

Lemann Foundation Programme NEWSLETTER

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

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WELCOME!

From our Director, Anna Petherick

It is with enormous pleasure that I invite you to read the first Lemann Foundation Programme newsletter, written by our fantastic engagement officer, Lia Pessoa. As you will read in the pages to come, our Programme may be new, but we are up and running with quite some energy.

In our first few months, the team has come together to initiate three workstreams of knowledge generation, as well as ambitious engagement plans for the years ahead. We have published our first case study, welcomed two visiting fellows, and had wonderful fun laying on events for students and faculty in Oxford. Among these, the jewel in our crown has been the Programme's launch event, designed to both announce our aims and approach, and to bring together our growing network in Oxford, Brazil and beyond. I was heartened to see so many friendly faces at this event—some reflecting friendships already deeply established; some long-lost; and some, the weeks since have shown, were—delightfully—of rich friendships-to-be.

Thank you for your interest in the Programme and for your support. We plan to produce informal newsletters like this one approximately biannually, as one of several ways of keeping our friends and colleagues abreast of the Programme's activities and outputs. Please do get in touch with us at any time via our team email — lemann.foundation@bsg.ox.ac.uk — if you would like to know more.

We look forward to hearing from you and telling you so much more in the months and years ahead!



Introducing the Programme

WHAT EXACTLY IS THE LEMANN FOUNDATION PROGRAMME FOR THE PUBLIC SECTOR?

The Lemann Foundation Programme for the Public Sector (LFP, for short) is a comparative research programme hosted at the Blavatnik School of Government, University of Oxford. It has been created with the goal of improving the public sector in Brazil and beyond through knowledge generation and engagement. Hence it is guided by a core question: what can Brazil learn from other countries, and what can other countries learn from Brazil? We explore this from the point of view of the people and organisations who compose the public sector, as well as those who interact with it.

Our research projects are clustered into three themes — major challenges to good government and policymaking in Brazil, as well as issues of primary importance in many other countries.

BUILDING BACK FROM COVID-19

The COVID-19 pandemic has brought unprecedented disruption around the globe. It has exposed and widened inequalities in many areas, including health and education. We aim to understand the pandemic's impacts as precisely as possible so that they may be substantively addressed, especially in the world's most unequal countries, such as Brazil.

BUILDING INTEGRITY ALONGSIDE AN ANTI-CORRUPTION AGENDA

In Brazil, as in many other countries, corruption is consistently among citizens' top concerns. Meanwhile trust in institutions and in society at large are low. We seek to generate knowledge about how to reduce levels of corruption and nurture a trustworthy public sector in the long run. Our projects focus on institutional reform; how public organisations relate to one another; digital government; and the everyday pressures facing civil servants, especially when it comes to issues of diversity.

POLARISATION AND SERVICE DELIVERY

Political polarisation is acutely felt by many in the public sector. We investigate roadblocks faced by leaders and civil servants in this climate, and how these can affect public service delivery. Our aim is to identify pathways for overcoming negative impacts.

Because we want our research to have real-world impact, engagement initiatives will be developed alongside our research projects, including (but not limited to) the creation of policy briefs, case studies, events, and workshops — all taking aim at the challenges and opportunities facing those with professional responsibilities to serve their fellow citizens.

If our mission resonates with you, do not be shy! Get in touch and let's build change together!

Explore our website to know more: <https://www.bsg.ox.ac.uk/research/research-programmes/lemann-foundation-programme-oxford>

Introducing the team

MEET THE LEMANN FOUNDATION PROGRAMME TEAM

To transform its ambitious research and engagement goals into reality, the LFP relies on the commitment, diverse expertise and creativity of its team. Our initial members are:

Dr Anna Petherick (Director)

Anna is a Departmental Lecturer in 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.



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.



