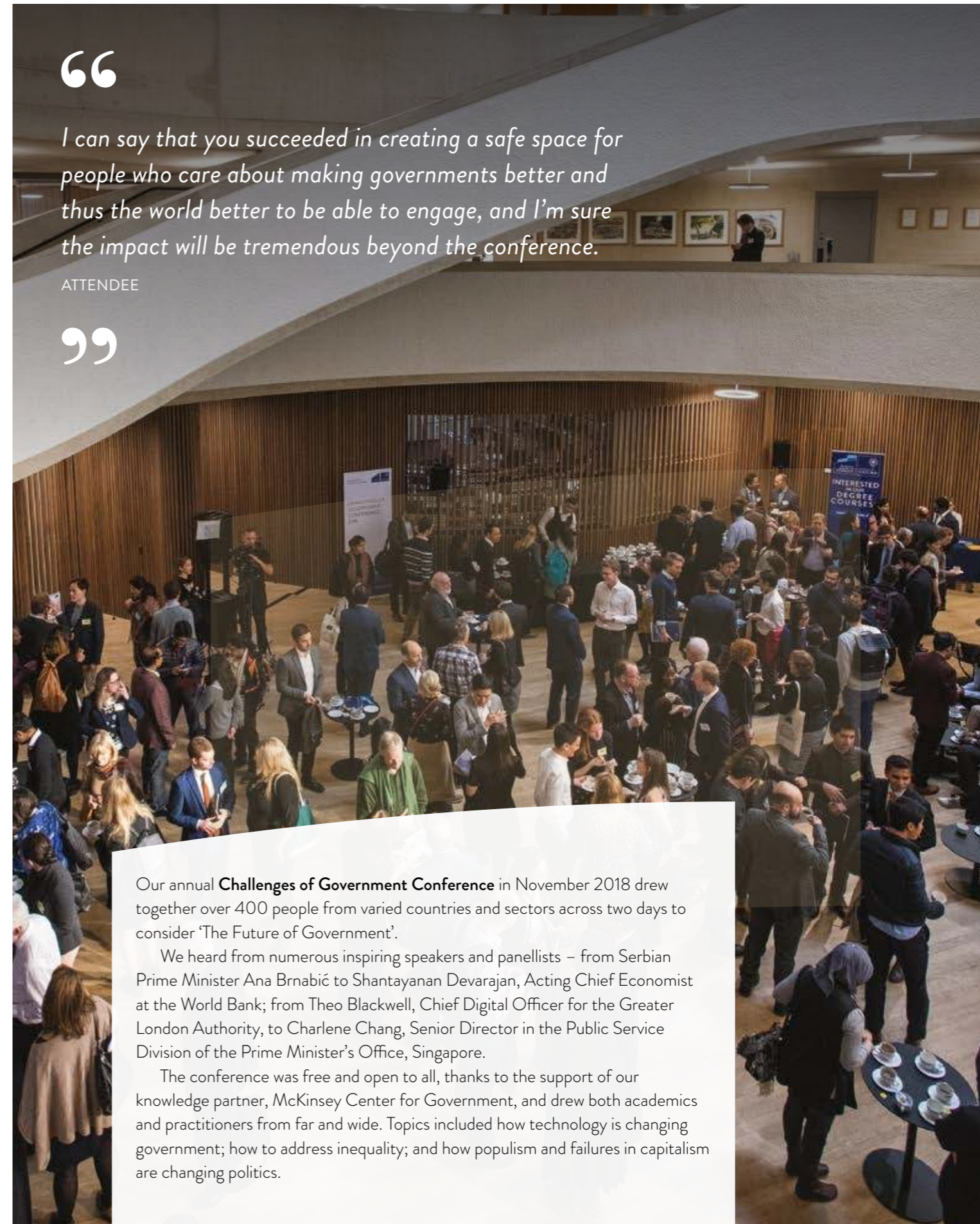
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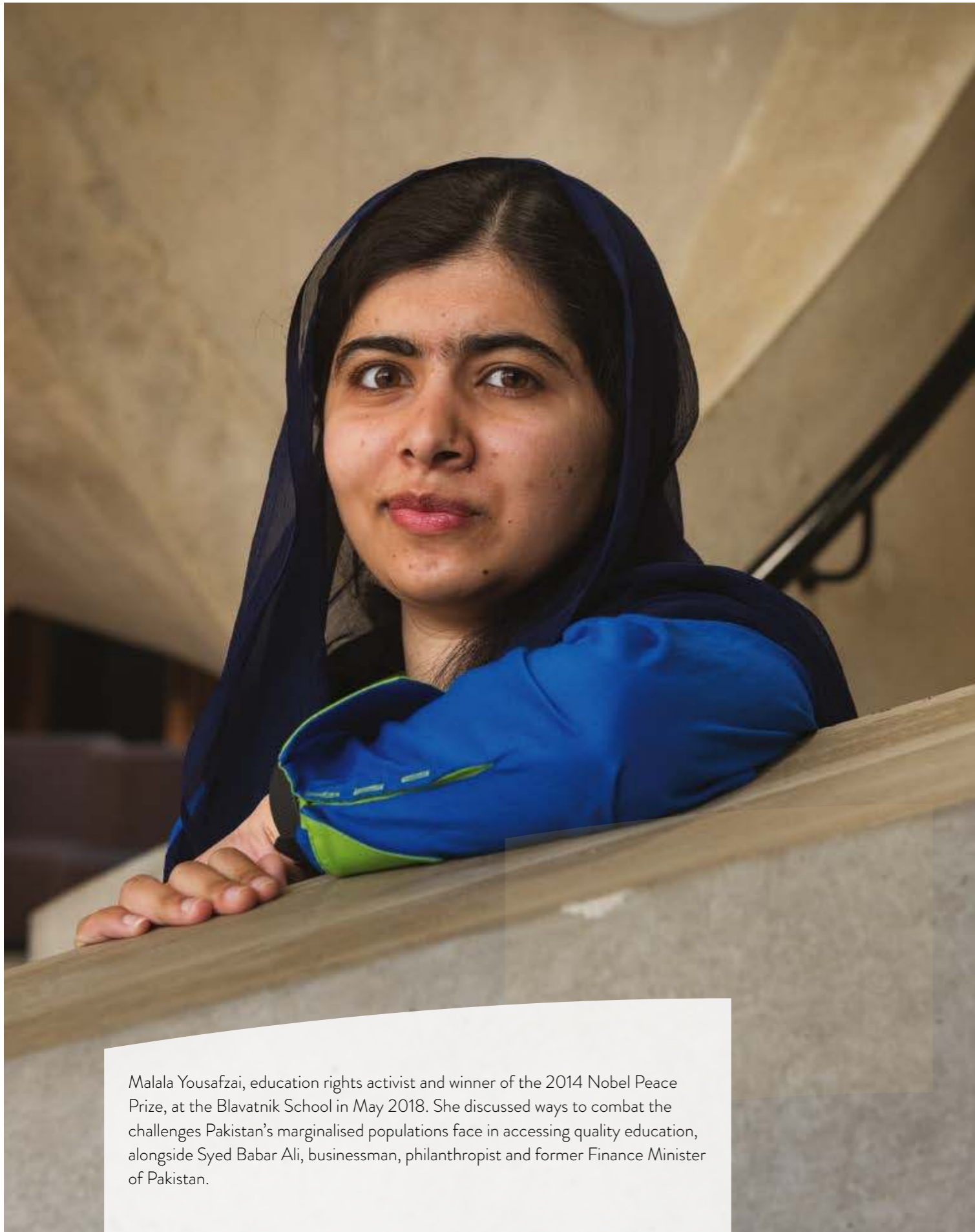
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Our annual **Challenges of Government Conference** in November 2018 drew together over 400 people from varied countries and sectors across two days to consider ‘The Future of Government’.

