



Lemann Foundation Programme NEWSLETTER

ISSUE 2
April 2023

Lemann Foundation Programme for the Public Sector
Blavatnik School of Government
University of Oxford

| | |
|-------------------------------|----|
| MESSAGE FROM OUR DIRECTOR | 3 |
| INTRODUCING THE PROGRAMME | 4 |
| MEET THE 2022 TEAM | 5 |
| LEADERSHIP FORUM | 8 |
| KNOWLEDGE CREATION | 12 |
| SOUTH-SOUTH PROGRAMME | 14 |
| CASE STUDY: SOBRAL/CAMPOS | 15 |
| VISITING FELLOWS | 16 |
| VERA MONTEIRO | 17 |
| LEANY LEMOS | 18 |
| SUMMER PROJECTS | 19 |
| SOCIAL | 20 |
| MPP BRUNCH RECEPTION | 20 |
| TELEGRAMS | 21 |
| FOSTERING DIALOGUE | 22 |
| CLP EXECUTIVE COURSE | 22 |
| ELECTION PANEL | 23 |
| THE MOMENT THAT STUCK WITH ME | 24 |

MESSAGE FROM OUR DIRECTOR

Anna Petherick

What a year! When I sat down to write this introduction last year, the Lemann Foundation Programme at Oxford was just a few months old, finding its feet with a new team, and with big plans. It has been wonderful over the past 12 months to see the team pull together and pull off fantastic projects and engagement events. For me, two achievements stand out: the South-South Programme, which seeded coalitions of education policymakers in Kenya and Pakistan, and took them to Sobral in northeast Brazil; and a meeting of Brazilian public leaders, a logistically audacious few days that brought many Brazilian governors and congress people to Oxford, just a few weeks after the 2022 elections.



Ngairé Woods (Dean of the Blavatnik School), **Anna Petherick** (Director of the Lemann Foundation Programme) and **Denis Mizne** (CEO of the Lemann Foundation).

These two events demonstrate what the Lemann Foundation Programme is all about. The South-South Programme provided an opportunity for experts from elsewhere in the Global South to proactively engage with policy ideas that have worked well in Brazil, interrogating them and brainstorming opportunities for adaptation, application, and bidirectional, intellectual exchange. The Programme team in the Blavatnik School has supported these efforts by developing learning materials designed to enrich the internal discussions and deliberative processes of the country coalitions, aiming to empower them to orchestrate policy changes that they see as important for their context. And the Brazilian public leaders' event would simply not have worked in Brazil: by convening politicians from across the political spectrum in Oxford, without entourages or TV cameras, powerful individuals who had often never previously met in person sat down together and held productive conversations. After such contentious elections, it was heart-warming to witness members of the political left and the political right sharing marker pens and flipcharts as they brainstormed together in small groups, jotting down shared visions for improving education and racial equality in Brazil.

The Programme team has achieved so much beyond these two prominent activities this year. They have written excellent peer-reviewed publications, working papers, policy briefs, and run informative panels, fun student outreach events, a workshop on development banks, and much more - as you can read about in the following pages. Just 16 months into the Programme, I am already full of pride for the contributions of each team member, and grateful to Leany Lemos and Vera Monteiro, our 2022 visiting scholars.

Indeed, looking back makes me even more excited for the 12 months to come.

Introducing THE PROGRAMME

The Lemann Foundation Programme (LFP) is a comparative research programme, hosted at the Blavatnik School of Government at the University of Oxford, that seeks to explore what Brazil can learn from other countries and what other countries can learn from Brazil, especially those countries in the Global South.

Our goal is to create original research and promote engagement activities that will tackle the most pressing challenges and opportunities facing the people and associated institutions that compose the public sector, in Brazil and beyond.

To make sure our research has real-world impact, we maintain a permanent dialogue with a vibrant network of academic and practitioners that are also focused on these topics.

The Programme was launched in November 2021, and this is our second newsletter, encompassing our first full year of activities, from February 2022 to February 2023. It was the moment the Programme really took off — and we were quite busy!

During this period, the LFP welcomed two visiting fellows, coordinated its first summer projects with MPP students and published a new case study, along with original policy briefs, papers and reports. We also hosted a major event for Brazilian leaders and took part in a new programme to support coalition building to improve foundational learning in the Global South.

In the next few pages, you will get to learn more about all our knowledge and engagement activities.

We hope you enjoy it!