Introducing the team

MEET THE LEMANN FOUNDATION
PROGRAMME TEAM

To transform its ambitious research and engagement goals into reality, the LFP relies on the commitment, diverse expertise and creativity of its team. Our initial members are:

Dr Beatriz Kira (Postdoctoral Research Associate)

Beatriz is a lawyer and a social scientist by training and her research focuses on the governance of digital technologies. She holds a PhD in Economic Law and Political Economy from the USP, and an MSc in Social Sciences of the Internet from Oxford. Beatriz is also a Research Affiliate of the Law and Public Policy research group at the Faculty of Law of USP, has acted as a consultant for the Brazilian Competition Authority (CADE) and conducted research for several academic institutions including the Oxford Internet Institute (OII), the Brazilian Network of Empirical Legal Studies (REED), and the Brazilian Institute of Applied Economic Research (IPEA).



João Pedro Caleiro (Research Assistant)

João Pedro recently completed the Master of Public Policy at the Blavatnik School and is involved in various aspects of the Programme. 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, he 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 a member of the Lemann Leadership Network.



From February 2022: Dr Filipe Recch (Postdoctoral Researcher Associate)

Filipe 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.



Building our network VISITING FELLOWS

One of the core engagement initiatives of the LFP is our visiting fellow's scheme. The LFP is committed to offering at least one fellowship per academic year to an experienced academic or practitioner who dedicates themselves to the challenges facing the public sector, and who will be a valuable, long-term partner of the LFP in the years to come. The scheme allows fellows to visit the Blavatnik School of Government to further develop their understanding of specific policy issues, make connections in Oxford, and reflect on practices and outcomes across countries.

During their visit, fellows are expected to work with the LFP team on various projects, such as developing case studies on their area of expertise. They are also strongly encouraged to share their expertise with students, visitors and faculty at the Blavatnik School, via presentations, workshops and other community events.

THE LFP'S VISITING FELLOWS DEMONSTRATE:

- outstanding contribution to the analysis, development and or implementation of policy (including public management) that has yielded demonstrable impact towards the public good;
- exceptional analytical, teaching, communication and relationship-management skills;
- commitment to public service in their country, region, and globally; and
- enthusiasm and ideas for how to help support the LFP in the years after their visit.

Our hope is for LFP visiting fellows to become key nodes in a broad and diverse network fostered by the Programme with actors and organisations that aim to change the reality of the policy world. Such a network will be built and strengthened throughout the duration of the Programme with the goal of promoting knowledge sharing and collaborative activities by a motivated and vocation-driven community.

Setting the bar high, the Programme has already received not one but two excellent visiting fellows within its first term of activities: Gabriela Lotta and – with the support of the Astor Visiting Lectureship grant – Guillermo Toral.

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>

GABRIELA LOTTA

A professor of Public Administration and Government at the Getúlio Vargas Foundation (FGV) in São Paulo, Brazil and the first LFP visiting fellow, Gabriela Lotta focuses on the relationship between bureaucracy and the implementation of public policy. When asked why she studies bureaucracy, Gabriela's answer was inspirational¹:

"I am intrigued by the human side of public service, wherein many areas people go in with a passion and a calling to change the world. Teachers are passionate about education, health professionals are committed to providing care to their patients, police officers believe they are protecting society, public managers believe they will transform the world.

But day-to-day service and difficulties like the lack of resources, excess demands, and political interference transform dreams and vocations into frustration. Even then, bureaucrats wake up every day to try to find solutions to citizens' problems. Often, they put themselves at risk – literally and metaphorically – for what they believe. And that is what I love to study. Because I believe the State is essential for democracy and improving quality of life, understanding bureaucracy and proposing solutions to make it better are ways to contribute to democracy and the wellbeing of the population."

Gabriela's visit to Oxford took place in November and December 2021. While at BSG, she connected with many scholars and different research programmes at the Blavatnik School. Her visit also kickstarted an original, collaborative research project to

investigate citizen perceptions of political polarisation, and how it relates to the quality of public services, which will be developed in 2022.