We heard from numerous inspiring speakers and panellists – from Serbian Prime Minister Ana Brnabić to Shantayanan Devarajan, Acting Chief Economist at the World Bank; from Theo Blackwell, Chief Digital Officer for the Greater London Authority, to Charlene Chang, Senior Director in the Public Service Division of the Prime Minister’s Office, Singapore.

The conference was free and open to all, thanks to the support of our knowledge partner, McKinsey Center for Government, and drew both academics and practitioners from far and wide. Topics included how technology is changing government; how to address inequality; and how populism and failures in capitalism are changing politics.





Malala Yousafzai, education rights activist and winner of the 2014 Nobel Peace Prize, at the Blavatnik School in May 2018. She discussed ways to combat the challenges Pakistan's marginalised populations face in accessing quality education, alongside Syed Babar Ali, businessman, philanthropist and former Finance Minister of Pakistan.

SECURING THE RIGHT TO WORK FOR REFUGEES

Engagement on the right to work for refugees by **Stefan Dercon, Professor of Economic Policy** at the Blavatnik School, and others came to fruition in Ethiopia in January 2019, when the country's parliament approved the right to work for all refugees in return for international investment.

Stefan had been chief economist at the UK government's Department for International Development before joining the School. In that role he was instrumental for the UK on the Jordan Compact and the Lebanon deal during 2015–16, which gave the right to work to refugees in return for specific, donor-funded economic support intended to benefit both local and refugee populations.

Stefan was given permission to try this out in Kenya and Ethiopia in March 2016. In Kenya this did not lead to anything; but in Ethiopia, the government was interested in giving the right to work to all refugees in return for investment in industrial parks. At the G20 in 2016, UK Prime Minister Theresa May announced the offer: £500m for industrial parks development largely from EU funding. In January 2019, the Ethiopian parliament approved it.

IMPROVING GLOBAL GOVERNANCE

Our Dean, **Ngairé Woods**, attended the World Economic Forum annual meeting in Davos in early 2019, speaking on a number of official panels, including 'The future of bio-innovation: what governance response?'; 'What should globalisation 4.0 look like?'; and 'The return of the strongman' – which looked at how authoritarian forms of governance are shifting the prospects and pathways of global governance. She also spoke at a session on 'Mapping data dominance', to which she took the Pathways for Prosperity Commission's recommendations for digital readiness (see pp. 36–37).

In advance of Davos, **Thomas Hale, Associate Professor in Global Public Policy**, an expert in how those outside of the national government level can influence climate change policy, organised briefing materials and an agenda for the Davos 'Friends of Climate Action' meeting, a coalition of cities, companies, and other sub- and non-state actors working together on climate change.

Ngairé has contributed to questions about global governance more broadly, including as a member of the International Advisory Panel for the Asian Infrastructure Investment bank (AIIB), a multilateral development bank that aims to support the building of infrastructure in the Asia-Pacific region, and through advising the UNDP (see p. 52).



ALUMNI PROFILE

LILIANA ESTRADA GALINDO

MPP 2015, Mexican
Director of the chief scientific advisory body to the Mexican Congress

“To be a good public servant, you need to keep learning. I wanted formal training to make sure I kept growing.”

For Liliana Estrada Galindo, an industrial engineer working in the public sphere, the MPP at the Blavatnik School was an opportunity to take her career to the next level. Before the MPP, she held a master’s degree from the University of Cambridge and a variety of jobs with a focus on science, technology and innovation, working for the Mexican Academy of Engineering, the Mexican Council of Science and Technology, the OECD and the Mexican Space Agency, among others.

With her engineering background, the inclusion of science in the MPP’s curriculum was a big draw for her, and she relished the chance to work in an international environment during the summer project, for which she carried out research at the World Economic Forum, looking at how different government structures play a role in solving complex problems such as climate change.