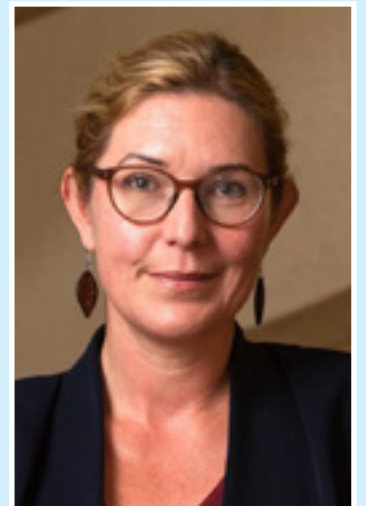


Meet THE 2022 TEAM

To transform its ambitious research and engagement goals into reality, the LFP relies on the commitment, diverse expertise and creativity of its team. Get to know them:

Dr Anna Petherick (Director)

Anna, who oversees all the Programme's activities, is an Associate Professor of Public Policy Public Policy and the co-Principal Investigator of the Oxford COVID-19 Government Response Tracker (OxCGRT) project. For many years, Anna has worked on corruption, gender, and trust, with much of it based in Brazil. She completed her postdoctoral training, DPhil (Politics) and MPhil (Comparative Government) at Oxford University, during which she has also taught statistics and tutored Brazilian politics. Between her undergraduate and graduate studies, Anna worked as a full-time journalist. She held positions as correspondent at The Economist and editor at Nature, and her journalism has also appeared in Foreign Policy, the Financial Times, and The Lancet, among many others. Anna also holds a BA and MA in Natural Sciences from Cambridge University.



Dr Filipe Recch (Postdoctoral Researcher Associate)

Filipe conducts original research, with a focus on education, and supports different education-related components of the Programme. He holds a PhD in International Comparative Education and a master's in Political Science from Stanford University, where, since completing his PhD, he has worked as a postdoctoral fellow at the Lemann Center for Entrepreneurship and Educational Innovation in Brazil. Filipe also holds a bachelor's degree in Social Sciences from the Federal University of Minas Gerais and a master's in Public Administration from João Pinheiro Foundation. He has experience both in the third sector, having worked at Natura Institute, and in the public sector, acting as chief advisor for strategy and innovation in the Department of Education in the state of Minas Gerais.



Meet
THE 2022 TEAM

To transform its ambitious research and engagement goals into reality, the LFP relies on the commitment, diverse expertise and creativity of its team. Get to know them:

Lia Pessoa (Engagement Officer)
Lia develops the Programme’s strategy for external outreach, building and working with an active network of stakeholders to achieve real-world impact. Prior to joining the Blavatnik School, she completed a Master’s in Public Administration at the London School of Economics, where she engaged in varied activities related to policymaking in Latin America. Her primary research and policy interests are in the areas of governance, healthcare, and gender equality. Lia holds a BA in Law from the University of São Paulo (USP) and has worked for four years as a lawyer for state-owned enterprises in Brazil, as well as in public-private partnerships and NGOs in the health and education sectors.



João Pedro Caleiro (Writer-Researcher)
João Pedro, an alumnus of the Blavatnik School, writes original content for the Programme and supports its engagement and communication activities. He holds a BA in International Relations, with a focus on political science, from the USP, and has extensive experience working on economic and social issues. For the past decade, hhe worked as an editor at the Brazilian publication EXAME, for which he covered major national and international events and engaged with current public policy debates. João Pedro is also a member of the Lemann Leadership Network.



Lucilla Dias (Research Assistant)
Lucilla, who produced original research on the Amazon Fund and collaborated with the Programme’s engagement activities, is a policymaker with an environmental engineering background. She has extensive experience in innovative policy design and has implemented policies in Brazil at the local and regional levels. Most recently, she has transitioned to a career in climate policy and is particularly interested in how Brazil can adapt to climate change. Lucilla has recently finished the MPP at the Blavatnik School and currently works at the Oxford Net Zero initiative.



Big feature LEADERSHIP FORUM



Between 24 November and 26 November 2022, the LFP hosted our largest and most high-impact event so far: “Leadership Forum: Brazil and Brazilians at their best”, a partnership with the Lemann Foundation in Brazil.



The meeting, held at the Blavatnik School building, gathered 75 guests including outgoing and incoming heads of governors from all Brazilian regions, members of congress, leaders of non-profit organizations, of foreign organizations and governments, and leading academics.