¹ Read the full interview from Gabriela here: <https://www.bsg.ox.ac.uk/blog/understanding-bureaucracy-means-protecting-public-servants>

GABRIELA LOTTA



RESEARCH SEMINAR: BUREAUCRATIC RESISTANCE FACING DEMOCRATIC BACKSLIDING IN BRAZIL

On November 11, Gabriela Lotta presented her research project, “Bureaucratic resistance facing democratic backsliding in Brazil”, analysing the practices developed by Brazilian bureaucrats in the federal government, in the face of political control. Original data collected from over 100 interviews with federal bureaucrats showed how these civil servants have developed practices of resistance, sabotage, silence, and exit when facing various forms of political control. Furthermore, Gabriela explored, dynamically and relationally, how different forms of bureaucratic resistance and political control strategies have changed over time in responding to one another. This presentation to faculty and researchers was followed by a lively Q&A session.

MPP WORKSHOP: SCENARIOS AND PROBLEM-SOLVING FOR CIVIL SERVANTS

On November 19, Gabriela led two workshop sessions with Master in Public Policy Students at BSG. In the sessions, students brainstormed how to make decisions as a civil servant in difficult contexts. Drawing from real-life situations thrown up in Gabriela’s research, the students were faced with four short case studies that occurred during the COVID-19 pandemic: (i) a social worker whose job it is to monitor children in potential situations of domestic violence; (ii) a nurse from a public primary healthcare clinic; (iii) a public defender; and (iv) a principal of a small elementary school in a rural municipality.