Completing the MPP gave her the confidence to pursue a new career direction, and she currently works as Director of the Office of Science and Technology Information for the Mexican Congress at the Scientific and Technological Advisory Forum. The Forum’s role is to advise the Mexican government on science and technology, and so this position brings together her scientific and public policy backgrounds. “It’s my dream job – if you want to work on scientific policy, it’s the place to be. We provide scientific evidence for policymakers in the Mexican Congress, so they can create informed policy and legislation.”

For this, the MPP module on evidence in public policy has been invaluable. “It’s essential to understand the usefulness of different ‘evidence’, and we learned to analyse, assess and use evidence for public policy at the Blavatnik School.”

Liliana’s team of ten carries out research and translates highly complex scientific topics into comprehensive summaries that are accessible to non-experts; the Members of Congress have very different academic backgrounds and are unlikely to have experience of every topic they have to decide on. The 4,000-word briefs provide an overview of each scientific area up for debate in Congress, including the social impact and economic considerations, as well as global benchmarks.

The work spans a huge range of topics, from energy and climate change to fintech and gene editing, and the team collaborates with similar offices in Europe. While breaking down such specialised information is challenging, the most difficult task can be ensuring that the information is put into practice by policymakers. It requires understanding and communicating with two distinct worlds, and Liliana credits the MPP with giving her the skills and knowledge to bridge that gap.

IMPROVING CIVIL SERVICE PERFORMANCE IN GHANA

The Head of Ghana’s civil service has made Blavatnik School research a cornerstone of his approach in developing a programme of government reforms.

Examining management and performance in Ghana’s civil service, researchers jointly led by **Martin Williams, Associate Professor in Public Management** at the School, compared three groups of civil servants: one given individual-based training, one given group-based training, and a control group who received no training. From this, they were able to pinpoint key issues in existing training programmes. The research highlighted the need to foster a culture of continuous improvement, as well as encourage supervisors to adopt a more open, positive attitude when approached with new ideas by their subordinates.

Each ministry in Ghana’s civil service received a report outlining its individual results from the study, and chief directors were encouraged to focus on improving their weakest areas. A new system of productivity assessments and management coaching was also implemented, with a focus on departments with the lowest staff morale and weakest management. The Civil Service Training Centre has adopted the researchers’ recommended curriculum in full for more senior staff.

This project built on previous IGC-funded research and forms part of the ongoing collaboration between Blavatnik School researchers and the Ghanaian civil service on wider policy issues. In March 2019, the Head of the Civil Service invited Martin to present at the induction of 16 new chief directors, outlining how they can best make use of research and IT to achieve policy goals. The presentation included examples from previous in-country research, most notably Martin’s investigation into the underlying causes of unfinished infrastructure projects.

This project was funded by the International Growth Centre (IGC), which is led by Executive Director Jonathan Leape (LSE), along with Directors Robin Burgess (LSE) and Paul Collier (Blavatnik School). The project came about following a request from the head of the Ghanaian civil service, Nana Agyekum Dwamena, and relied on extensive collaboration between researchers, the Office of the Head of the Civil Service and the Civil Service Training Centre.

TECHNOLOGY IN GOVERNMENT

Effectively harnessing the power of technology can allow governments to increase citizen engagement, combat corruption and make significant efficiency savings, among a myriad of other benefits; however, governments must ensure that no citizen is left behind by the digital revolution. The Blavatnik School has returned to this issue throughout the year, from our Pathways for Prosperity project (see pp. 36–37), to our Challenges of Government Conference (see p. 53), to research on the politics of technology firms (see p. 28). Our alumni too are deeply engaged in the issue, with many working in data governance and ‘big tech’.

In June 2018, we hosted the Governing in a Digital Age workshop, examining some of the most pressing questions around technological advancement and what it means for governments.

The event involved academics and professionals working at the vanguard of the digital revolution, such as Leonardo Quattrucci, the Europe, Middle East and Africa lead at the Amazon Web Services Institute; Diego Piacentini, a former Amazon Vice President who took leave of absence to spearhead the Italian government’s digital agenda; and Fadi Chéhadé, an advisory board member for the World Economic Forum’s Centre for the Fourth Industrial Revolution.

Our own student **Aaron Maniam (DPhil 2017, Singaporean, see p. 8)**, whose research focuses on comparative studies of governments’ digitalisation efforts, played a pivotal role in the event – which also involved **Fadi Salem (DPhil 2014, Syrian)**, who also has deep expertise in this area, and alumnus **Enrique Zapata (MPP 2012, Mexican)**, who has played a leading role in the Mexican government’s national digital strategy.

WESTERN BOMBING IN SYRIA: IS IT LEGAL?

The Blavatnik School's **Dapo Akande** found himself at the heart of debate about the use of force in Syria when he said joint British, US and French action was "not in accordance with the United Nations Charter and international law".

In April 2018, the US, UK and France conducted a brief bombing campaign in Syria in response to the use of chemical weapons by the Assad government. A fierce debate ensued in the UK's House of Commons, questioning both the legality of the strikes and the UK government's decision not to seek parliamentary approval.

Dapo, Professor of Public International Law at the Blavatnik School, had been asked to provide a legal opinion to the Deputy Leader of the UK's Labour Party in advance of the debate. In the opinion, which was widely reported in the media, he concluded that: "Contrary to the position of the government, neither the UN Charter nor customary international law permits military action on the basis of the doctrine of humanitarian intervention. There is very little support by states for such an exception to the prohibition of the use of force, and the vast majority of states have explicitly rejected it."

Even if there were a doctrine of humanitarian intervention in international law, he said, the strikes against Syria would not appear to meet the tests set out by the government: the action "was not directed at bringing 'immediate and urgent relief' ... and was taken before the inspectors from the Organisation for the Prohibition of Chemical Weapons were able to reach the affected area."

He said that accepting the position advocated by the UK government would "undermine the supremacy of the UN Charter" and "allow for individual assessments of when force was necessary to achieve humanitarian ends, with the risk of abuse."

Dapo Akande leads the Oxford Institute for Ethics, Law and Armed Conflict (ELAC), based at the School.