The goal was to create an environment where policymakers and politicians from across the political spectrum could listen to each other, share and find common ground, sharing major challenges and strategies towards unlocking Brazil’s untapped potential. The unique timing, after the results of the election but before those elected would be taking office, was strategically planned to tone down polarisation, a major challenge in Brazilian politics.





As an almost perfect illustration of the general mood, the opening night of the event coincided with Brazil's debut at the World Cup against Serbia, broadcast for the guests during dinner. LFP surveys in Brazil show that there is ample agreement within the broad political spectrum, from the far left to the far right, that watching the national soccer team play together is one of the most depolarising activities there is – and we saw proof of it!

Over the next couple of days, this diverse group exchanged ideas in thematic and peer groups and ultimately agreed on a few common priorities and substantive commitments for the next political cycle. The agenda included two case studies sessions – one on corruption in Paraguay, produced by the LFP, and one about promoting coordination between levels of government in Ethiopia – and panels on fiscal management and racial inequalities.

Guests also had the opportunity for a Q&A with former UK Prime Minister, Sir Tony Blair, who shared lessons from his time in office. The event was wrapped up in great style with a gala dinner at the Divinity School, featuring a choir presentation.

Participants returned to Brazil not only with great memories of inspiring and engaging debates, but also with new and renewed connections and a sense of clear directions to be made into concrete reality throughout their mandates.



Big feature

KNOWLEDGE CREATION

As a Programme, we are committed to delivering world-class research about themes and topics that are relevant to the public sector in Brazil and other countries. Our research encompasses published papers, policy briefs, reports and case studies, clustered into three major theme umbrellas.

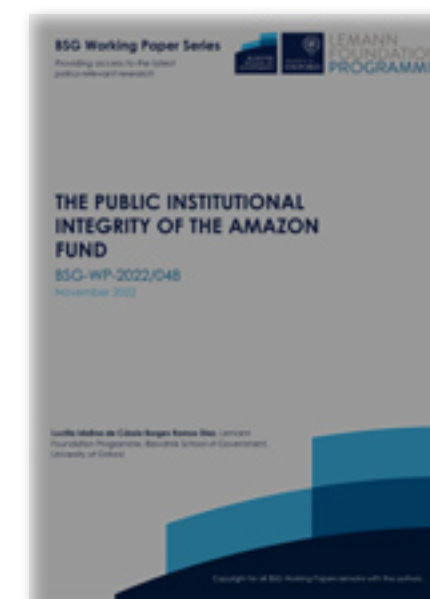
Under the “building back from COVID-19” umbrella, for example, we published a report exploring lessons from coordination between states during the pandemic, a paper on what is necessary to recover learning losses from school closures, and a working paper on environmental policy, focusing on the future of the Amazon Fund in Brazil.

The paper “Education data needs and challenges from Building Back from COVID-19” was published in March 2023 by the Journal of Epidemics. Authored by our director, Prof. Anna Petherick and postdoctoral fellow Filipe Recch, together with Rodrigo Furst, Rafael Goldszmidt and others, the paper investigates patterns in school closures during the pandemic. By using examples from India and the state of Minas Gerais and its capital Belo Horizonte, it illustrates struggles towards an efficient coordination and sets recommendations for how to build an improved data environment to facilitate building back from COVID-19 and recovering learning losses. Read it here: <https://www.bsg.ox.ac.uk/research/publications/education-data-needs-and-challenges-building-back-covid-19>



The report “States as the new protagonists of health and a coordinated approach to Building Back from COVID-19”, by writer-researcher João Pedro Caleiro, was published in November 2022. The report was based on a series of interviews with state health secretaries and other health experts and stakeholders and shines a light on the cooperation between states during the pandemic through institutions like CONASS. It also highlights some areas within public health that should be of special attention in building back from COVID-19. The report is accessible in English and Portuguese versions: <https://www.bsg.ox.ac.uk/research/publications/states-new-protagonists-health-and-coordinated-approach-building-back-covid>

Lastly, Lucilla Dias, who has a background in environmental engineering, chose for her summer project (read more below!) to investigate the Amazon Fund, a pioneering mechanism for wealthy countries to finance deforestation programs in Brazil. Lucilla looked at the fund through a framework of integrity developed at the Blavatnik School, and developed five recommendations. They are particularly relevant at this juncture in time, as the new federal administration in Brazil pledges to strengthen environmental protections and reverse deforestation trends, placing the Amazon fund as key component of their strategy.