Gabriela Lotta presents at
BSG’s Research Seminar

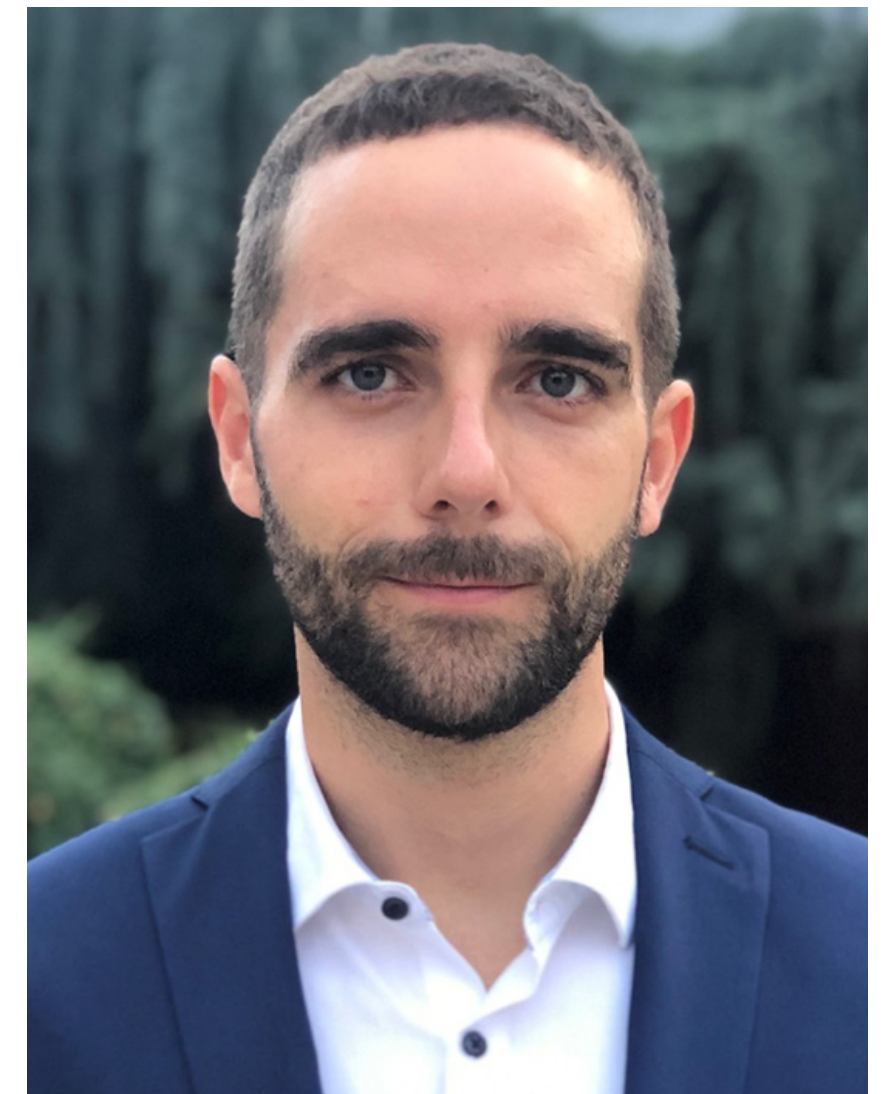
GUILLERMO TORAL

Alongside working as an Assistant Professor at Vanderbilt University, Guillermo Toral is also a Faculty Affiliate at MIT GOV/LAB. His research agenda centres on relationships among state actors (politicians, bureaucrats, and anti-corruption agents) and how they shape public service delivery and human development. This is how Guillermo summarised his experience at BSG:

“I was thoroughly impressed by the scholarly and human quality of the faculty, staff and students at the School, with whom I had the opportunity to exchange ideas about the challenges of governance and public bureaucracies in a comparative perspective. I was particularly excited about the initiatives that the team of the Lemann Foundation Programme has been launching. As a specialist of Brazilian politics, I found the Programme uniquely well positioned to make an impact at the intersection of research and policy, and to produce learning that is useful not just to those of us working on Brazil but also to the broader, global community of public sector experts and practitioners.”

In his work, Guillermo uses big administrative datasets, surveys, and extensive qualitative fieldwork to shed light on dynamics of government accountability and public service delivery. He is writing a book called *The Political Logics of Patronage*, uncovering the strategic uses that local politicians in Brazil make of public

employment and how those uses impact government accountability and the quality of public services. As part of his visit, Guillermo discussed his latest research at an event organised by the Latin America Centre, as well as delivering a faculty research seminar and workshop for students at BSG.



GUILLERMO TORAL



RESEARCH SEMINAR: BUREAUCRATIC CYCLES AND SERVICE DELIVERY IN BRAZIL

On November 25, Guillermo discussed his soon-to-be published research paper, “*Turnover: How electoral accountability disrupts the bureaucracy and service delivery*”.

From the consensus that electoral accountability is fundamental to representative democracy, Guillermo avoids the mainstream research emphasis on how incoming governments reshape the bureaucracy. Instead, he explores how election losers engage in bureaucratic shuffling before leaving office, and how this can erode public service delivery. Guillermo demonstrates these turnover dynamics using administrative data on government employees and healthcare services in Brazilian municipalities. His results show that the incumbent’s electoral defeat leads to dismissals of temporary employees before

the incumbent leaves office, as well as the hiring of more long-term hires and declines in healthcare service delivery within the same period. These findings highlight the political strategies of lame-duck politicians as they appear to try to make life harder for the incoming election winner.



MPP WORKSHOP: PRACTICAL SOLUTIONS TO THE IMPACTS OF BUREAUCRATIC CYCLES IN DIFFERENT COUNTRIES

Guillermo also led an interactive session with MPP students on dealing with turnover in the bureaucracy after an election. He prompted students to discuss the challenges to effective delivery of public services in their own countries when the composition of the bureaucracy changes in concert with the electoral cycle, and, as a group, to brainstorm practical solutions.

DPHIL VISITING STUDENT: PEDRO DE PAULA

Besides our visiting fellows, the Programme also acted as informal host to Pedro de Paula, PhD Candidate at USP Law School, and a recognised visiting DPhil student for Michaelmas Term 2020 under Anna Petherick’s guidance. Pedro is Brazil Country Director for Vital Strategies, a health policy think tank, as well as coordinator for the Bloomberg Initiative for Global Road Safety in São Paulo. De Paula has focused his work over the past 10 years on policy innovation, urban mobility, and regulation.