URBAN GOVERNMENT

With 68% of the world's population projected to live in urban areas by 2050 (up from 55% at present), ensuring effective policymaking at city level has never been more important. The Cities That Work initiative, led on the Blavatnik School side by **Sir Paul Collier, Professor of Economics and Public Policy**, combines innovative research with policymakers' experience to implement evidence-based policies that have the potential to lift millions out of poverty.

Its council includes urban policy leaders such as Yvonne Aki-Sawyer, the Mayor of Freetown and former Director of Planning in Sierra Leone's National Ebola Response Centre; Shoaib Rahim, the Acting Mayor of Kabul and one of the youngest high-level government appointees in Afghanistan; and Naison Mutizwa-Mangiza, the Director of UN-Habitat's Regional Office for Africa.

Highlights from the past year include engaging with Kabul, Afghanistan, to review new municipal law; supporting Mandalay, Myanmar, to increase its tax compliance; and reviewing Zambia's National Urbanisation Plan, in conjunction with the International Growth Centre's in-country team.

The Cities that Work initiative was launched in 2016 under the direction of the International Growth Centre, a partnership between the LSE and the Blavatnik School.

HEADS OF GOVERNMENT

Over the last year we have welcomed a number of current and former heads of government to the School, including Malcom Turnbull, former Prime Minister of Australia (pictured), Julia Gillard, former Prime Minister of Australia, Serbian Prime Minister Ana Brnabić, former Prime Minister of Georgia Nika Gilauri, former Prime Minister of the Palestinian Authority Salam Fayyad, former UK Prime Minister David Cameron, former President of Colombia Juan Manuel Santos, and Swiss President Alain Berset.





MORE ABOUT THE SCHOOL

HIGH PRAISE FROM FORMAL REVIEWS

The School had its first formal review in December 2018: as a department of the University of Oxford, we were scrutinised as part of the University's rolling programme of departmental reviews, with the panel comprising external members from competitor institutions and senior University members.

Feedback was extremely positive, with the reviewers commending the School for the shared sense of mission, the embrace of innovation and search for self-improvement, and the strength of the MPP programme.

Separately, the University undertook a specific five-year review of the MPP degree in May 2018; again forming part of Oxford's quality-assurance programme. It concluded that the MPP is a high-quality programme and noted in particular the diversity, engagement and quality of MPP students; the School's work to expand scholarship provision; the dedication and commitment of faculty; and the engagement of the School with its alumni.

OUR FACULTY

Ngairé Woods

Dean of the Blavatnik School of Government, Professor of Global Economic Governance

Mara Airoidi

Director of the Government Outcomes Lab

Dapo Akande

Professor of Public International Law

Eric Beinhocker

Professor of Practice (Public Policy), Executive Director of the Institute for New Economic Thinking

Paul Collier

Professor of Economics and Public Policy

Pepper Culpepper

Blavatnik Chair in Government and Public Policy

Federica d'Alessandra

Executive Director of the Oxford Programme on International Peace and Security

Stefan Dercon

Professor of Economic Policy

Thomas Elston

Associate Professor in Public Administration

Richenda Gambles

Tutor for Admissions

Thomas Hale

Associate Professor in Public Policy (Global Public Policy)

Miles Hewstone

Professor of Social Psychology and Public Policy

Craig Holmes

Departmental Lecturer in Public Policy

Emily Jones

Associate Professor in Public Policy (Global Economic Governance)

Peter Kemp

Vice-Dean for Academic Affairs, Professor of Public Policy

Nikolas Kirby

Leverhulme Fellow in Philosophy and Public Policy, Director of the Building Integrity project

Julien Labonne

Associate Professor in Economics and Public Policy

Clare Leaver

Associate Professor of Economics and Public Policy

Anandi Mani

Professor of Behavioural Economics and Public Policy

Kate Orkin

Senior Research Fellow in Behavioural Economics (Centre for the Study of African Economies)

Ingo Outes

Departmental Lecturer in Economics and Public Policy

Anna Petherick

Departmental Lecturer in Public Policy

Lant Pritchett

Research Director, Research on Improving Systems of Education (RISE)

Karthik Ramanna

Professor of Business and Public Policy, Director of the Master of Public Policy

Tom Simpson

Associate Professor of Philosophy and Public Policy

Maya Tudor

Associate Professor of Government and Public Policy

Adam Webster

Departmental Lecturer in Law and Public Policy, Co-Director of the Master of Public Policy

Martin Williams

Associate Professor in Public Management

Jonathan Wolff

Blavatnik Professor of Public Policy

Stewart Wood

Fellow of Practice

AWARDS AND HONOURS

A selection of recognition given to our faculty during 2018–19

Paul Collier won the Jean Mayer Global Citizenship Award from Tufts University, given to distinguished scholars and practitioners whose moral courage, personal integrity and passion for scholarship are directed towards solving the most pressing problems facing the world.

Dapo Akande's book, *Oppenheim's International Law: United Nations* (OUP, 2017) (co-authored with Rosalyn Higgins, Philippa Webb, Sandesh Sivakumaran and James Sloan) was awarded the American Society of International Law's Certificate of Merit for High Technical Craftsmanship and Utility to Practicing Lawyers and Scholars. These certificates are regarded as among the most prestigious book prizes awarded in the field of international law.

Maya Tudor received a Fellowship at the Center for the Advanced Study in the Behavioural Sciences (CASBS) at Stanford University for the 2018–2019 academic year. Each year, the centre assembles a highly eminent group of academics and policymakers as CASBS fellows, including among them a handful of younger academics, of whom Maya is one. 27 CASBS fellows have won a Nobel Prize, 22 of whom were CASBS fellows before they won it – with many of them writing their seminal works while on the fellowship.

Jonathan Wolff was the featured Bodaken Symposium speaker for spring 2019 at Colorado State University. The Bodaken Philosophy Symposium invites two leading philosophical thinkers each year, one in spring and one in autumn, to deliver public lectures.