Read the paper here: <https://www.bsg.ox.ac.uk/research/publications/public-institutional-integrity-amazon-fund>

Within the “Building integrity alongside an anti-corruption agenda” axis, we have developed a policy brief on the new agency responsible for regulating data protection.

The policy brief “The path forward for the Brazilian National Data Protection Authority (ANPD)”, authored by postdoctoral research associate Beatriz Kira, explores the capacity and autonomy gaps in the recently created ANPD, and suggests alternatives to address them. The brief also analyses how this relates to the broader challenge of regulating digital markets in a way that captures its benefits while mitigating the potential harms associated with it and investigates how coordination between different agencies in the Brazilian government can be improved to achieve these goals.

Read it here: <https://www.bsg.ox.ac.uk/sites/default/files/2023-04/Lemann-Foundation-Policy-brief-institutional-design-and-ANPD.pdf>



The Programme is also starting to dig deeper into the problem of sexual corruption, an emerging area of interest among scholars and policymakers in the intersection of agendas concerning gender and corruption issues. Recently, the lower house of congress in Brazil passed a landmark bill criminalising the practice, and more countries are expected to follow suit. Read more about it in our post: <https://www.bsg.ox.ac.uk/blog/sexual-corruption-bill-brazil-draws-new-frontier-criminal-justice>

Finally, under the “Polarisation and service delivery” umbrella, we have been running a series of surveys in Brazil which will shine a light on how citizens interact with the public system.

Big feature

SOUTH-SOUTH PROGRAMME



One of the most significant undertakings of the LFP this past year was the South-South Programme, a collaboration with the Lemann Centre in Sobral supported by the Education Development Trust (EDT) and the Foreign, Commonwealth and Development Office (FCDO).

The South-South Programme aims to support coalition building for education reforms to improve foundational learning in Global South countries through evidence sharing and a series of virtual “communities of practice”. Kenya and Pakistan were the countries chosen for the first cohort of fellows, a vibrant group of educators from the public and private sector, civil society and academia, selected in partnership with the local organisations Zizi Afrique in Kenya and Idara-e-Taleem-o-Aagahi (ITA) in Pakistan.

The highlight of the program was a week-long immersion trip to Brazil. On the first part of the trip, the fellows went to São Paulo and learned about the experience of the national coalition to advance common curricular standards. Then we all went to Sobral, a city known in educational circles as an example of reform and positive results in foundational learning. We visited schools, spoke to parents, principals, kids and teachers and had a session with some of the political and educational leaders of this revolution.

This was a rewarding and unique journey for all involved, and the connections and discoveries should continue to bear fruits for years to come. We wrote more about it in the Blavatnik school blog: <https://www.bsg.ox.ac.uk/blog/kenya-pakistan-and-brazil-show-power-south-south-exchanges-education>

Though the fellowship component of the program is now concluded, a new chapter of the programme is about to begin with the publication of a library of global public goods. These materials – case studies, discursive learning documents and podcasts – focus on relevant experiences in the Global South and are meant to serve as conversation starters for relevant issues in foundational learning.

Case Study

SOBRAL/CAMPOS



As part of the South-South programme, we completed our second case study, “Reproducing success? Applying lessons in education reform to Campos dos Goytacazes”, focused on the challenges of sequencing and building support for education reforms to improve foundational learning.

The protagonist of the case is Marcelo Feres, secretary of education, science and technology in Campos dos Goytacazes, as he starts on the job in the middle of the COVID-19 pandemic. Feres looks for inspiration in the successful Sobral model, which has become a reference in Brazil, but encounters roadblocks when trying to adapt their policies. His experience mirrors those of other municipalities trying to improve foundational learning, and the case allows students and other policymakers to consider their own options for sequencing reforms in their contexts.



Building community VISITING FELLOWS



As a Programme, we are committed to nurturing a vibrant, diverse community, and our visiting fellows' scheme is a core part of that. Fellowships are offered to experienced academics or practitioners with a proven background of high-impact work on different challenges facing the public sector in Brazil. By spending some time in the Blavatnik School, they can make connections, broaden their understanding of policy issues and familiarize themselves with experiences in other countries. Fellows often produce original work and collaborate with the LFP program in various projects and publications. They also engage with faculty, staff and students through workshops, meetings, showcases and other engagement opportunities.