Being at the School at the moment the Programme was preparing for its official launch, Pedro kindly joined efforts to make the event a success – even immortalised in video as the most overqualified zoom operator ever! We welcome Pedro as a part of our network and are excited to work on future collaborations with him. In his own words:

“The experience as a Recognised DPhil Student at BSG was an incredible opportunity to dive deeper into the methods and concepts that could help me address my research question. Being supervised by Anna Petherick, with her invaluable cross-sectoral knowledge on public policy and on Brazil in specific, was the highlight of my short stay in Oxford. I was challenged by her, my DPhil colleagues, other researchers and professors, on what really matters in my research and

how political science, economics, and other fields of knowledge can help in solving a policy problem through sociolegal lenses. Doing all this while the Lemann Foundation Programme was being launched was also a unique privilege since I was able to get involved in the main discussions on the three research streams of the Programme and to be exposed to the rich and varied knowledge of the visiting fellows

and researchers. This combination of diverse research focuses with methodological rigour, and a drive to impact change in policy makes Anna and her team a great group to interact with. I could have not been happier to have this incredible experience.”

Pedro de Paula enjoys a sunny day at St. Mary’s church in Oxford



Events

A VERY BUSY FIRST TERM

The excitement of bringing the Programme to life translated into a packed first Michaelmas Term – our small team took on a lot, especially as the changing circumstances of the pandemic lead to constantly shifting rules and guidelines – but the encounters we were able to instigate seemed just too good to pass up.

THE BIG ONE: OUR LAUNCH EVENT

In November 16 the LFP was officially introduced to the world! Distinguished guests, collaborators, friends, and all those curious to know more joined us for many stimulating discussions.

Kicked-off by the welcoming words of Dean Ngaire Woods, Anna Petherick and Denis Mizne (CEO of the Lemann Foundation), our guests then heard from

keynote speaker, Professor Timothy Power, Head of the Social Sciences Division of the University of Oxford. A world-renowned expert on Brazil, Tim led us on a fascinating conversation on the extent and nature of the country's democratic consolidation.



Ngaire Woods welcomes the in-person and virtual attendees of the launch event



Anna Petherick shares her vision for the Programme



Timothy Power gives the Keynote speech

Following the introductory session, we hosted our first discussion panel: *“Inside Oxford’s COVID-19 projects - reflections on doing real-time research in a period of great public need”*. For the first time, research groups at the University of Oxford who have worked on three different dimensions of COVID-19 responses (vaccine development, genome sequencing and

government policies)—and with strong connections to Brazil—were brought to the same table to discuss both their professional and personal experiences of the pandemic period.

Mediated by Brazilian healthcare policy expert Miguel Lago (Institute for Health Policy Studies), the panel composed of Sir Andrew Pollard (Oxford Vaccine Group), Jaqueline Góes

de Jesus (Brazil-UK Centre for Arbovirus Discovery, Diagnosis, Genomics and Epidemiology) and Beatriz Kira (Oxford COVID-19 Government Response Tracker) discussed their experiences and reflections on doing research in times of crisis.

During the panel, these three groups shared their links to Brazil: CADDE rushed to sequence the viruses seeding the initial

Brazilian outbreaks; Brazil as the first country for which the Oxford Covid-19 Government Response Tracker project recorded subnational government responses; and for the Oxford Vaccine Group, it was where half of the core trial data for the Oxford-AstraZeneca vaccine was collected. Humbly, Andrew and Jaqueline shared how their team's work was really a ramping up of their day jobs, but how valuable it is for scientific research to be recognised by the general public as critically important societal pursuit. Unfortunately, all specialists agreed that we will very likely endure future pandemics, but on a more hopeful note, they shared the belief that the infrastructure created, the improvement of bureaucratic processes and the forging of multidisciplinary partnerships should allow us to fare much better.