VISITORS AND FELLOWS

VISITORS

Through our visitor programme, experienced scholars and practitioners spend a period of research and reflection at the School, enriching our culture and knowledge.

In 2018-19 we welcomed, among others, educational policy expert Karen Jackson-Weaver, who is a former academic dean at Princeton University and the Harvard Kennedy School of Government and is now an Associate Vice President at NYU; and Donald Moynihan, inaugural McCourt Chair at the McCourt School of Public Policy at Georgetown University, an expert in public sector performance.

Matthew Pierrri, MPP alumnus and lawyer, is also amongst our visiting scholars. He sustained a spinal cord injury at age 16 and since then has been interested in disability issues. He is currently working on a project on disability policy and advocacy.



Phuthuma Nhleko

FELLOWSHIP PROGRAMMES

Our fellowship programmes bring senior leaders to Oxford over several months to engage with our faculty, the wider Oxford community, and our students.

Transformational Leadership Fellowship

This bespoke programme caters for a very select number of leaders, often from the private sector, at the pinnacle of their careers, who seek space to reflect on how they might redeploy their strengths towards a broader public mission.

The Transformational Leadership Fellows for 2019-20 are Dato' Sri Nazir Razak, who has recently retired as chairman of CIMB Group after a 29-year career with this leading Malaysian banking group; and Phuthuma Nhleko, who during his 10-year leadership of mobile telecoms company MTN transformed the firm, driving its exponential growth through significant expansion into 22 countries in Africa and the Middle East.



Dato' Sri Nazir Razak

Caixin Visiting Fellowship Programme

The eight-week programme allows senior journalists or business managers from Caixin Media, one of China's most respected news outlets, to immerse themselves in the intellectual climate of the School and the wider University of Oxford. Over the past year, we hosted Shan Huang, associate managing editor of Caixin Media, and Liwei Wang, senior writer with Caixin Media.

Permanent Secretary Fellowships

This programme establishes a relationship between a current Permanent Secretary – the most senior civil servant of a government ministry in the UK – and the Blavatnik School, strengthening the links between UK policymakers and public policy researchers. The inaugural fellows for 2018 were Leslie Evans, Permanent Secretary of the Scottish Government, and Sir Chris Wormald, Permanent Secretary of the Department of Health and Social Care. In 2019 we will host Bernadette Kelly, Permanent Secretary of the Department for Transport, and Matthew Rycroft, Permanent Secretary of the Department for International Development.



Leslie Evans

DRC Visiting Research Fellowship

This programme was created as part of the UK Department for International Development's wider engagement with the Development Research Centre (DRC) of the State Council of China. It aims to increase DRC's capacity in producing and disseminating research on China's domestic development, its overseas aid, and its engagement in global governance.

The School hosts between five and seven DRC fellows per year over a period of between seven months and a year. We have welcomed five fellows since March 2018, including Jigang Wei, senior research fellow and director of division in the industrial economic research department, and Huaiyu Wang, senior research fellow and director of legislative affairs at the DRC. Xiheng Jiang came to us as a DRC Fellow in 2017 and subsequently decided to pursue the MPP at the School (class of 2017). She is now Vice President of the Centre for International Knowledge on Development in China (see p. 17).

Lemann Visiting Fellows of Practice

The programme, part of our wider Lemann Foundation partnership, supports Brazilian nationals who are outstanding senior practitioners and academics for a period of study, reflection and engagement with scholars and students at the School.

Africa Initiative for Governance (AIG) Fellowship

The fellowship, part of our wider AIG partnership, is awarded each year to a distinguished public servant from West Africa. Georgina Wood, former Chief Justice of Ghana, was the most recent holder of the fellowship.



Georgina Wood

Hong Kong Fellowships

Since 2015, this annual programme has welcomed civil servants from the Hong Kong government. Each summer, they visit Oxford for an intensive eight-week programme that has been tailored to help them reach the next level of leadership.

GOVERNANCE AND ADVISORY ARRANGEMENTS

Management Board

Responsibilities: To govern, manage, and regulate the School's strategy, budgets and senior appointments

Members include: Dean, Heads of Divisions, Heads of Departments

Meeting frequency: Three times a year, in Oxford

Strategy and Resources Group

Responsibilities: Responsible for strategy and key resourcing decisions of the School

Membership: Dean, Vice-Dean, all tenured faculty, COO & Associate Dean, Director of Finance & Resources, Director of External Relations

Meeting frequency: Minimum of eight times a year

Senior Management Team

Responsibilities: Delegated decision-making responsibility for operational and urgent decisions in line with the direction set by SRG

Membership: Dean, Vice-Dean, COO & Associate Dean, senior professors, Director of Finance & Resources, Director of External Relations

Meeting frequency: Fortnightly

Academic Advisory Board

Responsibilities: Advise on all aspects of the School's academic activities, including programmes, student engagement, faculty recruitment and development, and academic life

Membership: Deans/ Presidents/Heads of School from prominent public policy institutions around the world

Meeting frequency: Termly conference calls

International Advisory Board

Responsibilities: Advise on the strategy and priorities of the School

Membership: Globally renowned leaders from all parts of the world

Meeting frequency: Annual meeting in Oxford, and ad hoc requests from the Dean for advice

FINANCIAL INFORMATION

Our income is from three primary sources: teaching revenue, research funding and philanthropic donations.

We continue to diversify our research portfolio, and the bottom two charts below show the balance of research funding sources supporting the School.

The School was founded with a £75 million donation from Sir Leonard Blavatnik, and a large number of other philanthropic donors also make our work possible.

We retain absolute academic independence from all our supporters.

Note: The University of Oxford financial year runs August to July, whereas this report covers April to March, so the financial information given here includes some forecast data.