In 2022, we were lucky to host Vera Monteiro and Leany Lemos, who made the most of their time on Oxford and left a mark through the extent of their knowledge and their unique spark. We are sure that they will become long-term partners who will be informing and supporting the work of the LFP for the years to come.

To know more about our fellowship program and how to apply for it, visit our website: <https://www.bsg.ox.ac.uk/research/research-programmes/lemann-foundation-programme-oxford>

VERA MONTEIRO



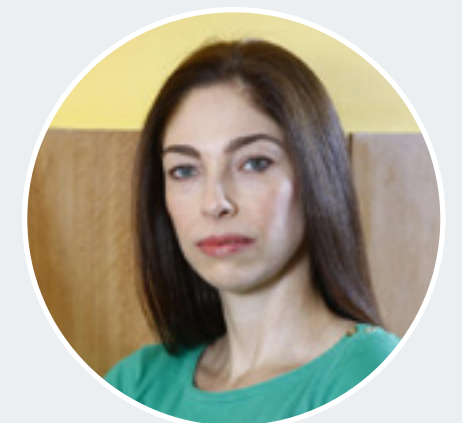
Vera Monteiro, our 2022 Visiting fellow, is a researcher and professor of Administrative Law at the São Paulo Law School of the Getúlio Vargas Foundation (FGV Direito SP) and at the Brazilian Society of Public Law (SBDP).

One of her main topics of research is the “pen’s blackout”, a widely shared perception that honest civil servants in Brazil are refusing to make decisions (thus “holding the pen”) to avoid being blamed by overreaching control bodies. We dive deeper on the topic here: <https://www.bsg.ox.ac.uk/blog/why-public-managers-brazil-are-feeling-paralysed>.

On 11 May, Vera met with the MPP students for a workshop on the unintended impacts of the anticorruption agenda on the civil service. In a role-playing exercise, students took the role of either a public manager in education or a control body during a dispute over contracting an emergency service during the pandemic and were able to better understand the other side and try to reach joint solutions.

On 19 May, Vera followed up on the theme by presenting her findings on the periodic BSG research showcase. In her presentation, she expanded on the issues of paralysation and loss of quality in public policy in the context of the “pen’s blackout”, answered questions, and took suggestions from BSG academic staff to advance her research.

“To be a Lemann Visiting Fellow allowed me to access an academic program of excellence, exchange experiences with professionals from multiple backgrounds and design innovative research ideas. We are witnessing, in this environment, the consolidation of a new network of Brazilian leaders engaged in favour of the improvement of public services for citizens”



LEANY LEMOS



In 2022 the LFP also hosted our first Fellow of Practice, Leany Lemos. She was previously CEO of the largest subnational development bank in Brazil (BRDE), as well as served as Secretary of Planning, Budget and Management for the Federal District and as Secretary in the government of the State of Rio Grande do Sul, where she also coordinated the Data Committee for COVID-19. Since returning to Brazil, Leany has been appointed national secretary of Planning under the new federal administration. However, she has continued to engage with the LFP, and we look forward to the publication of some of the work for which she has contributed to during her time in Oxford.

On 24 October, Leany led a workshop with MPP students in which they were presented with practical scenarios, inspired by her experience leading a subnational development bank, and debated possible courses of action. The classroom was full and lively, with some of the student who also had first-hand experience on the field giving their own insights. Leany had another meeting with the students on 29 November, this time to share reflections and advice on career development.

“This period was an excellent opportunity to reflect on my time in public service, but also to learn new things and share with faculty and students. Many interesting questions led me to new places. It was very important for me, personally and professionally. It’s not by chance that Oxford exerts this fascination: every question is possible, within a world that’s constantly questioning and learning. I miss it already!”

On 3 and 4 November, Leany also hosted a series of panels at the Blavatnik School focused on the role of development banks in today’s world. In the first day, a high-level panel gathered CEOs of development banks to discuss how they handled major shocks, such as the COVID-19 pandemic and the war on Ukraine. On the next day, guests from Asia, Africa and Latin America took part in a series of thematic panels focused on topics such as last mile delivery and green finance.



Building community SUMMER PROJECTS



As the last stage of their degree, MPP students must undertake a project during the summer on a topic of their choice. In 2022, the LFP hosted MPP students for the first time for their summer projects: four students were selected, two from Brazil and two from India, and they have done brilliant work.