A hybrid second panel: Dapo Akande and Gabriela Lotta are virtually joined by Soledad Nuñez and Guillermo Toral

Our second panel addressed a common challenge of many of those who join the public service: motivated by a sense of vocation and commitment towards the public good, public servants across the globe encounter numerous

barriers towards the execution of their mandate, leading to a sense of deep frustration and often to a loss of motivation over time. To navigate such challenges and highlight remedial strategies, Dapo Akande (Professor of International Law, BSG) led an inspiring conversation with Soledad Nuñez (Paraguay's former Minister of Housing and Habitat), Gabriela Lotta and Guillermo Toral.

Guillermo expanded on how the increased accountability in public institutions may lead to mechanisms that disempower bureaucrats to innovate while Gabriela countered that those same constraining mechanisms also protect bureaucrats from political persecution in cases of ideological misalignment. Soledad candidly talked about how openly admitting to the common frustrations of working within public institutions can be key to foster trust and build collective resilience.



The first panel in action - from left to right: Miguel Lago, Beatriz Kira, Andrew Pollard and Jaqueline Goes

The launch event was broadcasted with live translation to viewers all over Brazil and abroad, while those lucky enough to join us in person were able to enjoy a surprise photo exhibition of life behind the scenes of the Oxford Covid-19 Government Response Tracker project. And that was not all! To make sure that the experience of those joining online would be as rich as possible, the BSG audio-visual team created a customised virtual reality version of the Blavatnik School, where all attendees—well, their avatars—could meet each other, chat, and explore the virtual rainforest, swimming pool and helipad added to the BSG building.

For those reading this who joined us, our biggest thank you! We hope you enjoyed it.

If you were not able to and want to know more, all panels were recorded and are available to watch online at the BSG's YouTube channel: <https://www.youtube.com/playlist?list=PLKGEJCJ8EcTzP-SQPuSZw8p9RCaqKqMwZD>

FOLLOW-UP: LFP Q&A SESSION

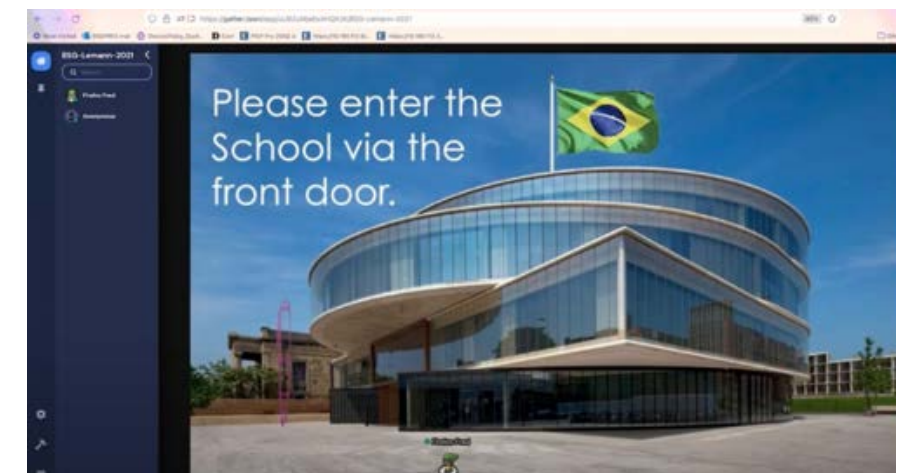
After the Launch, the Programme held an exclusive, hybrid Q&A session from the board room of the Blavatnik School with a community most dear to our initial network-



Anna Petherick presents in the Programme Q&A



Photo exhibition shows the life behind the curtain for the members of the Oxford Covid-19 Government Response Tracker project



Gather Town Brazilian take over: initial screen for the digital reality exploration of BSG

building efforts: the Brazilian MPP students and alumni. In this session, we explained in greater depth our research and discussed our primary engagement activities for 2022. It was a chance for us to get valuable feedback about our

plans and to listen to attendees' thoughts on how to tweak them to, potentially, have even more impact. And later? Well, you probably guessed right: the event ended on a well-deserved pub evening – cheers!



MPP students, Miguel Lago and Denis Mizne discuss future activities

Creating synergies
BLAVATNIK SCHOOL RESEARCH SHOWCASE

On November 30, the Blavatnik School hosted its first Research Showcase. Designed to be a celebration of the research being done at the School and an opportunity for all to engage with it, the first session was focused on the themes of education, public service delivery, and public management.