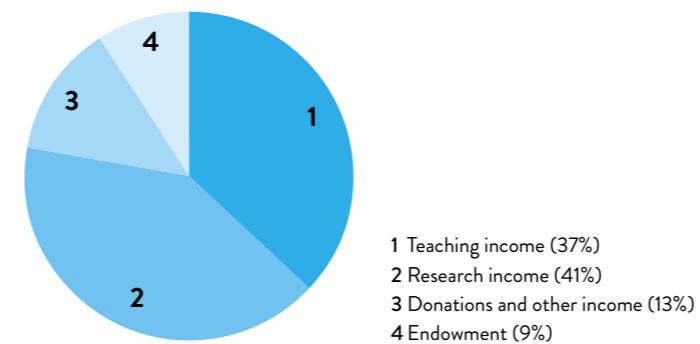
Key financial principles

- Ensure long-term sustainability through building an endowment, diversifying sources of income and generating new revenue streams.
- Ensure value for money and exercise vigilance on costs in all transactions.
- Ensure the School's financial plans support and align with the School's mission and ambition.

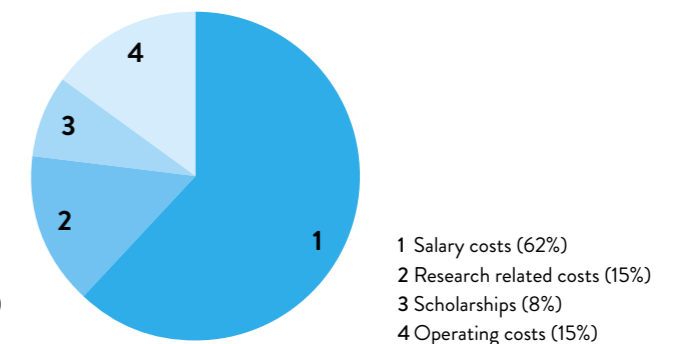
2017/18 progress

- 59% growth in research-related income from £3.84m in 2017/18 to £6m in 2018/19
- 53% growth in executive education revenue from £0.69m in 2017/18 to £1m in 2018/19
- £32.6m invested in endowment, generating £1m income in 2018/19

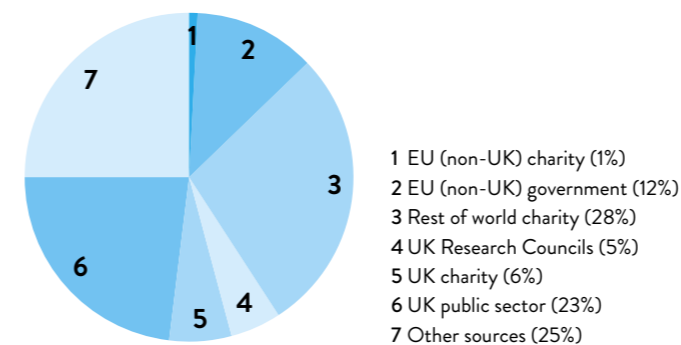
Blavatnik School income sources 2018/2019



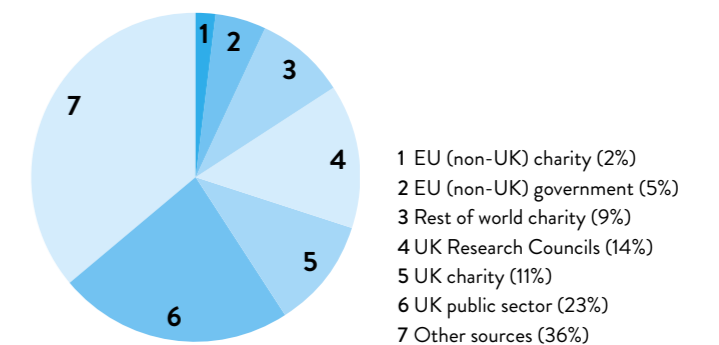
Blavatnik School expenditure 2018/2019



Research portfolio by value



Research portfolio by number of grants



ACADEMIC ADVISORY BOARD

Our Academic Advisory Board comprises leading figures in public policy education who advise us on all aspects of academic life.



Yann Algan
Dean of the School of Public Affairs, Sciences Po



Douglas Elmendorf
Dean of the Harvard Kennedy School



Michael Ignatieff
Rector and President of Central European University



Xue Lan
Dean of the School of Public Policy and Management at Tsinghua University



Vali Nasr
Dean of Johns Hopkins School of Advanced International Studies



Enase Okonedo
Dean of Lagos Business School



Cecilia Rouse
Dean of the Woodrow Wilson School of Public and International Affairs

INTERNATIONAL ADVISORY BOARD

Our International Advisory Board comprises globally renowned leaders who provide advice on strategic direction.



Aigboje Aig-Imoukhuede
Founder and Chairman of Africa Initiative for Governance



Persio Arida
Former Chairman of BTG Pactual and former Governor of the Central Bank of Brazil



Dominic Barton
Senior Partner and former Global Managing Director, McKinsey & Company



Shobhana Bhartia
Chairperson and Editorial Director at HT Media Limited



John Browne
Chairman of L1 Energy



Jin-Yong Cai
Former CEO of the International Finance Corporation of the World Bank Group



Mark Carney
Governor of the Bank of England



William Jefferson Clinton
42nd President of the United States



Sally Davies
Chief Medical Officer for England and Chief Medical Advisor to the UK Government



Mathias Döpfner
Chairman and CEO of Axel Springer AG



Philipp Hildebrand
Vice Chairman of Blackrock



Andrés Luksic
Vice Chairman of the Board of Directors of Banco de Chile



Maria Ramos
Former Chief Executive Officer of ABSA Group Limited



Eric Schmidt
Former Executive Chairman of Google and Alphabet



Hidehiko Yuzaki
Governor of Hiroshima Prefecture

THANK YOU

The work of the School is only possible thanks to the vision and generosity of a wide range of donors, funders and other supporters. In addition to those listed below are individuals and organisations who have contributed anonymously or who have made in-kind contributions of time and expertise.

SCHOLARSHIPS

85% of our 2018 MPP class are with us thanks to full (74%) or partial (a further 11%) funding, helping us ensure that the leaders of the future educated at the School can come from all backgrounds and all parts of the world.