Nikunj Agarwal investigated the concept of Global Public Goods as part of the library of materials the South-South programme. Ankita Nawalakha, collaborated with the qualitative evaluation of the South-South Programme by doing the first round of interviews with fellows. André Correa de Oliveira looked at the issue of food insecurity using international references. And Lucilla Dias, mentioned earlier, investigated the Amazon Fund with the lens of public integrity.

We will continue to offer placements and support summer project students, in 2023 and beyond, as a form of engagement with the MPP cohorts, of expanding our network inside and outside of Brazil and breathing new ideas into our research.

Building community
SOCIAL

We aim not only to support and engage the Brazilian students from the MPP, but also to become a hub for the Brazilian community in Oxford. With this objective in mind, we often promote gatherings and parties with Brazilian snacks and drinks – and they have been a blast!

MPP RECEPTION
On 8 October, just a couple weeks after the start of the first academic term, the LFP team hosted a casual Sunday lunch with the newly arrived Brazilian MPPs, their spouses and Brazilian researchers from BSG.

It was an opportunity for them to get to know each other and their backgrounds, and the conversation flowed together with the wine and the Brazilian snacks. Lucky for us, the sun was shining as well.



TELEGRAMS
Telegrams are country-themed student-led celebrations, usually held in the Blavatnik School forum. As part of its engagement strategy, the LFP has taken over the responsibility of hosting Brazil-themed telegrams periodically, which have been a great success. There were editions on 20 May and 20 October, and the next one should be happening soon. By now, the Telegrams have become known as the perfect place for two of the best things in the world, and in which Brazilians excel at: dancing and exchanging ideas.



Building community
FOSTERING DIALOGUE

CLP EXECUTIVE COURSE

In the week of 11 July, the LFP hosted the international module of the master’s program of the Centro de Liderança Pública (CLP), a Brazilian NGO focused on leadership in the public sector. The 35 participants, originally from different sectors, regions, seniority levels and walks of life, learned about working across political differences and using evidence in public policy through a mix of classes, case study sessions and practical exercises.

The sessions were led by BSG faculty including Emily Jones, Jonathan Wolff and Dean Ngairé Woods and included original material produced by the Lemann Foundation Programme. Overall, it was a great week of learning from all those involved.

“The course allows for a group of leaders to leave the country, many for the first time, with the best university in the world as the destination. It felt special to address themes dear to us and be in contact with complementary views to what we explored in Brazil, and the diversity of the cohort fit nicely with the content. Everyone, regardless of their roles, found answers and challenges in the course, and that was gratifying”

— Humberto Dantas,
education head at CLP



BRAZIL ELECTION PANEL

Brazil went through a difficult and polarised election, ultimately won by President Lula.

On 31 October, the day after the second round of elections, the LFP hosted a debate in the Blavatnik School with the participation of Timothy Power (head of the Social Sciences division in Oxford), Leany Lemos (Lemann visiting fellow of practice), Gabriela Lotta (former Lemann Visiting Fellow), and LFP team members Filipe Recch and Anna Petherick.

The event featured the LFP’s latest research about building back needs, as well as lively discussions on ways forward for the bureaucracy, fiscal policies and other issues high on the agenda.



THE MOMENT THAT STUCK WITH ME

Anna Petherick

“My special moment of the year was sitting down to watch Brazil’s first match of the World Cup on a huge screen, with governors from both the left and the right – and watching how much fun and conversation filled the room”

João Pedro Caleiro

“One moment that really stuck with me was going to the schools in Sobral and speaking with the kids. After putting so much effort into the case study about the reforms in their education system, witnessing it first-hand made me feel inspired – and quite emotional”

Lia Pessoa

“2022 was such an exciting year that the hard part is to choose just one moment with the Programme! But if I have to, I would say that it was our team toast at the end of the Leadership Forum – celebrating the accomplishment of our most challenging adventure so far with those that kept me going the whole year”

Filipe Recch

“One highlight of the year was collaborating with other academics in the school to produce a published paper. This allowed me to learn from others, gain new insights into policy issues, and produce work with the potential to make a real impact. It was a year of growth, learning, and new connections, and I am excited to continue contributing to policy research”





Lemann Foundation Programme for the Public Sector
Blavatnik School of Government
University of Oxford

120 Walton St, Oxford OX2 6GG
lemann.foundation@bsg.ox.ac.uk