After introducing the research activities of the LFP, our engagement officer, Lia, shared the stage alongside representatives of the People in Government Lab, RISE, DeliverED and Government Outcomes Lab to reflect on shared goals, potential synergies and future plans. Afterwards, the floor was opened for questions from researchers and students.

The event provided an opportunity for the LFP to publicly situate itself within the larger research landscape of BSG and identify potential synergies with other teams – indeed, the wheels for more projects started to turn!



Lia Pessoa presents at BSG’s Research Showcase

SOCIAL EVENTS
Brazilians (indeed) have more fun

Being a Programme with an emphasis on Brazil, there were high expectations of our social calendar... Challenge accepted! For the past two years, isolation has been a worldwide experience, so are more than happy to provide safe opportunities for some light, joyful, and eagerly awaited human-to-human connection-building.

DINNER AND DRINKS
- INTRODUCING THE PROGRAMME TO BRAZILIAN MPPS

We kicked off Michaelmas term by inviting the MPP Brazilian community (current and former students still in Oxford) to a small and informal dinner. With Brazilian snacks (yep, our mouth is also watering here – we will refrain

from showing pictures, as it would be too painful!), the music was soon turned up and dancing was an unavoidable consequence. A warm night to say goodbye to autumn and brace ourselves for the winter to come.



Beatriz Kira and Anna Petherick share a selfie at the get-together



Brazilian MPPs enjoy the first LFP social event

BRAZILIAN TELEGRAM: END OF TERM CELEBRATION

To (deservingly) celebrate the end of our first term, the LFP in partnership with the Latin American Centre offered the School community a special Happy Hour, in line with the School's traditional "Telegram" events, focused on different national cultures.

Brazilian snacks were once more procured (we know, we know, no pictures of these!) and the new MPP band brought everyone to their feet! Thank you to the band members for rehearsing especially for this event! A night of enjoyment and happiness just before Omicron arrived... Hopefully this gave everyone extra resilience for the hard weeks ahead. It sure did for us!



The MPP band plays at the Telegram

Materials
BUILDING OUR HERITAGE

As a programme committed to impacting policymaking in the real world, the LFP aims to produce materials that are attuned to a variety of audiences, and that serve multiple educational and professional development objectives

We are proud to announce that amidst a very busy first term, we completed our first case study, “*Confronting corruption in Paraguay’s housing ministry*”, which for the first time among BSG cases, features an alumnus as its protagonist: Soledad Nuñez, former Paraguay minister (yes, you remember correctly—she was one of our launch event discussants!). Faced with widespread corruption when she assumed the leadership

of this Ministry, Soledad had to make difficult choices towards gradually building integrity in this public organisation. The case was taught to all MPP students on December 1 by Karthik Ramanna, Professor of Business and Public Policy at BSG and director of the MPP, as part of a session entitled “*Getting things done*”.

Soledad Nuñez with MPP students after the discussion of the case study that features her.



Hopes for the year ahead

WHAT 2022 HOLDS ...

Anna Petherick

“2022 is like a year when Brazil, and many other countries, will face a fork in the road. My hope is for a listening, reflective and peaceful consideration of the options ahead.”

Lia Pessoa

“Brazil suffered deeply these past few years (as so many countries around the world), but 2022 comes with dreams of change – and hopefully we will be able to foster some nudges forward!”

Beatriz Kira

“For 2022 I look forward to continuing to collaborate with colleagues from Brazil and other parts of the world, and I would personally love the opportunity to meet face to face again!”

João Caleiro

“Helping to take the LFP off the ground has been very rewarding, and I am certain that the research and engagement produced within the LFP will make a major contribution to Brazil’s debate and development in 2022 and beyond.”

The initial team get together after the Launch event – clockwise from bottom-left: João Caleiro, Lia Pessoa, Beatriz Kira, and Anna Petherick





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