Funding from the following sources has supported the MPP classes of 2017 and 2018 and will support MPP students joining us in 2019:

- Aall Foundation
- Africa Initiative for Governance
- Anglo American Plc
- Beit Trust Wadham College Scholarships

“

Africa's poor record of public sector governance is a factor that currently prevents the continent from achieving its true potential. We are addressing this pressing challenge by investing in scholarships for outstanding students at the world's best university.

AIGBOJE AIG-IMOUKHUEDE (RIGHT),
FOUNDER AND CHAIRMAN OF AIG



Aigboje Aig-Imoukhuede, founder and chairman of the Africa Initiative for Governance (AIG), at the School. Our five-year partnership with AIG, based on the shared purpose of building good governance and public leadership, brings students and fellows from West Africa to the Blavatnik School each year.

”

- Blavatnik Family Foundation
- Chevening Scholarships
- Clarendon Scholarships
- Oxford-CREAT Group Scholarships
- Felix Scholarships
- Fondation Mahmoud-Shakarchi pour Oeuvres et Bienfaisance
- Jardine-Oxford Scholarships
- John Swire & Sons Ltd
- Katharina Otto-Bernstein
- Kofi Adjepong-Boateng
- Lemann Foundation
- Luksic Family
- Open Society Foundations
- Oxford-Thai Scholarships
- Oxford-Pershing Square Scholarships
- Poler Family Foundation
- Oxford-Reuben Scholarships
- Rhodes Scholarships
- Rizvi Family
- Roma Education Fund
- Shell International
- Standard Bank Derek Cooper Africa Scholarship
- Vicky Noon Educational Foundation Oxford Scholarships
- Weidenfeld-Hoffman Scholarships
- Westpac New Zealand/State Services Commission
- Zegarac-Pollock Family



Brazilian entrepreneur and founder of the Lemann Foundation Jorge Paulo Lemann talking to students in the School. Our five-year partnership with the Lemann Foundation supports students and practitioners from Brazil to study and spend time in Oxford. In the last year the Foundation brought the *Encontro de Autoridades* to the School (see p. 47) and supported the work of Departmental Lecturer Anna Petherick (see p. 42 and p. 50). The Lemann Foundation collaborates with governments and civil society entities in the pursuit of solutions to Brazil's challenges.

OTHER FUNDERS

Our research and other projects are supported by a range of individuals and organisations who share our vision of a world better led, served and governed, including:

- Africa Initiative for Governance
- Amersi Foundation
- Beecroft Trust
- Blavatnik Family Foundation
- Brava Foundation
- Charles Koch Foundation
- Lemann Foundation
- Dato' Sri Nazir Razak
- Planethood Foundation
- Stephen Peel

In addition, a number of our projects are supported by research funding bodies, with such research income totalling around £6m in 2018/19.

THANK YOU CONTINUED

“

My family lived in some of the most violent, inhospitable and inequitable places in Colombia ... Receiving this scholarship was a vote of faith in me, was a gift from heaven, but it was also a gift to my country, which I wish to serve in the best possible way. My world changed, my character was shaped by Oxford and no doubt none of this would have happened without this scholarship.

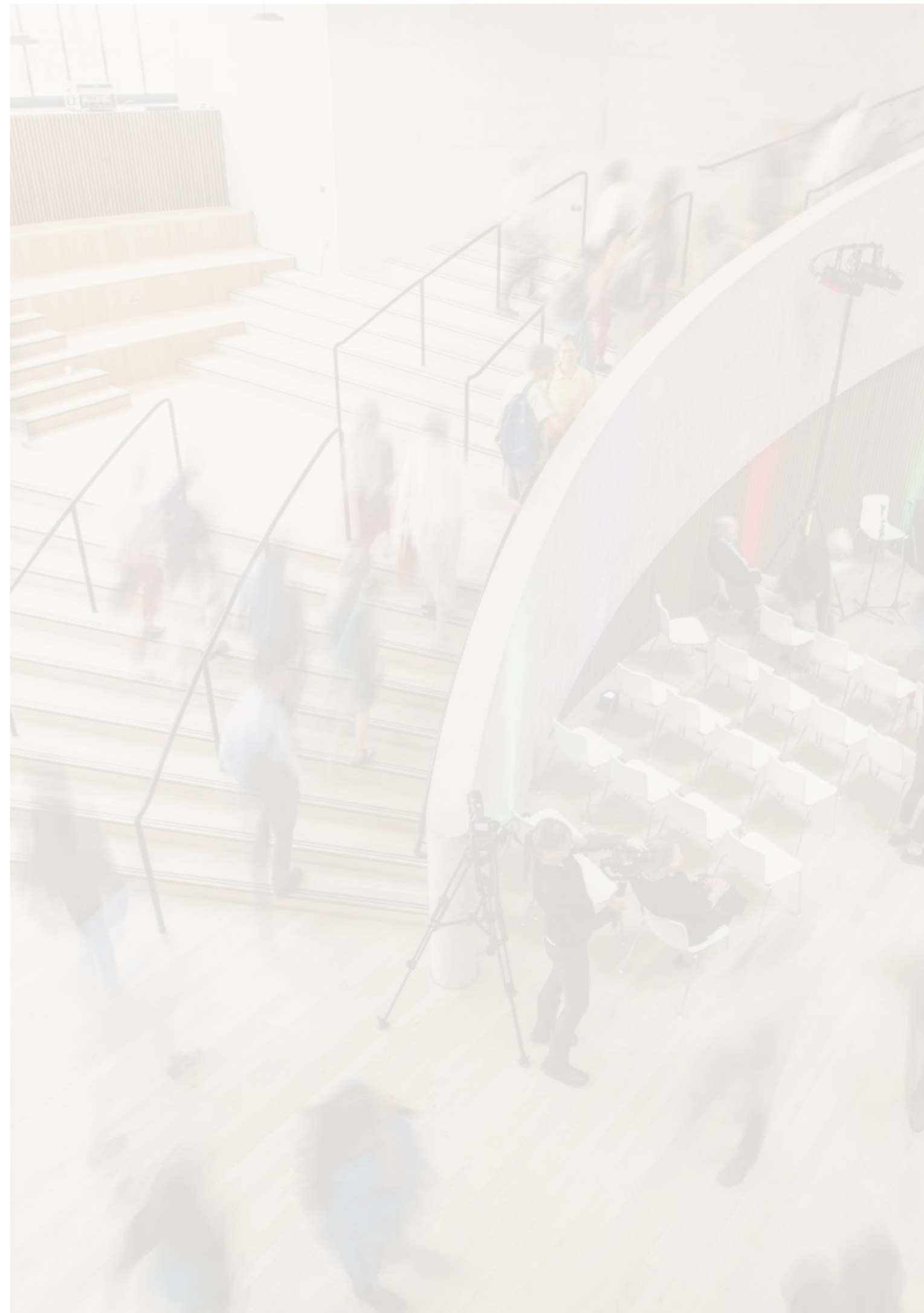
LUCIA SORIANO (MPP 2017, COLOMBIAN), ZEGARAC-POLLOCK FAMILY SCHOLARSHIP

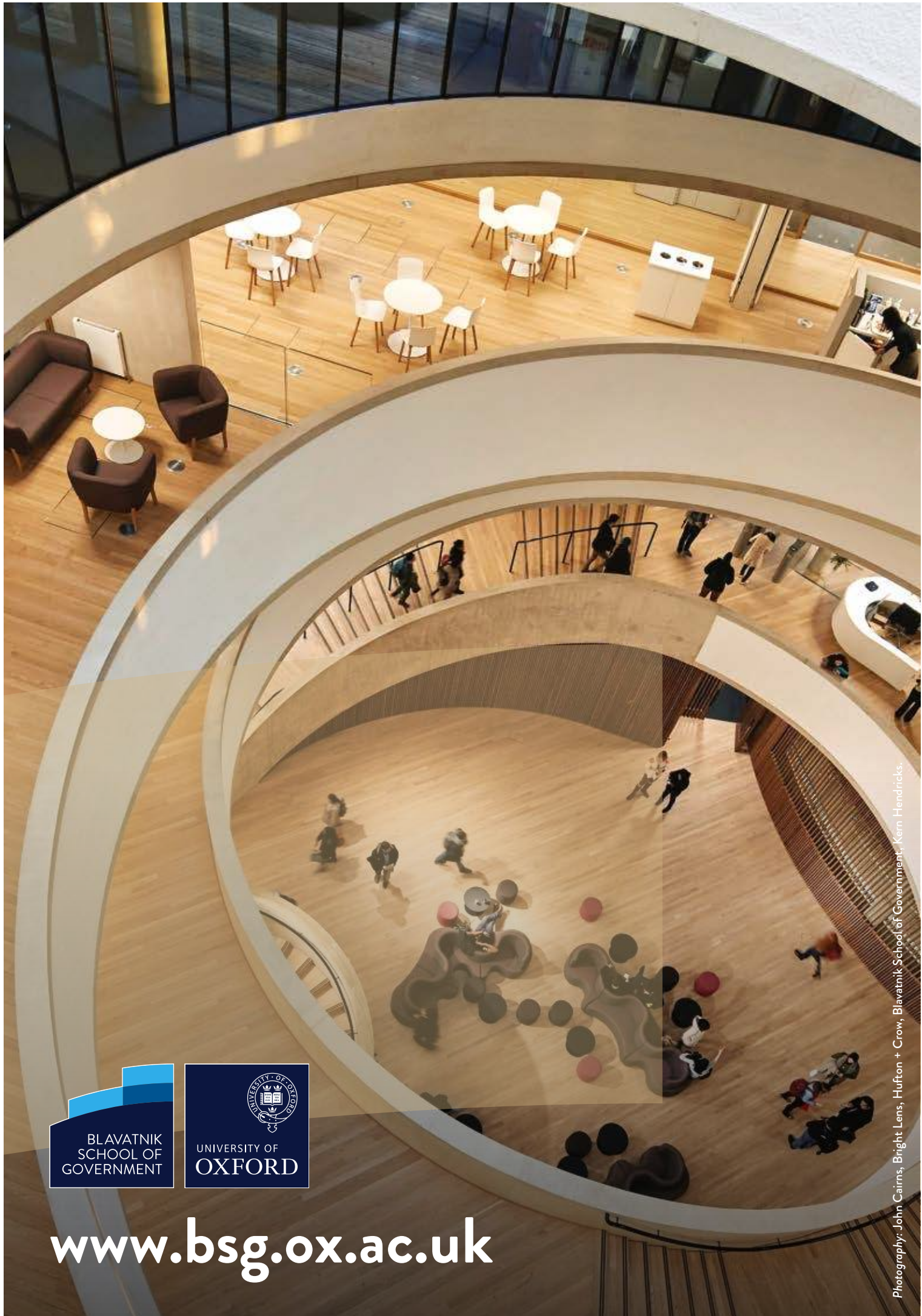
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VOLUNTEERS

Alongside those who have given us financial support, many individuals have donated in kind, offering their time and expertise to contribute to the School's mission. Among them are our advisory board members and those involved in our professional skills mentoring scheme, which gives MPP students an opportunity to discuss their thoughts about their professional life with leaders from a variety of backgrounds. Our 15 mentors in 2018-19, mentoring 43 students between them, came from government (for example a former special advisor to the Prime Minister), non-profits (for example a former Chief Executive of World Vision) and the private sector (for example the deputy director of a major bank). Mentors are highly experienced and extremely busy, but give up their very limited spare time because they believe in the mission of the School.

Our founding donor, Sir Leonard Blavatnik, talking to students in the School.





www.bsg.ox.ac.uk